

# **CROYDON COUNCIL**

## **DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME**

**2020/21**

**Appendix B  
Cabinet, 24th February 2020**

# REVENUE BUDGET SUMMARY

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**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2018/19  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
77,886	Children, Families and Education	<b>97,349</b>	1,301	1,499	<b>100,149</b>	3
138,550	Health, Wellbeing and Adults	<b>131,272</b>	863	398	<b>132,533</b>	1
65,328	Place	<b>104,052</b>	655	(43,209)	<b>61,498</b>	(41)
54,482	Resources	<b>(3,176)</b>	2,035	14,437	<b>13,296</b>	(519)
2,570	Contribution to Provision for Doubtful Debts	<b>180</b>	-	-	<b>180</b>	-
0	Pension Contribution	<b>8,097</b>	-	-	<b>8,097</b>	-
275	Carbon Credits	<b>255</b>	-	-	<b>255</b>	-
491	Apprentice Levy	<b>600</b>	-	-	<b>600</b>	-
650	Community Initiative Fund	<b>650</b>	-	-	<b>650</b>	-
-	Contracts Review	<b>(2,000)</b>	-	-	<b>(2,000)</b>	-
-	Other Corporate Savings	-	-	(1,992)	<b>(1,992)</b>	-
<b>340,232</b>	<b>NET COST OF SERVICES</b>	<b>337,279</b>	<b>4,854</b>	<b>(28,867)</b>	<b>313,266</b>	<b>(7)</b>
(34,232)	Core Grants	<b>(33,430)</b>	-	397	<b>(33,033)</b>	(1)
-	Contingency	<b>1,000</b>	-	1,747	<b>2,747</b>	175
5,734	Departmental Contingency	<b>1,000</b>	-	-	<b>1,000</b>	-
-	<b>Levies from Other Bodies</b>	-	-	-	-	-
283	Environment Agency	<b>288</b>	-	7	<b>295</b>	2
301	Lee Valley Regional Park Authority	<b>407</b>	-	16	<b>423</b>	4
290	London Boroughs Grants Committee	<b>291</b>	-	7	<b>298</b>	2
436	London Pensions Fund Authority	<b>438</b>	-	20	<b>458</b>	5
(5,663)	Interest and Investment Income	<b>(11,318)</b>	-	-	<b>(11,318)</b>	-
29,088	Interest Payable	<b>23,054</b>	-	2,100	<b>25,154</b>	9
<b>(3,763)</b>	<b>Sub Total</b>	<b>(18,270)</b>	-	4,294	<b>(13,976)</b>	
<b>336,469</b>	<b>NET OPERATING EXPENDITURE</b>	<b>319,009</b>	<b>4,854</b>	<b>(24,573)</b>	<b>299,290</b>	<b>(6)</b>
-	<b>APPROPRIATIONS</b>					
(145)	Contributions to / (from) Earmarked Reserves	<b>5,500</b>	-	(5,500)	-	(100)
18,708	Provision for Repayment of External Loans	<b>7,243</b>	-	-	<b>7,243</b>	-
-	Depreciation	<b>(26,889)</b>	-	-	<b>(28,548)</b>	
(96,450)	REFCUS	<b>(30,806)</b>	-	27,000	<b>(3,806)</b>	(94)
8,316	Deferred / Intangible Charges Written Off	<b>(3,692)</b>	-	1,785	<b>(1,907)</b>	-
-	Contribution to / (from) General Balances	-	-	5,000	<b>5,000</b>	-
<b>(69,571)</b>	<b>Sub Total</b>	<b>(48,644)</b>	-	26,626	<b>(22,018)</b>	
266,898	<b>BUDGET REQUIREMENT</b>	<b>270,365</b>	<b>4,854</b>	<b>2,053</b>	<b>277,272</b>	2.55%
-	<b>FINANCED BY</b>					
-	Revenue Support Grant	-	-	14,127	<b>14,127</b>	-
(8,768)	Collection Fund surplus / (deficit)	<b>6,560</b>	-	(7,681)	<b>(1,121)</b>	(117)
(12,746)	Business Rates Top Up Grant	<b>24,017</b>	-	10,175	<b>34,192</b>	42
(78,025)	Business Rates Income	<b>59,760</b>	-	(22,412)	<b>37,348</b>	(38)
(167,359)	Council Tax - Band D Equivalent	<b>180,028</b>	-	12,698	<b>192,726</b>	7
<b>(266,898)</b>	<b>TOTAL FINANCING</b>	<b>270,365</b>	-	<b>6,907</b>	<b>277,272</b>	2.55
	<b>COUNCIL TAX SUMMARY</b>	<b>Total Council tax 2019-20 £000's</b>	<b>Band D Equivalent £.pp</b>	<b>2020/21 Band D Equivalent £.pp</b>	<b>Total Council tax 2020-21 £000's</b>	<b>Change Band D Equivalent %</b>
	London Borough of Croydon	167,266	1,297.33	1,325.12	175,882	1.99%
	Adult Social Care Levy	12,762	98.98	126.91	16,845	2.00%
	<b>Sub Total</b>	<b>180,028</b>	<b>1,396.31</b>	<b>1,452.03</b>	<b>192,727</b>	
	Greater London Authority	41,324	320.51	332.07	44,075	3.60%
-	<b>TOTAL</b>	<b>221,351</b>	<b>1,716.82</b>	<b>1,784.10</b>	<b>236,801</b>	<b>3.92%</b>

**REVENUE BUDGET SUMMARY**
**SUBJECTIVE ANALYSIS**

ACTUAL 2018/19	DESCRIPTION	ORIGINAL BUDGET 2019/20	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21	% CHANGE
			Inflation	Other		
£000's		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	<b>EXPENDITURE</b>					
215,510	Employees	167,026	3,648	6,412	<b>177,086</b>	6
127,204	Premises related expenditure	41,156	245	4,207	<b>45,608</b>	11
84,113	Supplies and Services	53,924	749	7,927	<b>62,600</b>	16
195,315	Third Party Payments	190,897	527	9,799	<b>201,223</b>	5
236,966	Transfer Payments	322,351	-	(837)	<b>321,514</b>	(0)
26,331	Transport related expenditure	10,769	-	1,040	<b>11,809</b>	10
38,494	Capital Charges	30,570	-	(356)	<b>30,214</b>	(1)
-	Intangible Charges	6	-	235	<b>241</b>	3,917
-	REFCUS	30,806	-	(9,214)	<b>21,592</b>	(30)
61,549	Corporate support services bought in	(6,470)	-	(18,022)	<b>(24,492)</b>	279
3,841	Recharges from other services	32,828	-	(2,637)	<b>30,192</b>	(8)
989,323	<b>TOTAL EXPENDITURE</b>	873,863	5,169	(1,445)	<b>877,587</b>	0
	<b>INCOME</b>					
(302,348)	Government Grants	(366,182)	-	(4,449)	<b>(370,631)</b>	1
(45,685)	Other Grants, reimbursements and contributions	(27,917)	(6)	(4,912)	<b>(32,835)</b>	18
(121,215)	Customer and Client Receipts	(94,393)	(308)	(11,910)	<b>(106,611)</b>	13
(58)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(179,785)	Recharges to other services	(48,064)	(1)	(6,151)	<b>(54,216)</b>	13
(649,091)	<b>TOTAL INCOME</b>	(536,584)	(315)	(27,422)	<b>(564,321)</b>	5
340,232	<b>NET EXPENDITURE</b>	337,279	4,854	(28,867)	<b>313,266</b>	(7)

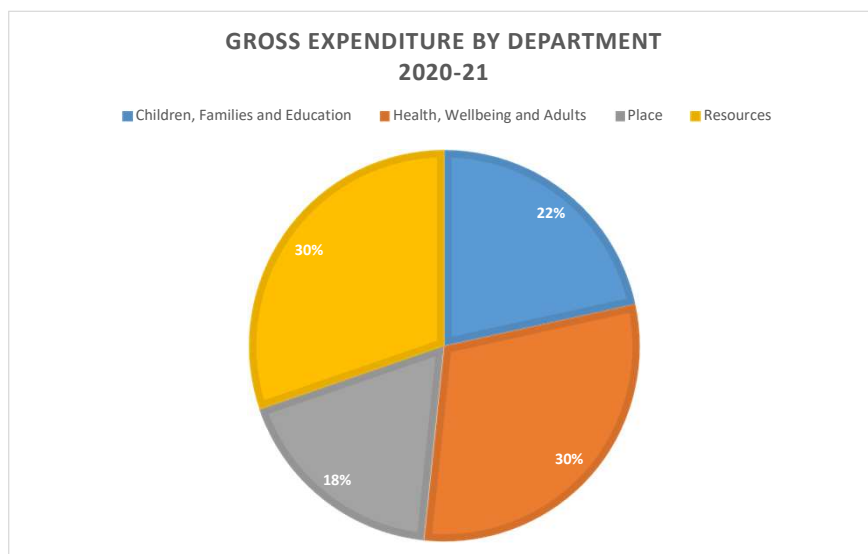
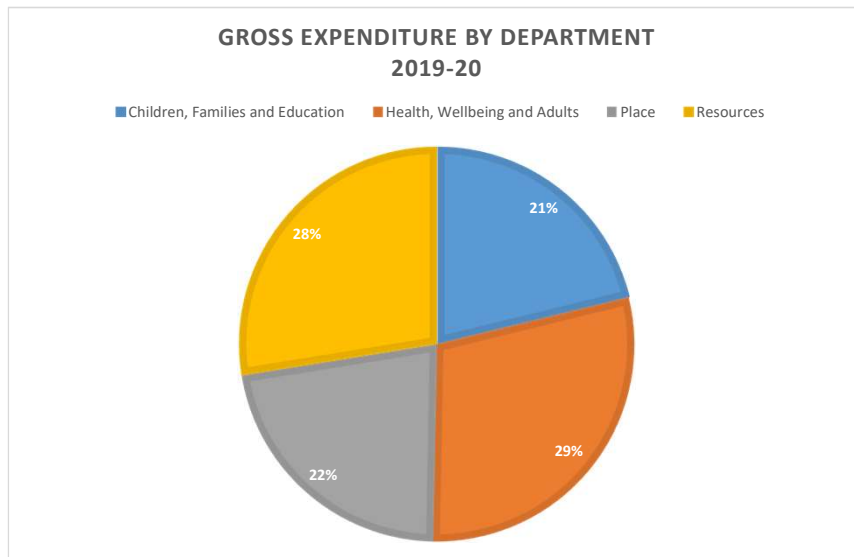
**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN 2020/21
	FTE STAFF	FTE STAFF	FTE STAFF
Health, Wellbeing and Adults	910.78	883.65	(27.13)
Children, Families and Education	788.73	787.96	(0.77)
Place	941.90	1,001.80	59.90
Resources	844.25	930.46	86.21
<b>TOTAL FTE STAFF</b>	<b>3,485.7</b>	<b>3,603.9</b>	<b>118.2</b>

**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL GROSS EXPENDITURE**

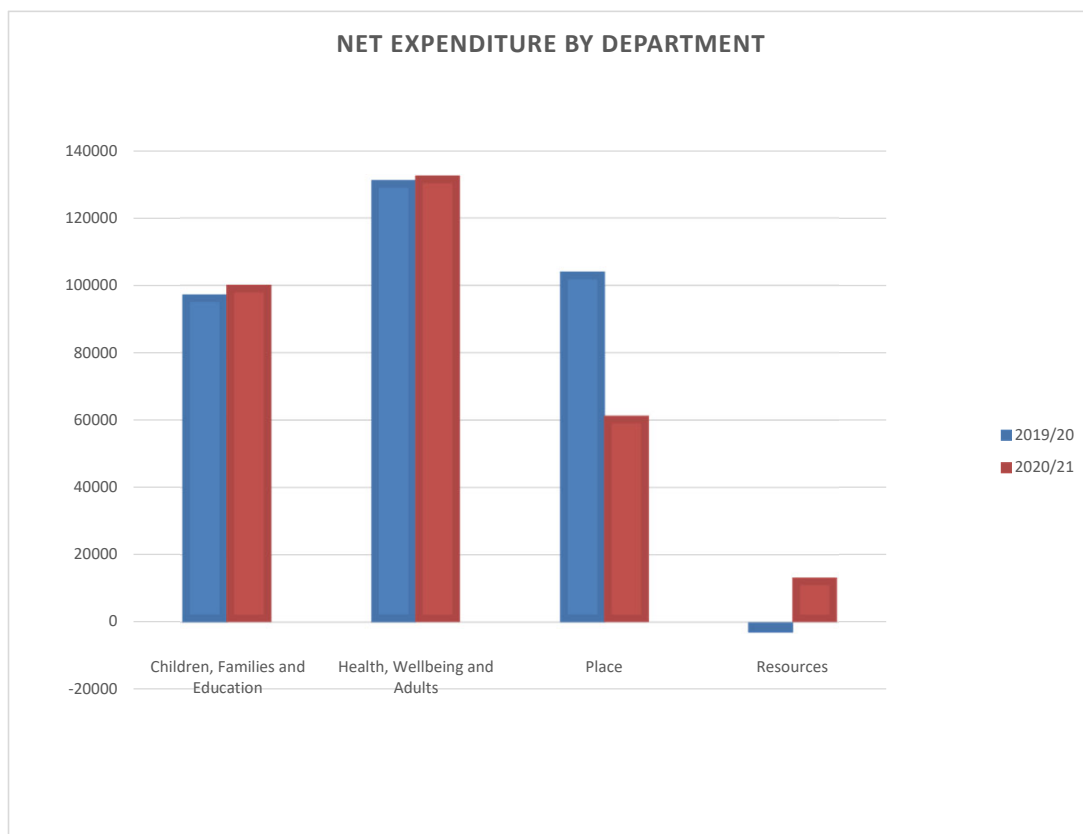
ACTUAL 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
201,839	Children, Families and Education	254,106	1,311	4,745	260,161	2
259,856	Health, Wellbeing and Adults	226,151	1,021	7,283	234,455	4
163,157	Place	172,064	770	(31,838)	140,996	(18)
360,485	Resources	213,760	2,067	20,357	236,184	10
2,570	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Pension Contribution	8,097	-	-	8,097	-
275	Carbon Credits	255	-	-	255	-
491	Apprentice Levy	600	-	-	600	-
650	Community Initiative Fund	650	-	-	650	-
-	Contracts Review	(2,000)	-	-	(2,000)	-
-	Other Corporate Savings	-	-	(1,992)	(1,992)	n/a
<b>989,323</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>873,863</b>	<b>5,169</b>	<b>(1,445)</b>	<b>877,587</b>	<b>0</b>



**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

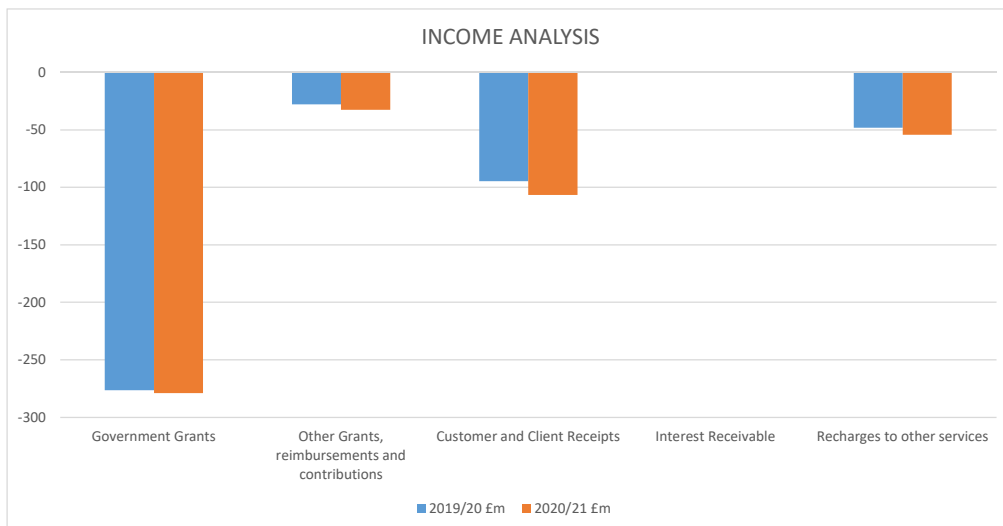
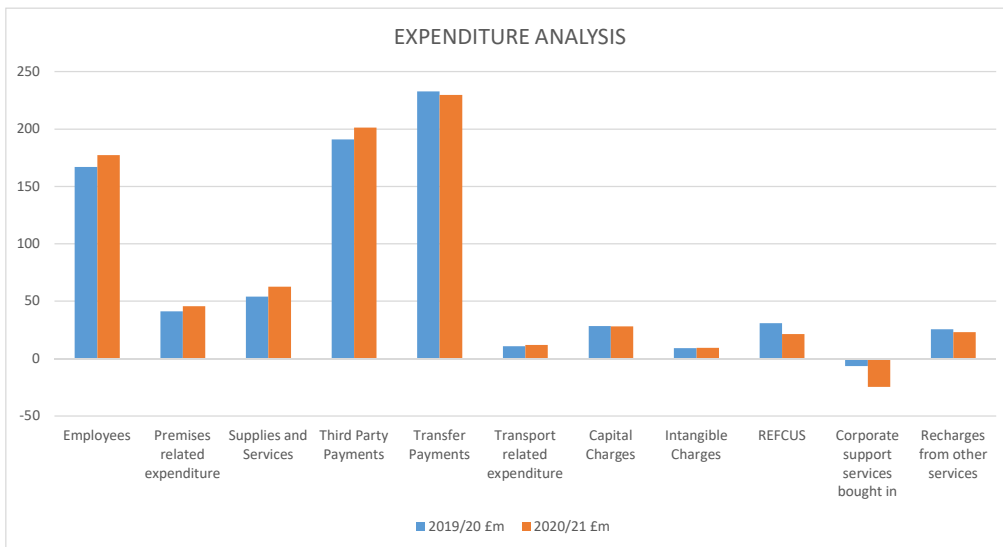
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65,328	PLACE	104,052	655	(43,209)	<b>61,497</b>	(41)
54,482	Resources	(3,175)	2,035	14,437	<b>13,297</b>	(519)
2,570	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	n/a
-	Pension Contribution	8,097	-	-	<b>8,097</b>	n/a
275	Carbon Credits	255	-	-	<b>255</b>	-
491	Apprentice Levy	600	-	-	<b>600</b>	n/a
650	Community Initiative Fund	650	-	-	<b>650</b>	n/a
-	Contracts Review	(2,000)	-	-	<b>(2,000)</b>	n/a
-	Other Corporate Savings	-	-	(1,992)	<b>(1,992)</b>	n/a
<b>340,232</b>	<b>NET COST OF SERVICES</b>	<b>337,279</b>	<b>4,854</b>	<b>(28,867)</b>	<b>313,266</b>	<b>(7)</b>



**REVENUE BUDGET SUMMARY**

**ANALYSIS OF INCOME AND EXPENDITURE**

ACTUAL 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
215,510	Employees	167,026	3,648	6,412	<b>177,086</b>	6
127,204	Premises related expenditure	41,156	245	4,207	<b>45,608</b>	11
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195,315	Third Party Payments	190,897	527	9,799	<b>201,223</b>	5
236,966	Transfer Payments	322,351	-	(837)	<b>321,514</b>	(0)
26,331	Transport related expenditure	10,769	-	1,040	<b>11,809</b>	10
38,494	Capital Charges	30,570	-	(356)	<b>30,214</b>	(1)
-	Intangible Charges	6	-	235	<b>241</b>	3,917
-	REFCUS	30,806	-	(9,214)	<b>21,592</b>	(30)
61,549	Corporate support services bought in	(6,470)	-	(18,022)	<b>(24,492)</b>	279
3,841	Recharges from other services	32,828	-	(2,637)	<b>30,192</b>	(8)
<b>989,323</b>	<b>TOTAL EXPENDITURE</b>	<b>873,863</b>	<b>5,169</b>	<b>(1,445)</b>	<b>877,587</b>	<b>0</b>
	<b>INCOME</b>					
(302,348)	Government Grants	(366,182)	-	(4,449)	<b>(370,631)</b>	1
(45,685)	Other Grants, reimbursements and contributions	(27,917)	(6)	(4,912)	<b>(32,835)</b>	18
(121,215)	Customer and Client Receipts	(94,393)	(308)	(11,910)	<b>(106,611)</b>	13
(58)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(179,785)	Recharges to other services	(48,064)	(1)	(6,151)	<b>(54,216)</b>	13
<b>(649,091)</b>	<b>TOTAL INCOME</b>	<b>(536,584)</b>	<b>(315)</b>	<b>(27,422)</b>	<b>(564,321)</b>	<b>5</b>
<b>340,232</b>	<b>NET EXPENDITURE</b>	<b>337,279</b>	<b>4,854</b>	<b>(28,867)</b>	<b>313,266</b>	<b>(7)</b>



## Children, Families & Education

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## KEY SERVICE TARGETS / PRIORITIES FOR 2020/21

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 2018/19 £000	ORIGINAL 2019/20 £000	FORECAST 2019/20 £000	BUDGET 2020/21 £000	% CHANGE %
Employees	57,604	41,820	39,818	43,239	3
Premises related expenditure	624	113	84	162	43
Supplies and Services	4,222	5,130	7,247	5,103	(1)
Third Party Payments	60,311	55,081	40,554	61,634	12
Transfer Payments	40,776	36,456	36,325	33,310	(9)
Transport related expenditure	200	41	(50)	32	(22)
Capital Charges	18,895	9,219	9,216	7,675	(17)
Intangible Charges	-	-	-	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	18,921	9,367	6,834	11,116	19
Recharges from other services	286	7,134	3,724	6,130	(14)
<b>TOTAL EXPENDITURE</b>	<b>201,839</b>	<b>164,361</b>	<b>143,752</b>	<b>168,401</b>	<b>17</b>
Government Grants	(86,432)	(60,149)	(40,514)	(61,938)	3
Other Grants, reimbursements and contributions	(8,052)	(979)	(2,582)	(976)	(0)
Customer and Client Receipts	(9,215)	(807)	(871)	(1,116)	38
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(20,254)	(5,078)	(6,639)	(4,223)	(17)
<b>TOTAL INCOME</b>	<b>(123,953)</b>	<b>(67,013)</b>	<b>(50,606)</b>	<b>(68,253)</b>	<b>35</b>
<b>NET EXPENDITURE</b>	<b>77,886</b>	<b>97,348</b>	<b>93,146</b>	<b>100,148</b>	<b>8</b>
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>68,354</b>		<b>92,032</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>9,532</b>		<b>1,114</b>		

## TOP FINANCIAL RISKS 2020/21

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.

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.

**CHILDREN, FAMILIES & EDUCATION**
**DEPARTMENT SUMMARY**

<b>CABINET MEMBER</b>	Cllr Alisa Flemming	Cabinet Member for Children, Young People and Learning
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**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	64852
Shelley Davies	Interim Director of Education and Youth Engagement	88414
Kerry Crichlow	Programme Director - Children's Improvement Department	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 2019/20  £000's	DIVISION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
80,001	Early Help and Children's Social Care	83,904	1,134	875	<b>85,913</b>	2
3,993	Education and Youth Engagement	4,292	161	776	<b>5,229</b>	22
9,152	Children Families and Education Directorate	9,152	6	(152)	<b>9,006</b>	(2)
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
<b>93,146</b>	<b>TOTAL NET SPEND</b>	<b>97,348</b>	<b>1,301</b>	<b>1,499</b>	<b>100,148</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

DIVISION	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE FTE STAFF
Early Help and Children's Social Care	590.4	598.0	7.6
Education and Youth Engagement	197.4	186.5	(10.9)
Children Families and Education Directorate	1.0	3.5	2.5
Dedicated Schools Grant (DSG)	-	-	-
<b>TOTAL FTE STAFF</b>	<b>788.7</b>	<b>788.0</b>	<b>(0.8)</b>

**STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS**

Early Help and Children's Social Care staffing has net increased by 7.6 FTE. This is due to realignment of teams and additional staff required to meet demand and contributes to the improvement of the service following the recent Ofstead inspection.

Education and Youth Engagement has decreased by 10.9 as a result of the transfer of Youth Engagement to Place.

Children Families and Educaiton Directorate has had a 2.5 FTE increase to meet the demands of the service.

## CHILDREN, FAMILIES &amp; EDUCATION

## DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
39,541	Employees	41,478	831	782	<b>43,091</b>	4
83	Premises related expenditure	113	-	49	<b>162</b>	43
6,322	Supplies and Services	4,318	-	(27)	<b>4,291</b>	(1)
40,536	Third Party Payments	54,340	473	6,080	<b>60,893</b>	12
8,294	Transfer Payments	101,541	-	(3,146)	<b>98,395</b>	(3)
(51)	Transport related expenditure	40	-	(9)	<b>31</b>	(23)
3,310	Recharges from other services	6,733	-	(1,198)	<b>5,535</b>	(18)
<b>98,035</b>	<b>TOTAL EXPENDITURE</b>	<b>208,563</b>	<b>1,304</b>	<b>2,531</b>	<b>212,398</b>	<b>2</b>
(11,374)	Government Grants	(122,955)	-	(1,789)	<b>(124,744)</b>	1
(2,582)	Other Grants, reimbursements and contributions	(979)	(6)	9	<b>(976)</b>	(0)
(871)	Customer and Client Receipts	(807)	(4)	(305)	<b>(1,116)</b>	38
-	Interest Receivable	-	-	-	-	n/a
(6,130)	Recharges to other services	(5,078)	-	855	<b>(4,223)</b>	(17)
<b>(20,957)</b>	<b>TOTAL INCOME</b>	<b>(129,819)</b>	<b>(10)</b>	<b>(1,230)</b>	<b>(131,059)</b>	<b>1</b>
<b>77,078</b>	<b>NET CONTROLLABLE COST</b>	<b>78,744</b>	<b>1,294</b>	<b>1,301</b>	<b>81,339</b>	<b>3</b>
9,216	Capital Charges	9,216	-	(1,544)	<b>7,672</b>	(17)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
6,834	Corporate support services bought in	9,367	-	1,749	<b>11,116</b>	19
<b>16,050</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>18,583</b>	<b>-</b>	<b>205</b>	<b>18,788</b>	<b>1</b>
<b>93,128</b>	<b>NET COST OF SERVICE</b>	<b>97,327</b>	<b>1,294</b>	<b>1,506</b>	<b>100,127</b>	<b>3</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>93,128</b>	<b>TOTAL NET EXPENDITURE</b>	<b>97,327</b>	<b>1,294</b>	<b>1,506</b>	<b>100,127</b>	<b>3</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						8,200
Strategic budget - agreed additional income / savings						(6,717)
Other resource changes						16
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,499</b>

SERVICE DESCRIPTION

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

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

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
		2019/20 (A) £000's	Inflation (B) £000's	Other (C) £000's	2020/21 (D) £000's	
C1210Q	Quality Assurance and Safeguarding	2,842	58	(561)	2,339	(18)
C1212Q	Early Help and Children's Social Care Directorate	11,633	27	(251)	11,409	(2)
C1214Q	Social Work with Families	8,604	117	110	8,831	3
C1216Q	Social Work with Children Looked After and Care Leavers	29,120	563	549	30,232	4
C1218Q	Single Point of Contact (SPOC) and Assessments	5,134	93	(774)	4,453	(13)
C1221Q	0-25 Children with Disabilities and Transition Service	13,235	61	1,224	14,520	10
C1247Q	Early Help and Youth Engagement	5,273	83	(695)	4,661	(12)
C1260Q	Adolescent Services	3,166	72	(165)	3,073	(3)
C1262Q	Asylum Seekers	4,897	60	589	5,546	13
C1264Q	Clinical Therapy Service	-	-	849	849	n/a
	<b>TOTAL NET SPEND</b>	83,904	1,134	875	85,913	2

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2019/20 FTE STAFF	2020/21 FTE STAFF	IN FTE STAFF
Quality Assurance and Safeguarding	43.5	36.5	(7.0)
Early Help and Children's Social Care Directorate	15.0	16.0	1.0
Social Work with Families	102.0	91.0	(11.0)
Social Work with Children Looked After and Care Leavers	138.0	76.5	(61.5)
Single Point of Contact and Assessments	77.6	67.6	(10.0)
0-25 Children with Disabilities and Transition Service	66.4	82.5	16.1
Early Help and Youth Engagement	80.9	96.4	15.5
Adolescent Services	67.0	67.0	-
Asylum Seekers	-	54.5	54.5
Clinical Therapy Service	-	10.0	10.0
<b>TOTAL FTE STAFF</b>	590.4	598.0	7.6

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

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1210P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
31,489	Employees	35,171	664	(513)	35,322	0
143	Premises related expenditure	87	-	(3)	84	(3)
2,926	Supplies and Services	2,213	-	44	2,257	2
39,159	Third Party Payments	52,559	473	5,697	58,729	12
4,309	Transfer Payments	3,438	-	(200)	3,238	(6)
(223)	Transport related expenditure	30	-	(7)	23	(23)
2,741	Recharges from other services	6,132	-	(1,746)	4,386	(28)
80,544	<b>TOTAL EXPENDITURE</b>	99,630	1,137	3,272	104,039	4
(3,064)	Government Grants	(20,172)	-	(2,770)	(22,942)	14
(444)	Other Grants, reimbursements and contributions	(381)	-	(500)	(881)	131
(74)	Customer and Client Receipts	(61)	(3)	(162)	(226)	270
-	Interest Receivable	-	-	-	-	n/a
(3,866)	Recharges to other services	(4,015)	-	186	(3,829)	(5)
(7,448)	<b>TOTAL INCOME</b>	(24,629)	(3)	(3,246)	(27,878)	13
73,096	<b>NET CONTROLLABLE COST</b>	75,001	1,134	26	<b>76,161</b>	2
71	Capital Charges	71	-	1	72	1
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
6,834	Corporate support services bought in	8,832	-	848	9,680	10
6,905	<b>TOTAL UNCONTROLLABLE COST</b>	8,903	-	849	9,752	10
80,001	<b>NET COST OF SERVICE</b>	83,904	1,134	875	<b>85,913</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
80,001	<b>TOTAL NET EXPENDITURE</b>	83,904	1,134	875	<b>85,913</b>	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						8,200
<u>Strategic budget - agreed additional income / savings</u>						(5,210)
<u>Other resource changes</u>						(2,115)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						875

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
QUALITY ASSURANCE AND SAFEGUARDING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1210Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,691	Employees	2,993	58	(573)	2,478	(17)
8	Premises related expenditure	6	-	-	6	-
227	Supplies and Services	190	-	-	190	-
228	Third Party Payments	226	-	(37)	189	(16)
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	1	-	-	1	-
295	Recharges from other services	54	-	-	54	-
3,453	<b>TOTAL EXPENDITURE</b>	3,470	58	(610)	2,918	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)	-	49	(489)	(9)
(627)	<b>TOTAL INCOME</b>	(628)	-	49	(579)	n/a
2,826	<b>NET CONTROLLABLE COST</b>	2,842	58	(561)	2,339	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
2,826	<b>NET COST OF SERVICE</b>	2,842	58	(561)	2,339	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,826	<b>TOTAL NET EXPENDITURE</b>	2,842	58	(561)	2,339	(18)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(17)
Savings: Supplies and Services						(20)
						(37)
<u>Other resource changes</u>						
Transfer of 6 FTE Consultant Practitioner posts to Clinical Therapy Service (CFE 1.12)						(454)
Transfer of 1 FTE Consultant Practitioner post to Early Help and Children's Social Care Directorate (CFE 1.4)						(61)
Movement in internal recharges						49
Inflation						(58)
						(524)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(561)</b>

**CHILDREN, FAMILIES & EDUCATION**  
**EARLY HELP AND CHILDREN'S SOCIAL CARE**  
**EARLY HELP AND CHILDREN'S SOCIAL CARE DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1212Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,016	Employees	1,665	27	(589)	1,103	(34)
-	Premises related expenditure	14	-	(3)	11	(21)
415	Supplies and Services	484	-	(244)	240	(50)
106	Third Party Payments	530	-	(10)	520	(2)
2	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	(1)	-	(100)
2,381	Recharges from other services	3,052	-	(531)	2,521	(17)
3,920	<b>TOTAL EXPENDITURE</b>	5,746	27	(1,378)	4,395	(24)
-	Government Grants	(44)	-	-	(44)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(800)	Recharges to other services	(903)	-	16	(887)	(2)
(800)	<b>TOTAL INCOME</b>	(947)	-	16	(931)	(2)
3,120	<b>NET CONTROLLABLE COST</b>	4,799	27	(1,362)	3,464	(28)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
6,834	Corporate support services bought in	6,834	-	1,111	7,945	16
6,834	<b>TOTAL UNCONTROLLABLE COST</b>	6,834	-	1,111	7,945	16
9,954	<b>NET COST OF SERVICE</b>	11,633	27	(251)	11,409	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
9,954	<b>TOTAL NET EXPENDITURE</b>	11,633	27	(251)	11,409	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth for associated costs to deal with service improvements						400
						400
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(44)
Savings: Supplies and Services						(50)
Review of Senior Management posts						(378)
						(472)
<u>Other resource changes</u>						
Transfer of staffing growth to Business Support (RED 2.3)						(389)
Transfer of commissioning budget to Education Standards, Safeguarding & Inclusion (CFE 2.6)						(210)
Transfer of commissioning budget to Social Work with Children Looked After and Care Leavers (CFE 1.6)						(200)
Transfer of Emotional Well Being budget from Children and Maternity Integrated Commissioning (RED 2.3)						(100)
Transfer of 1 FTE Head of Service post from 0-25 CWD and Transition Service (CFE 1.8)						90
Transfer of 1 FTE Consultant Practitioner post from Quality Assurance and Safeguarding (CFE 1.3)						61
Movement in corporate charges and internal recharges						596
Inflation						(27)
						(179)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(251)</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
SOCIAL WORK WITH FAMILIES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1214Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,703	Employees	6,270	117	234	6,621	6
1	Premises related expenditure	-	-	-	-	n/a
140	Supplies and Services	25	-	(15)	10	(60)
3,862	Third Party Payments	1,677	-	404	2,081	24
-	Transfer Payments	75	-	-	75	-
5	Transport related expenditure	-	-	-	-	n/a
(431)	Recharges from other services	557	-	(513)	44	(92)
9,280	<b>TOTAL EXPENDITURE</b>	8,604	117	110	8,831	3
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
9,280	<b>NET CONTROLLABLE COST</b>	8,604	117	110	8,831	3
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
9,280	<b>NET COST OF SERVICE</b>	8,604	117	110	8,831	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
9,280	<b>TOTAL NET EXPENDITURE</b>	8,604	117	110	8,831	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(2)
Savings: Supplies and Services						(3)
Staffing review						(415)
						(420)
<u>Other resource changes</u>						
Transfer of Assessments budget from Social Work with Children Looked After and Care Leavers (CFE 1.6)						800
Transfer of 4 FTE Family Support Workers to Early Help and Youth Engagement (CFE 1.9)						(168)
Transfer of Section 17 budget from Early Help and Youth Engagement (CFE 1.9)						15
Inflation						(117)
						530
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>110</b>



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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1216Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,607	Employees	5,442	90	(343)	5,189	(5)
17	Premises related expenditure	2	-	(2)	-	(100)
783	Supplies and Services	148	-	(69)	79	(47)
25,693	Third Party Payments	24,851	473	943	26,267	6
-	Transfer Payments	36	-	-	36	-
1	Transport related expenditure	-	-	-	-	n/a
254	Recharges from other services	103	-	(95)	8	(92)
32,355	<b>TOTAL EXPENDITURE</b>	30,582	563	434	31,579	3
(1,137)	Government Grants	(416)	-	-	(416)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(846)	Recharges to other services	(1,046)	-	115	(931)	(11)
(1,983)	<b>TOTAL INCOME</b>	(1,462)	-	115	(1,347)	(8)
30,372	<b>NET CONTROLLABLE COST</b>	29,120	563	549	30,232	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
30,372	<b>NET COST OF SERVICE</b>	29,120	563	549	30,232	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
30,372	<b>TOTAL NET EXPENDITURE</b>	29,120	563	549	30,232	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased demand in Looked after Children placements						3,200
						3,200
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(16)
Savings: Supplies and Services						(19)
						(35)
<u>Other resource changes</u>						
Transfer of Assessments budget to Social Work with Families (CFE 1.5)						(800)
Transfer of commissioning budget from Early Help and Children's Social Care Directorate (CFE 1.4)						200
Looked after Children placement savings following review and recommissioning						(1,300)
Movement in internal recharges						(153)
Inflation						(563)
						(2,616)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>549</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
SINGLE POINT OF CONTACT AND ASSESSMENTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1218Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,261	Employees	4,661	93	(490)	4,264	(9)
27	Premises related expenditure	-	-	-	-	n/a
227	Supplies and Services	8	-	-	8	-
1	Third Party Payments	124	-	56	180	45
1	Transfer Payments	-	-	-	-	n/a
(268)	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	360	-	(343)	17	(95)
5,249	<b>TOTAL EXPENDITURE</b>	5,153	93	(777)	4,469	(13)
-	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)	-	3	(16)	(16)
(19)	<b>TOTAL INCOME</b>	(19)	-	3	(16)	(16)
5,230	<b>NET CONTROLLABLE COST</b>	5,134	93	(774)	4,453	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
5,230	<b>NET COST OF SERVICE</b>	5,134	93	(774)	4,453	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,230	<b>TOTAL NET EXPENDITURE</b>	5,134	93	(774)	4,453	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(1)
Savings: Supplies and Services						(1)
Review of staffing						(592)
Emergency Duty Service review						(150)
						(744)
<u>Other resource changes</u>						
Transfer of Appropriate Adults budget to Adolescent Services (CFE 1.10)						60
Movement in internal recharges						3
Inflation						(93)
						(30)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(774)</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
0-25 CHILDREN WITH DISABILITIES AND TRANSITION SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1221Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,558	Employees	3,262	64	972	4,298	32
13	Premises related expenditure	1	-	2	3	200
12	Supplies and Services	35	-	(6)	29	(17)
7,026	Third Party Payments	7,271	-	966	8,237	13
4,306	Transfer Payments	3,049	-	-	3,049	-
12	Transport related expenditure	12	-	(2)	10	(17)
85	Recharges from other services	52	-	(46)	6	(88)
15,012	<b>TOTAL EXPENDITURE</b>	13,682	64	1,886	15,632	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(500)	(500)	n/a
(74)	Customer and Client Receipts	(61)	(3)	(162)	(226)	270
-	Interest Receivable	-	-	-	-	n/a
(543)	Recharges to other services	(398)	-	-	(398)	-
(617)	<b>TOTAL INCOME</b>	(459)	(3)	(662)	(1,124)	n/a
14,395	<b>NET CONTROLLABLE COST</b>	13,223	61	1,224	14,508	n/a
12	Capital Charges	12	-	-	12	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
12	<b>TOTAL UNCONTROLLABLE COST</b>	12	-	-	12	n/a
14,407	<b>NET COST OF SERVICE</b>	13,235	61	1,224	14,520	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
14,407	<b>TOTAL NET EXPENDITURE</b>	13,235	61	1,224	14,520	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						1,000
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(3)
Savings: Supplies and Services						(3)
Health contribution to support Children Social Care placements						(500)
						(506)
<u>Other resource changes</u>						
Transfer of 18-25 growth for placements from Adult Social Care and All-Age Disability Directorate (HW 1.3)						1,000
Transfer of 1 FTE from Adult Social Care and All-Age Disability Directorate (HW 1.3)						46
Transfer of 18-25 client contributions budget from Adult Social Care and All-Age Disability Directorate (HW 1.3)						(162)
Transfer of 1 FTE Head of Service post to Early Help and Children's Social Care Directorate (CFE 1.4)						(90)
Inflation						(64)
						730
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,224</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
EARLY HELP & YOUTH ENGAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1247Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,396	Employees	4,264	83	(491)	3,856	(10)
74	Premises related expenditure	60	-	-	60	-
983	Supplies and Services	1,098	-	(185)	913	(17)
2,007	Third Party Payments	2,443	-	(15)	2,428	(1)
-	Transfer Payments	-	-	-	-	n/a
23	Transport related expenditure	16	-	(4)	12	(25)
100	Recharges from other services	12	-	-	12	-
7,583	<b>TOTAL EXPENDITURE</b>	7,893	83	(695)	7,281	(8)
(1,492)	Government Grants	(1,742)	-	-	(1,742)	-
(103)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(858)	Recharges to other services	(849)	-	-	(849)	-
(2,453)	<b>TOTAL INCOME</b>	(2,620)	-	-	(2,620)	-
5,130	<b>NET CONTROLLABLE COST</b>	5,273	83	(695)	4,661	(12)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
5,130	<b>NET COST OF SERVICE</b>	5,273	83	(695)	4,661	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,130	<b>TOTAL NET EXPENDITURE</b>	5,273	83	(695)	4,661	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(88)
Savings: Supplies and Services						(101)
						(189)
<u>Other resource changes</u>						
Transfer of 7.6 FTE Functional Family Therapist posts to Clinical Therapy Service (CFE 1.12)						(395)
Transfer of 4 FTE Family Support Workers from Social Work with Families (CFE 1.5)						168
Transfer of budget towards the formation of the Not in Education, Employment or Training (NEET) Team (CFE 2.5)						(181)
Transfer of Section 17 budget to Social Work with Families (CFE 1.5)						(15)
Inflation						(83)
						(506)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(695)</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
ADOLESCENT SERVICES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1260Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,257	Employees	3,590	72	(22)	3,640	1
3	Premises related expenditure	4	-	-	4	-
139	Supplies and Services	193	-	(37)	156	(19)
236	Third Party Payments	214	-	(60)	154	(28)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
57	Recharges from other services	67	-	(50)	17	(75)
3,692	<b>TOTAL EXPENDITURE</b>	4,068	72	(169)	3,971	(2)
(435)	Government Grants	(437)	-	-	(437)	-
(252)	Other Grants, reimbursements and contributions	(262)	-	-	(262)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(262)	Recharges to other services	(262)	-	3	(259)	(1)
(949)	<b>TOTAL INCOME</b>	(961)	-	3	(958)	(0)
2,743	<b>NET CONTROLLABLE COST</b>	3,107	72	(166)	3,013	(3)
59	Capital Charges	59	-	1	60	2
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
59	<b>TOTAL UNCONTROLLABLE COST</b>	59	-	1	60	2
2,802	<b>NET COST OF SERVICE</b>	3,166	72	(165)	3,073	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,802	<b>TOTAL NET EXPENDITURE</b>	3,166	72	(165)	3,073	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Savings: Effective Corporate Centre						(17)
Savings: Supplies and Services						(20)
						(37)
<u>Other resource changes</u>						
Movement in corporate and capital charges and internal recharges						4
Transfer of Appropriate Adults budget to SPOC and Assessments (CFE 1.7)						(60)
Inflation						(72)
						(128)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(165)</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
ASYLUM SEEKERS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1262Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	3,024	60	(60)	3,024	-
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	32	-	600	632	1,875
-	Third Party Payments	15,223	-	3,450	18,673	23
-	Transfer Payments	278	-	(200)	78	(72)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	1,875	-	(168)	1,707	(9)
-	<b>TOTAL EXPENDITURE</b>	20,432	60	3,622	24,114	18
-	Government Grants	(17,533)	-	(2,770)	(20,303)	16
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	(17,533)	-	(2,770)	(20,303)	16
-	<b>NET CONTROLLABLE COST</b>	2,899	60	852	3,811	31
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	1,998	-	(263)	1,735	(13)
-	<b>TOTAL UNCONTROLLABLE COST</b>	1,998	-	(263)	1,735	(13)
-	<b>NET COST OF SERVICE</b>	4,897	60	589	5,546	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	4,897	60	589	5,546	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased demand in UASC Looked after Children Placements						3,600
						3,600
<u>Strategic budget - agreed additional income / savings</u>						
Increase in Home Office funding to cover UASC pressure						(2,770)
						(2,770)
<u>Other resource changes</u>						
Movement in corporate charges and internal recharges						(181)
Inflation						(60)
						(241)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>589</b>

**CHILDREN, FAMILIES & EDUCATION  
EARLY HELP AND CHILDREN'S SOCIAL CARE  
CLINICAL THERAPY SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1264Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	849	<b>849</b>	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	849	<b>849</b>	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	849	<b>849</b>	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	849	<b>849</b>	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	849	<b>849</b>	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Transfer of 6 FTE Consultant Practitioner posts from Quality Assurance and Safeguarding (CFE 1.3)						454
Transfer of 7.6 FTE Functional Family Therapist posts from Early Help and Youth Engagement (CFE 1.9)						395
						849
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>849</b>

**SERVICE DESCRIPTION**

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

**Education Commissioning & Compliance** The service has responsibility for the activities that were previously commissioned through the education mutual, Octavo; 16-19 education in schools, including Not in Education, Employment, or Training (NEET) tracking; the commissioning of Alternative Provision and Pupil Referral Units and managing the traded services offer to schools.

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1235Q	Education Directorate	760	3	584	1,347	77
C1240Q	School Place Planning and Admissions	227	26	(41)	212	(7)
C1241Q	Education Commissioning & Post-16 Participation	1,078	8	173	1,259	17
C1242Q	Standards, Safeguarding and Youth Engagement	1,306	19	190	1,515	16
C1219Q	0-25 SEND Service Special Education General Fund	719	69	(88)	700	(3)
C1280Q	Early Years	21	7	(7)	21	-
C1267Q	Pupil Premium and LAC	122	13	(13)	122	-
C1266Q	Music Centre	59	16	(22)	53	(10)
	<b>TOTAL NET SPEND</b>	4,292	161	776	5,229	22

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Education Directorate	1.0	1.0	-
School Place Planning and Admissions	43.1	28.2	(14.9)
Education Commissioning & Post-16 Participation	24.0	9.6	(14.4)
Standards, Safeguarding and Youth Engagement	21.0	20.8	(0.2)
0-25 SEND Service Special Education General Fund	7.3	8.8	1.5
0-25 SEND Service DSG Block	65.5	75.5	10.0
Early Years	7.9	4.0	(3.9)
Pupil Premium And LAC	9.0	19.0	10.0
Music Centre	18.6	19.6	1.0
<b>TOTAL FTE STAFF</b>	197.4	186.5	(10.9)



**CHILDREN, FAMILIES & EDUCATION  
EDUCATION**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1220P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,060	Employees	6,431	168	348	6,947	8
(61)	Premises related expenditure	25	-	52	77	208
4,147	Supplies and Services	2,863	-	(65)	2,798	(2)
1,390	Third Party Payments	2,203	-	393	2,596	18
32,016	Transfer Payments	33,018	-	582	33,600	2
172	Transport related expenditure	10	-	(2)	8	(20)
949	Recharges from other services	995	-	742	1,737	75
45,673	<b>TOTAL EXPENDITURE</b>	45,545	168	2,050	<b>47,763</b>	5
(37,450)	Government Grants	(39,977)	-	(2,547)	(42,524)	6
(2,138)	Other Grants, reimbursements and contributions	(598)	(6)	509	(95)	(84)
(797)	Customer and Client Receipts	(746)	(1)	(143)	(890)	19
-	Interest Receivable	-	-	-	-	n/a
(1,295)	Recharges to other services	(470)	-	76	(394)	(16)
(41,680)	<b>TOTAL INCOME</b>	(41,791)	(7)	(2,105)	<b>(43,903)</b>	5
3,993	<b>NET CONTROLLABLE COST</b>	3,754	161	(55)	<b>3,860</b>	3
-	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	535	-	831	1,366	155
-	<b>TOTAL UNCONTROLLABLE COST</b>	538	-	831	<b>1,369</b>	154
3,993	<b>NET COST OF SERVICE</b>	4,292	161	776	<b>5,229</b>	22
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,993	<b>TOTAL NET EXPENDITURE</b>	4,292	161	776	<b>5,229</b>	22
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(216)
<u>Other resource changes</u>						992
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>776</b>

COST CENTRE: C1235Q

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	163	3	(3)	163	-
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
163	Transport related expenditure	-	-	-	-	n/a
62	Recharges from other services	62	-	(62)	-	(100)
<b>225</b>	<b>TOTAL EXPENDITURE</b>	<b>225</b>	<b>3</b>	<b>(65)</b>	<b>163</b>	<b>(28)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(182)	(182)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	<b>(182)</b>	<b>(182)</b>	n/a
<b>225</b>	<b>NET CONTROLLABLE COST</b>	<b>225</b>	<b>3</b>	<b>(247)</b>	<b>(19)</b>	<b>(108)</b>
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	535	-	831	1,366	155
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>535</b>	<b>-</b>	<b>831</b>	<b>1,366</b>	<b>155</b>
<b>225</b>	<b>NET COST OF SERVICE</b>	<b>760</b>	<b>3</b>	<b>584</b>	<b>1,347</b>	<b>77</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>225</b>	<b>TOTAL NET EXPENDITURE</b>	<b>760</b>	<b>3</b>	<b>584</b>	<b>1,347</b>	<b>77</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Savings: Supplies and Services						(85)
Savings: Effective Corporate Centre						(97)
						(182)
<u>Other resource changes</u>						
Movement in corporate recharges						831
Removal of recharges from other services						(62)
Inflation						(3)
						766
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>584</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
SCHOOL PLACE PLANNING AND ADMISSIONS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1240Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,125	Employees	1,309	26	(207)	1,128	(14)
6	Premises related expenditure	6	-	-	6	-
67	Supplies and Services	77	-	5	82	6
201	Third Party Payments	201	-	-	201	-
-	Transfer Payments	4,963	-	-	4,963	-
2	Transport related expenditure	4	-	(3)	1	(75)
121	Recharges from other services	90	-	-	90	-
1,522	<b>TOTAL EXPENDITURE</b>	6,650	26	(205)	6,471	(3)
(998)	Government Grants	(5,961)	-	-	(5,961)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(99)	Customer and Client Receipts	(91)	-	-	(91)	-
-	Interest Receivable	-	-	-	-	n/a
(200)	Recharges to other services	(371)	-	164	(207)	(44)
(1,297)	<b>TOTAL INCOME</b>	(6,423)	-	164	(6,259)	(3)
225	<b>NET CONTROLLABLE COST</b>	227	26	(41)	212	(7)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
225	<b>NET COST OF SERVICE</b>	227	26	(41)	212	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
225	<b>TOTAL NET EXPENDITURE</b>	227	26	(41)	212	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(7)
Savings: Supplies and Services						(8)
Savings: Effective Corporate Centre						(15)
<u>Other resource changes</u>						20
Re-alignment of supplies and services budget						164
Re-alignment of recharges to capital budget to reflect staffing structure						(3)
Re-alignment of transport services budget						(181)
Reduction in the School Client Team staffing budget to reflect current structure						(26)
Inflation						(26)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(41)</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
EDUCATION COMMISSION & POST-16 PARTICIPATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1241Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
423	Employees	263	8	212	483	84
-	Premises related expenditure	-	-	-	-	n/a
1,458	Supplies and Services	815	-	(20)	795	(2)
	Third Party Payments	393	-	-	393	-
	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	-	-	-	-	n/a
1,889	<b>TOTAL EXPENDITURE</b>	1,471	8	192	1,671	14
(44)	Government Grants	(393)	-	-	(393)	-
(349)	Other Grants, reimbursements and contributions	-	-	(19)	(19)	n/a
(13)	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
(238)	Recharges to other services	-	-	-	-	n/a
(644)	<b>TOTAL INCOME</b>	(393)	-	(19)	(412)	5
1,245	<b>NET CONTROLLABLE COST</b>	1,078	8	173	1,259	17
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,245	<b>NET COST OF SERVICE</b>	1,078	8	173	1,259	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,245	<b>TOTAL NET EXPENDITURE</b>	1,078	8	173	1,259	17
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of £181k budget towards the formation of the NEET team and £39k new post created						220
Reduction in supplies and services budget to reflect new service model						(20)
Creation of additional income budget to reflect new service model						(19)
Inflation						(8)
						173
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>173</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
STANDARDS, SAFEGUARDING & YOUTH ENGAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1242Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,375	Employees	2,088	20	221	2,329	12
(15)	Premises related expenditure	(15)	-	16	1	(107)
817	Supplies and Services	828	-	(109)	719	(13)
1,171	Third Party Payments	811	-	393	1,204	48
3,203	Transfer Payments	3,396	-	(1)	3,395	(0)
2	Transport related expenditure	-	-	-	-	n/a
117	Recharges from other services	60	-	(6)	54	(10)
7,670	<b>TOTAL EXPENDITURE</b>	7,168	20	514	7,702	7
(6,118)	Government Grants	(5,670)	-	(181)	(5,851)	3
(47)	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
(92)	Customer and Client Receipts	(71)	(1)	(55)	(127)	79
-	Interest Receivable	-	-	-	-	n/a
(124)	Recharges to other services	(99)	-	(88)	(187)	89
(6,381)	<b>TOTAL INCOME</b>	(5,862)	(1)	(324)	(6,187)	6
1,289	<b>NET CONTROLLABLE COST</b>	1,306	19	190	1,515	16
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,289	<b>NET COST OF SERVICE</b>	1,306	19	190	1,515	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,289	<b>TOTAL NET EXPENDITURE</b>	1,306	19	190	1,515	16
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Public Health budget transferred from Early Help and Children's Social Care - C1212Q (CFE 1.4)						210
Increase to reflect current staffing establishment £165k, move 1 employee from C1280Q (CFE 2.8) £56k, inflation £20						241
Removal of credit budgets in Premises						16
Removal of unused Supplies & Services budgets						(109)
Increase in Springboard budget to match commitments £200k, other reductions and realignments -£17k						182
Realignments of Recharges and Transfer Payments						(7)
Increase in DSG to Springboard -£200k, other reductions and realignments £19k						(181)
Additional fixed penalty notices for poor school attendance income						(55)
Additional Public Health income -£32k, adjustments of and realignments budgets -£56k						(88)
Inflation						(19)
						190
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>190</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
0-25 SEND SERVICE SPECIAL EDUCATION GENERAL FUND**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1219Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
526	Employees	486	69	(61)	494	2
-	- Premises related expenditure	(8)	-	-	(8)	-
580	Supplies and Services	100	-	(27)	73	(27)
-	- Third Party Payments	57	-	-	57	-
6	Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
215	Recharges from other services	379	-	-	379	-
1,327	<b>TOTAL EXPENDITURE</b>	1,014	69	(88)	995	(2)
(295)	Government Grants	(295)	-	-	(295)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(224)	Recharges to other services	-	-	-	-	n/a
(519)	<b>TOTAL INCOME</b>	(295)	-	-	(295)	-
808	<b>NET CONTROLLABLE COST</b>	719	69	(88)	700	(3)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
808	<b>NET COST OF SERVICE</b>	719	69	(88)	700	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
808	<b>TOTAL NET EXPENDITURE</b>	719	69	(88)	700	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Savings: Supplies and Services						(9)
Savings: Effective Corporate Centre						(10)
						(19)
<u>Other resource changes</u>						
Inflation						(69)
						(69)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(88)</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
EARLY YEARS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1280Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
277	Employees	342	7	(201)	148	(57)
1	Premises related expenditure	-	-	-	-	n/a
925	Supplies and Services	812	-	-	812	-
18	Third Party Payments	741	-	-	741	-
28,031	Transfer Payments	24,659	-	2,016	26,675	8
1	Transport related expenditure	1	-	-	1	-
414	Recharges from other services	401	-	194	595	48
29,667	<b>TOTAL EXPENDITURE</b>	26,956	7	2,009	28,972	7
(29,140)	Government Grants	(26,938)	-	(2,016)	(28,954)	7
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(509)	Recharges to other services	-	-	-	-	n/a
(29,649)	<b>TOTAL INCOME</b>	(26,938)	-	(2,016)	(28,954)	7
18	<b>NET CONTROLLABLE COST</b>	18	7	(7)	18	-
-	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	3	-	-	3	-
18	<b>NET COST OF SERVICE</b>	21	7	(7)	21	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
18	<b>TOTAL NET EXPENDITURE</b>	21	7	(7)	21	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Budget re-alignment to reflect Early Years Inclusion Keyworkers transfer to High Needs						(194)
Recharge budget increased to reflect expected recharge from High Needs						194
Inflation						(7)
						(7)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(7)</b>

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
PUPIL PREMIUM AND LAC**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1267Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,214	Employees	663	13	433	1,109	67
-	Premises related expenditure	-	-	-	-	n/a
141	Supplies and Services	177	-	(165)	12	(93)
-	Third Party Payments	-	-	-	-	n/a
776	Transfer Payments	-	-	583	583	n/a
3	Transport related expenditure	2	-	3	5	150
10	Recharges from other services	-	-	589	589	n/a
2,144	<b>TOTAL EXPENDITURE</b>	842	13	1,443	2,298	173
(855)	Government Grants	(720)	-	(1,456)	(2,176)	202
(1,166)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,021)	<b>TOTAL INCOME</b>	(720)	-	(1,456)	(2,176)	202

123	<b>NET CONTROLLABLE COST</b>	122	13	(13)	122	-
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

123	<b>NET COST OF SERVICE</b>	122	13	(13)	122	-
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

123	<b>TOTAL NET EXPENDITURE</b>	122	13	(13)	122	-
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Staffing budget for Pupil Premium team	104
Pupil Premium budget to be allocated to schools	583
Fees paid to Tutors and supply teachers from Pupil Premium	583
Removal of unused Supplies & Services Budget	(165)
Increase in Virtual Schools transport budget	3
Increase in Virtual Schools recharge budget	6
Increase in staffing budget to reflect current establishment £173k, Agency staff £183k, training budget -£14k	342
Contribution from the Schools Block (DSG) for looked after children	(150)
Grant for support salaries of Virtual Schools -£140k	(140)
Pupil Premium Grant	(1,166)
Inflation	(13)
	(13)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(13)</b>



**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
MUSIC CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1266Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,120	Employees	1,117	22	(46)	1,093	(2)
(53)	Premises related expenditure	42	-	36	78	86
159	Supplies and Services	54	-	251	305	465
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	3	-	(2)	1	(67)
3	Recharges from other services	3	-	27	30	900
1,229	<b>TOTAL EXPENDITURE</b>	1,219	22	266	1,507	24
-	Government Grants	-	-	(910)	(910)	n/a
(576)	Other Grants, reimbursements and contributions	(576)	(6)	528	(54)	(91)
(593)	Customer and Client Receipts	(584)	-	94	(490)	(16)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,169)	<b>TOTAL INCOME</b>	(1,160)	(6)	(288)	(1,454)	25
60	<b>NET CONTROLLABLE COST</b>	59	16	(22)	53	(10)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
60	<b>NET COST OF SERVICE</b>	59	16	(22)	53	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
60	<b>TOTAL NET EXPENDITURE</b>	59	16	(22)	53	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Re-alignment of Music Centre budgets - Employees						(24)
Re-alignment of Music Centre budgets - Premises						36
Re-alignment of Music Centre budgets - Professional services and ICT						251
Reduction in transport budget						(2)
Increase in recharges from other services budget						27
Increase in governments grants						(288)
Inflation						(22)
						(22)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(22)</b>

**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 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1245P	Children, Families & Education Directorate	9,152	6	(152)	9,006	(2)
	<b>TOTAL NET SPEND</b>	9,152	6	(152)	9,006	(2)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Children, Families & Education Directorate	1.0	3.5	2.5
<b>TOTAL FTE STAFF</b>	1.0	3.5	2.5

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1245P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,269	Employees	218	6	746	970	345
2	Premises related expenditure	1	-	-	1	-
174	Supplies and Services	54	-	(6)	48	(11)
5	Third Party Payments	319	-	(10)	309	(3)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
34	Recharges from other services	7	-	-	7	-
1,485	<b>TOTAL EXPENDITURE</b>	600	6	730	1,336	123
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,478)	Recharges to other services	(593)	-	593	-	(100)
(1,478)	<b>TOTAL INCOME</b>	(593)	-	593	-	(100)
7	<b>NET CONTROLLABLE COST</b>	7	6	1,323	1,336	18,986
9,145	Capital Charges	9,145	-	(1,545)	7,600	(17)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	70	70	n/a
9,145	<b>TOTAL UNCONTROLLABLE COST</b>	9,145	-	(1,475)	7,670	(16)
9,152	<b>NET COST OF SERVICE</b>	9,152	6	(152)	9,006	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
9,152	<b>TOTAL NET EXPENDITURE</b>	9,152	6	(152)	9,006	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Savings: Effective Corporate Centre						(6)
Savings: Supplies and Services						(6)
Early Help and Children's Social Care vacancy rate reduction						(586)
Business Support decentralisation						(360)
Release of improvement resources						(333)
						(1,291)
Other resource changes						
Growth for associated costs to deal with service improvements						1,912
Transfer of 2.5 FTE Executive Support Officer posts from Business Support (RED 1.3)						115
Movement in corporate charges and internal recharges						(882)
Inflation						(6)
						1,139
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(152)</b>

**SERVICE DESCRIPTION**

1) The main funding for schools is the Dedicated Schools Grant (DSG) from the Department for Education (DfE) via the Education and Skills Funding Agency (ESFA). This funding is broken down into 4 main blocks:  
 i) Early Years block – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent 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 reasonable children and young adults with high needs from birth until age 25.  
 Other funding streams from the ESFA include:  
 - Pupil Premium funding for 5 to 16 year olds in mainstream schools  
 - post 16 pupils bursary funding  
 iv) Central Schools Services Block – this funds education services carried out by the LA and covers historic commitments such as admissions and schools forum.

2) Education establishments are broken down into the following categories and numbers:  
 i) PVI - currently 227 (note settings close and open throughout the year)  
 ii) Child minders – currently 131 (note child minders join and leave throughout the year)  
 iii) Nursery and early years centres - 5  
 iv) Primary Schools – 87 (33 Maintained, 52 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 2019 and are subject to change due to academy conversions.

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1215P	Dedicated Schools Grant - Primary and Secondary	80,128	-	4,353	84,481	5
C1215P	Dedicated Schools Grant - Growth	3,499	-	(1,764)	1,735	(50)
C1215P	Dedicated Schools Grant - Central Schools Services Block	6,117	-	(286)	5,831	(5)
C1220Q	Dedicated Schools Grant - High Needs	58,959	-	2,547	61,506	4
C1280Q	Dedicated Schools Grant - Early Years	26,691	-	2,016	28,707	8
C1200N	Dedicated Schools Grant after ESFA recoupment & deduction	(175,394)	-	(6,866)	(182,260)	4
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 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
<b>TOTAL FTE STAFF</b>	-	-	-

**CHILDREN, FAMILIES & EDUCATION  
SCHOOLS BUDGET  
DEDICATED SCHOOLS BUDGET**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1215P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	<b>Schools</b>					
-						
61,165	Primary	61,165	-	3,323	<b>64,488</b>	5
18,963	Secondary	18,963	-	1,030	<b>19,993</b>	5
3,499	Central	3,499	-	(1,764)	<b>1,735</b>	(50)
6,117	Central Schools Services Block	6,117	-	(286)	<b>5,831</b>	(5)
-					-	
89,744	<b>TOTAL EXPENDITURE</b>	89,744	-	2,303	<b>92,047</b>	3
-						
(80,128)	Dedicated Schools Grant - Primary and Secondary	(80,128)	-	(4,353)	<b>(84,481)</b>	5
(3,499)	Dedicated Schools Grant - Growth	(3,499)	-	1,764	<b>(1,735)</b>	(50)
(6,117)	Dedicated Schools Grant - Central Schools Services Bloc	(6,117)	-	286	<b>(5,831)</b>	(5)
-			-	-	-	n/a
-			-	-	-	
(89,744)	<b>TOTAL INCOME</b>	(89,744)	-	(2,303)	<b>(92,047)</b>	3
-					-	
-	<b>NET EXPENDITURE</b>	-	-	-	-	n/a

**CHILDREN, FAMILIES & EDUCATION  
SCHOOLS BUDGET  
DSG - SCHOOLS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1215P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (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
89,744	Transfer Payments	89,744	-	(3,528)	86,216	(4)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
89,744	<b>TOTAL EXPENDITURE</b>	89,744	-	(3,528)	86,216	(4)
(89,744)	Government Grants	(89,744)	-	3,528	(86,216)	(4)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(89,744)	<b>TOTAL INCOME</b>	(89,744)	-	3,528	(86,216)	(4)
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**CHILDREN, FAMILIES & EDUCATION  
EDUCATION  
0-25 SEND SERVICE DSG BLOCK**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1220Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,969	Employees	2,996		607	<b>3,603</b>	20
1	Premises related expenditure	1	-	-	<b>1</b>	-
21,977	Supplies and Services	438	-	60	<b>498</b>	14
1,043	Third Party Payments	14,155	-	(1,812)	<b>12,343</b>	(13)
29,939	Transfer Payments	29,925	-	8,932	<b>38,857</b>	30
15	Transport related expenditure	12	-	7	<b>19</b>	58
1,618	Recharges from other services	1,346	-	(21)	<b>1,325</b>	(2)
<b>57,562</b>	<b>TOTAL EXPENDITURE</b>	<b>48,873</b>	-	<b>7,773</b>	<b>56,646</b>	16
(51,325)	Government Grants	(48,109)	-	(7,580)	<b>(55,689)</b>	16
(509)	Other Grants, reimbursements and contributions	(387)	-	-	<b>(387)</b>	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(377)	Recharges to other services	(377)	-	(193)	<b>(570)</b>	51
<b>(52,211)</b>	<b>TOTAL INCOME</b>	<b>(48,873)</b>	-	<b>(7,773)</b>	<b>(56,646)</b>	16
<b>5,351</b>	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
<b>5,351</b>	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>5,351</b>	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

## Health, Wellbeing & Adults

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## KEY SERVICE TARGETS / PRIORITIES FOR 2020/21

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

## FINANCIAL PERFORMANCE

## COST CENTRE: C1400N

DESCRIPTION	ACTUAL 2018/19 £000	ORIGINAL 2019/20 £000	FORECAST 2019/20 £000	BUDGET 2020/21 £000	% CHANGE %
Employees	39,464	37,388	37,390	39,027	4
Premises related expenditure	37,055	23,255	22,014	<b>30,912</b>	33
Supplies and Services	5,669	4,465	6,728	<b>3,903</b>	(13)
Third Party Payments	118,435	108,262	119,537	<b>112,543</b>	4
Transfer Payments	19,227	15,718	21,872	<b>16,133</b>	3
Transport related expenditure	13,900	125	90	<b>126</b>	1
Capital Charges	2,799	379	379	<b>308</b>	(19)
Intangible Charges	-	-	-	<b>17</b>	n/a
REFCUS	-	2,900	2,900	<b>2,900</b>	-
Corporate support services bought in	23,144	14,298	14,298	<b>11,136</b>	(22)
Recharges from other services	163	19,359	20,136	<b>17,448</b>	(10)
<b>TOTAL EXPENDITURE</b>	<b>259,856</b>	<b>226,149</b>	<b>245,343</b>	<b>234,453</b>	(4)
Government Grants	(31,135)	(26,922)	(28,491)	(27,466)	2
Other Grants, reimbursements and contributions	(14,643)	(16,077)	(19,623)	(21,853)	36
Customer and Client Receipts	(46,858)	(46,417)	(49,807)	(46,246)	(0)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(28,670)	(5,462)	(6,021)	(6,356)	16
<b>TOTAL INCOME</b>	<b>(121,306)</b>	<b>(94,878)</b>	<b>(103,941)</b>	<b>(101,921)</b>	(2)
<b>NET EXPENDITURE</b>	<b>138,550</b>	<b>131,271</b>	<b>141,401</b>	<b>132,532</b>	(6)
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>136,843</b>		<b>130,962</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>1,707</b>		<b>10,439</b>		

## TOP FINANCIAL RISKS 2020/21

Market sustainability
· Increased costs to prevent provider failure
· Increased costs for re-provision of services following provider withdrawal from the market or provider failure
· current and future provision of long-term supported housing and for short-term provision for people with support needs
Demand
- Demand led pressures increases the financial commitment significantly
- Increase in demand for services by people previously funded by the NHS for Continuing Health Care or Transforming Care
- Increase of people funding their own care depleting resources and coming under national thresholds
Non-achievement of adult social care transformation and efficiencies due to complex interdependencies

## HEALTH, WELLBEING &amp; ADULTS

## DEPARTMENT SUMMARY

## CABINET MEMBER

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

## DEPARTMENT MANAGEMENT TEAM

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

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2019/20  £000's	DIVISION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
104,259	Adult Social Care And All-Age Disability	96,169	285	369	96,823	1
-	Public Health	-	-	-	-	n/a
28,479	Gateway Services	26,919	260	574	27,753	3
8,663	Housing Assessment & Solutions	8,183	318	(552)	7,949	(3)
-	Gateway, Strategy & Engagement Directorat	-	-	-	-	n/a
141,401	<b>TOTAL NET SPEND</b>	131,271	863	391	132,525	1

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE FTE STAFF
Adult Social Care and All-Age Disability (AAD)	546.8	539.7	(7.1)
Public Health	20.9	20.9	-
Gateway Services	253.6	242.2	(11.4)
Housing Assessment & Solutions	89.5	80.9	(8.6)
<b>TOTAL FTE STAFF</b>	910.8	883.7	(27.1)

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

2 FTE from Resources - Executive Assistants  
6 FTE Transfer to Older People from Safeguarding  
-15 FTE From Safeguarding to Older People and creation of Front Door in Gateway

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
37,390	Employees	37,388	729	910	39,027	4
22,014	Premises related expenditure	23,255	245	7,412	30,912	33
6,728	Supplies and Services	4,465	-	(562)	3,903	(13)
119,537	Third Party Payments	108,262	47	4,234	112,543	4
21,872	Transfer Payments	15,718	-	415	16,133	3
90	Transport related expenditure	125	-	1	126	1
20,136	Recharges from other services	19,359	-	(1,911)	17,448	(10)
227,766	<b>TOTAL EXPENDITURE</b>	208,572	1,021	10,499	220,092	6
(28,491)	Government Grants	(26,922)	-	(544)	(27,466)	2
(19,623)	Other Grants, reimbursements and contributions	(16,077)	-	(5,776)	(21,853)	36
(49,807)	Customer and Client Receipts	(46,417)	(158)	329	(46,246)	(0)
-	Interest Receivable	-	-	-	-	n/a
(6,021)	Recharges to other services	(5,462)	-	(894)	(6,356)	16
(103,941)	<b>TOTAL INCOME</b>	(94,878)	(158)	(6,885)	(101,921)	7
123,824	<b>NET CONTROLLABLE COST</b>	113,694	863	3,614	118,171	4
379	Capital Charges	379	-	(71)	308	(19)
-	Intangible Charges	-	-	17	17	n/a
2,900	REFCUS	2,900	-	-	2,900	-
14,298	Corporate support services bought in	14,298	-	(3,162)	11,136	(22)
17,577	<b>TOTAL UNCONTROLLABLE COST</b>	17,577	-	(3,216)	14,361	(18)
141,401	<b>NET COST OF SERVICE</b>	131,271	863	398	132,532	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
141,401	<b>TOTAL NET EXPENDITURE</b>	131,271	863	398	132,532	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						18,745
Strategic budget - agreed additional income / savings						(14,253)
Other resource changes						(4,094)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>398</b>

**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 Croydon to 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 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1410Q	Adult Social Care And All-Age Disability Directorate	10,153	11	(899)	9,265	(9)
C1412Q	Adult Safeguarding And Quality Assurance	3,637	36	(794)	2,879	(21)
C1415Q	Disability Commissioning And Brokerage	439	5	(5)	439	-
C1416Q	25-65 Disability	40,784	33	(984)	39,833	(2)
C1420Q	Transformation And Clienting	731	1	924	1,656	127
C1430Q	Adult Mental Health Social Care	7,712	57	1,151	8,920	16
C1431Q	Day Services	1,797	60	479	2,336	30
C1432Q	OBC Commissioning	8,399	(28)	755	9,126	9
C1433Q	OBC Provider Services - Social Care	22,517	110	(258)	22,369	(1)
	<b>TOTAL NET SPEND</b>	96,169	285	369	96,823	148

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Social Care And All-Age Disability Directorate	9.0	11.0	2.0
Adult Safeguarding And Quality Assurance	54.0	39.0	(15.0)
Disability Commissioning And Brokerage	8.8	8.8	(0.0)
25-65 Disability	74.4	74.4	-
Transformation And Clienting	12.6	12.6	(0.0)
Adult Mental Health Social Care	64.5	64.5	-
Day Services	81.7	81.7	-
OBC Commissioning	34.0	34.0	-
OBC Provider Services - Social Care	207.7	213.7	6.0
<b>TOTAL FTE STAFF</b>	546.8	539.7	(7.1)

HEALTH, WELLBEING & ADULTS ADULT SOCIAL CARE AND ALL-AGE DISABILITY			DIVISION SUBJECTIVE SUMMARY			
COST CENTRE: C1410P						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
21,006	Employees	21,699	426	513	22,638	4
128	Premises related expenditure	(70)	-	(10)	(80)	14
4,886	Supplies and Services	2,939	-	(1,570)	1,369	(53)
81,182	Third Party Payments	71,981	-	10,554	82,535	15
21,768	Transfer Payments	15,647	-	415	16,062	3
59	Transport related expenditure	67	-	-	67	-
9,096	Recharges from other services	7,871	-	493	8,364	6
138,125	<b>TOTAL EXPENDITURE</b>	120,134	426	10,395	<b>130,955</b>	9
(1,044)	Government Grants	(1,044)	-	-	(1,044)	-
(19,116)	Other Grants, reimbursements and contributions	(15,455)	-	(6,000)	(21,455)	39
(19,902)	Customer and Client Receipts	(14,246)	(141)	(2,097)	(16,484)	16
-	Interest Receivable	-	-	-	-	n/a
(3,961)	Recharges to other services	(3,377)	-	-	(3,377)	-
(44,023)	<b>TOTAL INCOME</b>	(34,122)	(141)	(8,097)	<b>(42,360)</b>	24
94,102	<b>NET CONTROLLABLE COST</b>	86,012	285	2,298	<b>88,595</b>	3
110	Capital Charges	110	-	(3)	107	(3)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
10,047	Corporate support services bought in	10,047	-	(1,926)	8,121	(19)
10,157	<b>TOTAL UNCONTROLLABLE COST</b>	10,157	-	(1,929)	<b>8,228</b>	(19)
104,259	<b>NET COST OF SERVICE</b>	96,169	285	369	<b>96,823</b>	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
104,259	<b>TOTAL NET EXPENDITURE</b>	96,169	285	369	<b>96,823</b>	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						17,420
<u>Strategic budget - agreed additional income / savings</u>						(7,266)
<u>Other resource changes</u>						(11,164)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,010)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1410Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
689	Employees	539	11	83	633	17
	Premises related expenditure	-	-	-	-	n/a
171	Supplies and Services	(648)	-	(1,321)	(1,969)	204
509	Third Party Payments	672	-	2,265	2,937	337
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
101	Recharges from other services	73	-	-	73	-
1,470	<b>TOTAL EXPENDITURE</b>	636	11	1,027	1,674	163
-	Government Grants	-	-	-	-	n/a
(613)	Other Grants, reimbursements and contributions	(150)	-	-	(150)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(380)	Recharges to other services	(380)	-	-	(380)	-
(993)	<b>TOTAL INCOME</b>	(530)	-	-	(530)	-
477	<b>NET CONTROLLABLE COST</b>	106	11	1,027	1,144	979
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
10,047	Corporate support services bought in	10,047	-	(1,926)	8,121	(19)
10,047	<b>TOTAL UNCONTROLLABLE COST</b>	10,047	-	(1,926)	8,121	(19)
10,524	<b>NET COST OF SERVICE</b>	10,153	11	(899)	9,265	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,524	<b>TOTAL NET EXPENDITURE</b>	10,153	11	(899)	9,265	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Adult Social Care Population Growth						200
Additional Growth based on current run rate						2,000
						2,200
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Transfer of prior year savings from Gateway ref HW3.3						(1,200)
Redistribution of Public Health funding						1,580
Realignment of Budgets						(1,118)
Reduction in corporate charges						(1,926)
Virements: Devolved executive assistants (2 FTE) from Resources						94
Virements: Growth transfer to CWD and Calleydown						(1,046)
Virements: Realignment of Budget for growth in care and new charging policy HW1.8						(876)
Virements: Realignment of funding to Cherry Orchard Day Centre HW1.9						(60)
Virements: Transfer of Savings relating to implementation of new charging policy HW1.11 & HW1.6						2,259
Virements: Realignment of budget saving for new charging policy HW1.10						30
Virements: Funding for Projects from HW1.7						75
Virements: Reallocation of 201920 Staff Savings ref HW1.7 and HW1.11						(900)
Salary Inflation						(11)
						(3,099)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(899)</b>

**HEALTH, WELLBEING & ADULTS  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
ADULT SAFEGUARDING AND QUALITY ASSURANCE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1412Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,598	Employees	2,560	36	(794)	1,802	(30)
-	Premises related expenditure	1			1	-
498	Supplies and Services	1,105			1,105	-
53	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
(19)	Transport related expenditure	3			3	-
100	Recharges from other services	58			58	-
2,230	<b>TOTAL EXPENDITURE</b>	3,727	36	(794)	2,969	(20)
-	Government Grants	-			-	n/a
(68)	Other Grants, reimbursements and contributions	(90)			(90)	-
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(68)	<b>TOTAL INCOME</b>	(90)	-	-	(90)	-
2,162	<b>NET CONTROLLABLE COST</b>	3,637	36	(794)	2,879	(21)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
2,162	<b>NET COST OF SERVICE</b>	3,637	36	(794)	2,879	(21)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,162	<b>TOTAL NET EXPENDITURE</b>	3,637	36	(794)	2,879	(21)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Virement : establishment of Adult Social Care Front door HW 3.7						(723)
Virement : establishment of Localities HW 1.11						(35)
Salary Inflation						(36)
						(794)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(794)</b>

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1415Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
267	Employees	271	5	(5)	271	-
-	Premises related expenditure	-			-	n/a
22	Supplies and Services	22			22	-
145	Third Party Payments	146			146	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
5	Recharges from other services	-			-	n/a
439	<b>TOTAL EXPENDITURE</b>	439	5	(5)	439	-
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
439	<b>NET CONTROLLABLE COST</b>	439	5	(5)	439	-
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
439	<b>NET COST OF SERVICE</b>	439	5	(5)	439	-
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
439	<b>TOTAL NET EXPENDITURE</b>	439	5	(5)	439	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Salary Inflation						(5)
						(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5)</b>



**HEALTH, WELLBEING & ADULTS  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
25-65 DISABILITY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1416Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,977	Employees	2,975	60	(60)	2,975	-
-	Premises related expenditure	-	-	-	-	n/a
54	Supplies and Services	11	-	-	11	-
29,417	Third Party Payments	30,620	-	725	31,345	2
18,467	Transfer Payments	14,844	-	(665)	14,179	(4)
10	Transport related expenditure	4	-	-	4	-
545	Recharges from other services	206	-	-	206	-
51,470	<b>TOTAL EXPENDITURE</b>	48,660	60	-	48,720	0
(979)	Government Grants	(979)			(979)	-
(2,842)	Other Grants, reimbursements and contributions	(3,362)			(3,362)	-
(3,866)	Customer and Client Receipts	(3,535)	(27)	(984)	(4,546)	29
-	Interest Receivable	-			-	n/a
(433)	Recharges to other services	-			-	n/a
(8,120)	<b>TOTAL INCOME</b>	(7,876)	(27)	(984)	(8,887)	13
43,350	<b>NET CONTROLLABLE COST</b>	40,784	33	(984)	39,833	(2)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
43,350	<b>NET COST OF SERVICE</b>	40,784	33	(984)	39,833	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
43,350	<b>TOTAL NET EXPENDITURE</b>	40,784	33	(984)	39,833	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Adult Social Care growth 25-65						2,000
Adult Social Care Population Growth						1,720
Cost of providing support to UASC population						2,000
						5,720
<u>Strategic budget - agreed additional income / savings</u>						
Managing demand in Adult Social Care						(5,660)
						(5,660)
<u>Other resource changes</u>						
Virement: Transfer of savings relating to implementation of new charging policy. HWA 1.3						(984)
Salary inflation						(60)
						(1,044)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(984)</b>

**HEALTH, WELLBEING & ADULTS  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
TRANSFORMATION AND CLIENTING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1420Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
947	Employees	73	1	(1)	73	-
7	Premises related expenditure	-			-	n/a
1,078	Supplies and Services	1,462			1,462	-
(1,634)	Third Party Payments	-		(75)	(75)	n/a
	Transfer Payments	(804)		1,000	196	(124)
	Transport related expenditure	-			-	n/a
7,342	Recharges from other services	7,317			7,317	-
7,740	<b>TOTAL EXPENDITURE</b>	8,048	1	924	8,973	11
-	Government Grants	-			-	n/a
(8,014)	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
(8,014)	<b>TOTAL INCOME</b>	(7,317)	-	-	(7,317)	-
(274)	<b>NET CONTROLLABLE COST</b>	731	1	924	1,656	127
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(274)	<b>NET COST OF SERVICE</b>	731	1	924	1,656	127
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(274)	<b>TOTAL NET EXPENDITURE</b>	731	1	924	1,656	127
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
Salary Inflation						(1)
Funding for Projects within HWA to ref HW1.3						(75)
Transfer Staff Savings ref HW1.3 and HW1.11						1,000
						924
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>924</b>

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1430Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,468	Employees	3,004	59	(59)	3,004	-
-	Premises related expenditure	-			-	n/a
48	Supplies and Services	16			16	-
7,867	Third Party Payments	6,607	-	1,178	7,785	18
1,327	Transfer Payments	663	-	80	743	12
35	Transport related expenditure	26			26	-
129	Recharges from other services	10			10	-
11,874	<b>TOTAL EXPENDITURE</b>	10,326	59	1,199	11,584	12
(65)	Government Grants	(65)			(65)	-
(1,929)	Other Grants, reimbursements and contributions	(1,169)			(1,169)	-
(486)	Customer and Client Receipts	(459)	(2)	(46)	(507)	10
-	Interest Receivable	-			-	n/a
(914)	Recharges to other services	(923)			(923)	-
(3,394)	<b>TOTAL INCOME</b>	(2,616)	(2)	(46)	(2,664)	2
8,480	<b>NET CONTROLLABLE COST</b>	7,710	57	1,153	8,920	16
2	Capital Charges	2		(2)	-	(100)
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
2	<b>TOTAL UNCONTROLLABLE COST</b>	2	-	(2)	-	(100)
8,482	<b>NET COST OF SERVICE</b>	7,712	57	1,151	8,920	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,482	<b>TOTAL NET EXPENDITURE</b>	7,712	57	1,151	8,920	16
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Additional Growth based on current run rate						1,000
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
Community opportunities to be provided by CALAT						(180)
						(180)
<u>Other resource changes</u>						
Virement: Realignment of funding for growth from HW1.3						438
Salary Inflation						(59)
Virement: Transfer of savings relating to implementation of new charging policy. HWA1.3						(46)
Change in depreciation						(2)
						331
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,151</b>

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1431Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,108	Employees	2,984	60	(60)	2,984	-
25	Premises related expenditure	(261)			(261)	-
76	Supplies and Services	(507)		-	(507)	-
2,497	Third Party Payments	70			70	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	4			4	-
602	Recharges from other services	34		541	575	1,591
5,308	<b>TOTAL EXPENDITURE</b>	2,324	60	481	2,865	23
-	Government Grants	-			-	n/a
(199)	Other Grants, reimbursements and contributions	(75)			(75)	-
(2,247)	Customer and Client Receipts	(75)			(75)	-
-	Interest Receivable	-			-	n/a
(454)	Recharges to other services	(450)			(450)	-
(2,900)	<b>TOTAL INCOME</b>	(600)	-	-	(600)	-
2,408	<b>NET CONTROLLABLE COST</b>	1,724	60	481	2,265	31
73	Capital Charges	73		(2)	71	(3)
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
73	<b>TOTAL UNCONTROLLABLE COST</b>	73	-	(2)	71	(3)
2,481	<b>NET COST OF SERVICE</b>	1,797	60	479	2,336	30
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,481	<b>TOTAL NET EXPENDITURE</b>	1,797	60	479	2,336	30
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Growth budget realignment for Facilities Management ref HW1.3						60
Change in depreciation						(2)
Income transfer from Commissioning and Procurement for placements to shared Lives from ref Red2.11						481
Salary Inflation						(60)
						479
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>479</b>

**HEALTH, WELLBEING & ADULTS  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
OBC COMMISSIONING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1432Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	1,500	1,500	n/a
67	Premises related expenditure	155	-	(10)	145	(6)
2,829	Supplies and Services	1,364	-	(149)	1,215	(11)
11,360	Third Party Payments	10,745	-	(539)	10,206	(5)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	58	-	(48)	10	(83)
14,308	<b>TOTAL EXPENDITURE</b>	12,322	-	754	13,076	6
-	Government Grants	-	-	-	-	n/a
(1,751)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,103)	Customer and Client Receipts	(3,324)	(28)	-	(3,352)	1
-	Interest Receivable	-	-	-	-	n/a
(780)	Recharges to other services	(624)	-	-	(624)	-
(5,634)	<b>TOTAL INCOME</b>	(3,948)	(28)	-	(3,976)	1
8,674	<b>NET CONTROLLABLE COST</b>	8,374	(28)	754	9,100	9
25	Capital Charges	25	-	1	26	4
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
25	<b>TOTAL UNCONTROLLABLE COST</b>	25	-	1	26	4
8,699	<b>NET COST OF SERVICE</b>	8,399	(28)	755	9,126	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,699	<b>TOTAL NET EXPENDITURE</b>	8,399	(28)	755	9,126	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Investment in Special Sheltered and Care homes (insourcing strategy)						1,500
						1,500
<u>Strategic budget - agreed additional income / savings</u>						
Supplies & services						(73)
Effective corporate centre						(63)
Age UK Croydon info/advice contract renegotiation						(100)
Supported Housing contracts review						(180)
Review of historical CHS funding						(300)
						(716)
<u>Other resource changes</u>						
Change in depreciation						1
Virement : transfer of 19/20 savings for meal service provision (HW1.7)						(30)
						(29)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>755</b>

HEALTH, WELLBEING & ADULTS  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
OBC PROVIDER SERVICES - SOCIAL CARE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1433Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,953	Employees	9,293	194	(91)	9,396	1
29	Premises related expenditure	35	-	-	35	-
110	Supplies and Services	114	-	(100)	14	(88)
30,968	Third Party Payments	23,121	-	7,000	30,121	30
1,974	Transfer Payments	944	-	-	944	-
33	Transport related expenditure	30	-	-	30	-
221	Recharges from other services	115	-	-	115	-
43,286	<b>TOTAL EXPENDITURE</b>	33,652	194	6,809	40,655	21
-	Government Grants	-	-	-	-	n/a
(3,701)	Other Grants, reimbursements and contribu	(3,292)	-	(6,000)	(9,292)	182
(10,199)	Customer and Client Receipts	(6,853)	(84)	(1,067)	(8,004)	17
-	Interest Receivable	-	-	-	-	n/a
(1,000)	Recharges to other services	(1,000)	-	-	(1,000)	-
(14,900)	<b>TOTAL INCOME</b>	(11,145)	(84)	(7,067)	(18,296)	64
28,386	<b>NET CONTROLLABLE COST</b>	22,507	110	(258)	22,359	(1)
10	Capital Charges	10	-	-	10	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
10	<b>TOTAL UNCONTROLLABLE COST</b>	10	-	-	10	-
28,396	<b>NET COST OF SERVICE</b>	22,517	110	(258)	22,369	(1)
-	Contributions to / (from) Earmarked Reser	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Lo	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
28,396	<b>TOTAL NET EXPENDITURE</b>	22,517	110	(258)	22,369	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						7,000
Additional Growth based on current run rate						7,000
Strategic budget - agreed additional income / savings						(6,000)
Health Contribution						(370)
Reduction of Occupational Therapy provision						(6,370)
Other resource changes						(1,067)
Virement: Transfer of savings relating to implementation of new charging policy. HW1.3						438
Virement: Growth for establishment of Localities HW 1.3						35
Virement: Funding of Localities restructure HW 1.4						(100)
Virement: 2019/20 Staffing savings realignment HW1.7						(194)
Salary Inflation						(888)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(258)</b>

**SERVICE DESCRIPTION**

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

The public health specialists provide public health advice and expertise to commissioners of health care for Croydon residents, across the integrated care system including SW London , and providing information and advice to other agencies such as Public Health England and NHS England. 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 (public health nursing), sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks. These functions are funded by the Public Health Grant.

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

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

**Public Health Contracts and Funding covers the following areas:**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1691Q	Public Health Management	(19,473)	-	2,128	(17,345)	(11)
C1692Q	Public Health Contracts And Funding	19,473	-	(2,128)	17,345	(11)
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Public Health Management	20.9	20.9	-
Public Health Contracts And Funding			
<b>TOTAL FTE STAFF</b>	20.9	20.9	-

**COST CENTRE: C1662P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,800	Employees	1,533	-	(147)	1,386	(10)
-	Premises related expenditure	10	-	(10)	-	(100)
67	Supplies and Services	97	-	1,464	1,561	1,509
8,140	Third Party Payments	7,465	-	1,333	8,798	18
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
10,576	Recharges from other services	11,232	-	(2,095)	9,137	(19)
20,584	<b>TOTAL EXPENDITURE</b>	20,337	-	545	20,882	3
(21,015)	Government Grants	(20,830)	-	(590)	(21,420)	3
(62)	Other Grants, reimbursements and contributions	(110)	-	45	(65)	(41)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(110)	Recharges to other services	-	-	-	-	n/a
(21,187)	<b>TOTAL INCOME</b>	(20,940)	-	(545)	(21,485)	3
(603)	<b>NET CONTROLLABLE COST</b>	(603)	-	-	(603)	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	603	-
603	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	603	-
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



**HEALTH, WELLBEING & ADULTS  
PUBLIC HEALTH  
PUBLIC HEALTH MANAGEMENT**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1691Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,454	Employees	-	-	1,227	<b>1,227</b>	n/a
-	Premises related expenditure	-	-	-	-	n/a
50	Supplies and Services	50	-	1,511	<b>1,561</b>	3,022
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
641	Recharges from other services	704	-	(65)	<b>639</b>	(9)
2,146	<b>TOTAL EXPENDITURE</b>	754	-	2,673	<b>3,427</b>	355
(21,015)	Government Grants	(20,830)	-	(590)	<b>(21,420)</b>	3
-	Other Grants, reimbursements and contributions	-	-	45	<b>45</b>	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(21,015)	<b>TOTAL INCOME</b>	(20,830)	-	(545)	<b>(21,375)</b>	3
(18,869)	<b>NET CONTROLLABLE COST</b>	(20,076)	-	2,128	<b>(17,948)</b>	(11)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	<b>603</b>	-
603	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	<b>603</b>	-
(18,266)	<b>NET COST OF SERVICE</b>	(19,473)	-	2,128	<b>(17,345)</b>	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(18,266)	<b>TOTAL NET EXPENDITURE</b>	(19,473)	-	2,128	<b>(17,345)</b>	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
PH Employee budget amalgamation (HW 2.4)						1,207
Additional contingency funded by increase in grant and reductions in recharges from other services (HW 2.4)						1,511
Additional grant funded from Department of Health						(590)
						2,128
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,128</b>

HEALTH, WELLBEING & ADULTS  
PUBLIC HEALTH  
PUBLIC HEALTH CONTRACTS AND FUNDING

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1692Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
346	Employees	1,533		(1,374)	159	(90)
-	Premises related expenditure	10	-	(10)	-	(100)
17	Supplies and Services	47	-	(47)	-	(100)
8,140	Third Party Payments	7,465	-	1,333	8,798	18
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
9,935	Recharges from other services	10,528	-	(2,030)	8,498	(19)
18,438	<b>TOTAL EXPENDITURE</b>	19,583	-	(2,128)	17,455	(11)
-	Government Grants	-	-	-	-	n/a
(62)	Other Grants, reimbursements and contributions	(110)	-	-	(110)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(110)	Recharges to other services	-	-	-	-	n/a
(172)	<b>TOTAL INCOME</b>	(110)	-	-	(110)	-
18,266	<b>NET CONTROLLABLE COST</b>	19,473	-	(2,128)	17,345	(11)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
18,266	<b>NET COST OF SERVICE</b>	19,473	-	(2,128)	17,345	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
18,266	<b>TOTAL NET EXPENDITURE</b>	19,473	-	(2,128)	17,345	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Employee salary amalgamation and re-alignment of budgets within Public Health (HW 2.3)						(1,207)
Increased funding for Sexual Health						900
Decrease in recharges from other services to fund Sexual Health and contribution to contingency (HW 2.3)						(1,821)
						(2,128)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,128)</b>

**SERVICE DESCRIPTION**

The Gateway Services Division comprises of 4 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** - The services work closely with Gateway Delivery and participate in Tell us once. The service is responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1,800 cremations and maintenance of 3 cemeteries, 1 crematorium and the provision of our registration services including birth, deaths, marriages and citizenship. Combined, the services generate over £3m per year in income.

**Gateway Service Improvement** - responsible for the co-ordination of the Adult Social Care/Children's 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.

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
		2019/20	Inflation	Other	2020/21	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C1248Q	Enablement And Welfare	23,747	88	(509)	23,326	(2)
C1252Q	Bereavement And Registrars	(378)	20	(421)	(779)	106
C1256Q	Gateway Services Directorate	216	7	(206)	17	(92)
C1259Q	Gateway Service Improvement	2,378	87	1,918	4,383	84
C1618Q	Resident Access	956	58	(208)	806	(16)
	<b>TOTAL NET SPEND</b>	26,919	260	574	27,753	3

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2019/20 FTE STAFF	2020/21 FTE STAFF	FTE STAFF
Enablement And Welfare	99.60	95.38	-4.22
Bereavement And Registrars	36.00	35.81	-0.19
Gateway Services Directorate	2.00	1.00	-1.00
Gateway Service Improvement	57.14	35.35	-21.79
Resident Access	58.89	74.68	15.79
<b>TOTAL FTE STAFF</b>	253.63	242.22	-11.41

COST CENTRE: C1250P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,943	Employees	10,283	223	(435)	10,071	(2)
380	Premises related expenditure	353	7	(305)	55	(84)
1,329	Supplies and Services	914	-	(13)	901	(1)
19,383	Third Party Payments	17,993	47	2,552	20,592	14
104	Transfer Payments	71	-	0	71	-
29	Transport related expenditure	55	-	1	56	2
572	Recharges from other services	296	-	(293)	3	(99)
32,740	<b>TOTAL EXPENDITURE</b>	29,965	277	1,507	31,749	6
(1,487)	Government Grants	(212)	-	(45)	(257)	21
(153)	Other Grants, reimbursements and contributions	(248)	-	185	(63)	(75)
(3,860)	Customer and Client Receipts	(3,788)	(17)	4	(3,801)	0
-	Interest Receivable	-	-	-	-	n/a
(795)	Recharges to other services	(832)	-	90	(742)	(11)
(6,295)	<b>TOTAL INCOME</b>	(5,080)	(17)	234	(4,863)	(4)
26,445	<b>NET CONTROLLABLE COST</b>	24,885	260	1,741	26,886	8
170	Capital Charges	170	-	(46)	124	(27)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,864	Corporate support services bought in	1,864	-	(1,121)	743	(60)
2,034	<b>TOTAL UNCONTROLLABLE COST</b>	2,034	-	(1,167)	867	(57)
28,479	<b>NET COST OF SERVICE</b>	26,919	260	574	27,753	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
28,479	<b>TOTAL NET EXPENDITURE</b>	26,919	260	574	27,753	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						913
<u>Strategic budget - agreed additional income / savings</u>						(693)
<u>Other resource changes</u>						354
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>574</b>

**HEALTH, WELLBEING & ADULTS  
GATEWAY SERVICES  
ENABLEMENT AND WELFARE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1248Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,503	Employees	4,359	88	(380)	4,067	(7)
30	Premises related expenditure	-		-	-	n/a
519	Supplies and Services	517		(12)	505	(2)
16,772	Third Party Payments	17,729		99	17,828	1
104	Transfer Payments	71			71	-
16	Transport related expenditure	9		1	10	11
689	Recharges from other services	308		(293)	15	(95)
22,633	<b>TOTAL EXPENDITURE</b>	22,993	88	(585)	22,496	(2)
(327)	Government Grants	(212)		50	(162)	(24)
(43)	Other Grants, reimbursements and contributions	(94)		44	(50)	(47)
(253)	Customer and Client Receipts	(239)		27	(212)	(11)
-	Interest Receivable	-			-	n/a
(447)	Recharges to other services	(455)		62	(393)	(14)
(1,070)	<b>TOTAL INCOME</b>	(1,000)	-	183	(817)	(18)
21,563	<b>NET CONTROLLABLE COST</b>	21,993	88	(402)	21,679	(1)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
1,754	Corporate support services bought in	1,754		(107)	1,647	(6)
1,754	<b>TOTAL UNCONTROLLABLE COST</b>	1,754	-	(107)	1,647	(6)
23,317	<b>NET COST OF SERVICE</b>	23,747	88	(509)	23,326	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
23,317	<b>TOTAL NET EXPENDITURE</b>	23,747	88	(509)	23,326	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						266
Cost of providing support to UASC population						
						266
Strategic budget - agreed additional income / savings						
Interventions restructure - reduction 1 fte						(43)
Employment Service deletion - 7 fte						(219)
Effective Corporate Centre						(24)
Supplies and services reduction						(19)
						(305)
<u>Other resource changes</u>						
Pay inflation met by departments						(88)
Movement in corporate charges (SeRCOP) and Internal Recharges						(107)
Corporate adjustment						(275)
						(470)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(509)</b>

**HEALTH, WELLBEING & ADULTS  
GATEWAY SERVICES  
BEREAVEMENT AND REGISTRARS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1252Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,453	Employees	1,540	30	(7)	1,563	1
348	Premises related expenditure	351	7	(305)	53	(85)
452	Supplies and Services	379	-	-	379	-
32	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	44	-	-	44	-
96	Recharges from other services	8	-	-	8	-
2,393	<b>TOTAL EXPENDITURE</b>	2,322	37	(312)	2,047	(12)
-	Government Grants	-	-	-	-	n/a
(13)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,607)	Customer and Client Receipts	(3,549)	(17)	(23)	(3,589)	1
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(3,620)	<b>TOTAL INCOME</b>	(3,549)	(17)	(23)	(3,589)	1
(1,227)	<b>NET CONTROLLABLE COST</b>	(1,227)	20	(335)	(1,542)	26
170	Capital Charges	170	-	(46)	124	(27)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
679	Corporate support services bought in	679	-	(40)	639	(6)
849	<b>TOTAL UNCONTROLLABLE COST</b>	849	-	(86)	763	(10)
(378)	<b>NET COST OF SERVICE</b>	(378)	20	(421)	(779)	106
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(378)	<b>TOTAL NET EXPENDITURE</b>	(378)	20	(421)	(779)	106
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Transfer of the grounds maintenance service to Place (PL 2.4)						(298)
Pay and Contract inflation met by departments						(37)
Movement in corporate charges (SeRCOP) and Internal Recharges						(40)
Reduction of Capital Charges						(46)
						(421)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(421)</b>

HEALTH, WELLBEING & ADULTS  
GATEWAY SERVICES  
GATEWAY SERVICES DIRECTORATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1256Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
303	Employees	322	7	(202)	127	(61)
-	Premises related expenditure	-	-	-	-	n/a
20	Supplies and Services	1	-	(1)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
323	<b>TOTAL EXPENDITURE</b>	323	7	(203)	127	(61)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(128)	Recharges to other services	(128)	-	(1)	(129)	1
(128)	<b>TOTAL INCOME</b>	(128)	-	(1)	(129)	1
195	<b>NET CONTROLLABLE COST</b>	195	7	(204)	(2)	(101)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
21	Corporate support services bought in	21	-	(2)	19	(10)
21	<b>TOTAL UNCONTROLLABLE COST</b>	21	-	(2)	19	(10)
216	<b>NET COST OF SERVICE</b>	216	7	(206)	17	(92)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
216	<b>TOTAL NET EXPENDITURE</b>	216	7	(206)	17	(92)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(197)
Removal of Executive Director post						(197)
<u>Other resource changes</u>						
Pay inflation met by departments						(7)
Movement in corporate charges (SeRCOP) and Internal Recharges						(2)
						(9)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(206)</b>

**HEALTH, WELLBEING & ADULTS  
GATEWAY SERVICES  
GATEWAY SERVICE IMPROVEMENT SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1259Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,037	Employees	2,142	40	(564)	1,618	(24)
-	Premises related expenditure	-			-	n/a
314	Supplies and Services	2		-	2	-
2,579	Third Party Payments	264	47	2,453	2,764	947
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	2			2	-
(219)	Recharges from other services	(20)			(20)	-
4,712	<b>TOTAL EXPENDITURE</b>	2,390	87	1,889	4,366	83
(1,160)	Government Grants	-		(95)	(95)	n/a
(97)	Other Grants, reimbursements and contributions	(154)		141	(13)	(92)
-	Customer and Client Receipts	-		-	-	n/a
-	Interest Receivable	-		-	-	n/a
(73)	Recharges to other services	(73)			(73)	-
(1,330)	<b>TOTAL INCOME</b>	(227)	-	46	(181)	(20)
3,382	<b>NET CONTROLLABLE COST</b>	2,163	87	1,935	4,185	93
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
215	Corporate support services bought in	215		(17)	198	(8)
215	<b>TOTAL UNCONTROLLABLE COST</b>	215	-	(17)	198	(8)
3,597	<b>NET COST OF SERVICE</b>	2,378	87	1,918	4,383	84
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,597	<b>TOTAL NET EXPENDITURE</b>	2,378	87	1,918	4,383	84
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost of providing support to UASC population						578
						578
<u>Strategic budget - agreed additional income / savings</u>						
Gateway Link restructure - reduction 4 fte						(191)
						(191)
<u>Other resource changes</u>						
Transfer of 3 fte to Resident Access (HW 3.7)						(120)
Pay inflation met by departments						(87)
Movement in corporate charges (SeRCOP) and Internal Recharges						(17)
Realignment of prior year savings to Adults (HW 1.3) and Children's (CFE 1.6)						1,850
Corporate adjustment						(95)
						1,531
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,918</b>



**HEALTH, WELLBEING & ADULTS  
GATEWAY SERVICES  
RESIDENT ACCESS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1618Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,647	Employees	1,920	58	718	2,696	40
2	Premises related expenditure	2	-	-	2	-
24	Supplies and Services	15	-	-	15	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	-	-	-	-	n/a
2,679	<b>TOTAL EXPENDITURE</b>	1,937	58	718	2,713	40
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(147)	Recharges to other services	(176)	-	29	(147)	(16)
(147)	<b>TOTAL INCOME</b>	(176)	-	29	(147)	(16)
2,532	<b>NET CONTROLLABLE COST</b>	1,761	58	747	2,566	46
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(805)	Corporate support services bought in	(805)	-	(955)	(1,760)	119
(805)	<b>TOTAL UNCONTROLLABLE COST</b>	(805)	-	(955)	(1,760)	119
1,727	<b>NET COST OF SERVICE</b>	956	58	(208)	806	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,727	<b>TOTAL NET EXPENDITURE</b>	956	58	(208)	806	(16)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						69
Cost of providing support to UASC population						69
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Transfer of 14 fte from Adult Social Care to Front Door (HW 1.4)						723
Transfer of 3 fte from Gateway Service Improvement to Front Door (HW 3.6)						120
Transfer of 0.5 fte to Licensing in Place (PL 2.8)						(17)
Pay inflation met by departments						(58)
Movement in corporate charges (SeRCOP) and Internal Recharges						(955)
Corporate adjustment						(90)
						(277)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(208)</b>

SERVICE DESCRIPTION

The Housing Assessment & Solutions includes the following sections:

**Emergency Accommodation**

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

**Housing Renewal**

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

**Temporary Accommodation and Housing Solutions**

Responsible for the housing and transfer registers, and allocation of social housing (including registered social landlords). It promotes home ownership (right to buy, 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.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1258Q	Emergency Accommodation	5,861	285	(752)	5,394	(8)
C1440Q	Housing Renewal	-	15	(15)	-	n/a
C1444Q	Service Development	6	2	(8)	-	(100)
C1446Q	Housing Needs Directorate	3,797	-	(436)	3,361	(11)
C1448Q	Temporary Accommodation And Housing Solutions	(1,428)	16	659	(753)	(47)
C1464Q	Garage Commercial And Miscellaneous Properties Income	(53)	-	-	(53)	-
	<b>TOTAL NET SPEND</b>	8,183	318	(552)	7,949	(3)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Emergency Accommodation	55.4	47.6	(7.8)
Housing Renewal	14.5	14.5	(0.0)
Service Development	1.0	-	(1.0)
Housing Needs Directorate	0.3	0.3	-
Temporary Accommodation and Housing Solutions	18.3	18.6	0.3
Garage Commercial And Miscellaneous Properties Income	-	-	-
<b>TOTAL FTE STAFF</b>	89.5	80.9	(8.6)

**COST CENTRE: C1420P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,640	Employees	3,873	80	876	<b>4,829</b>	25
21,506	Premises related expenditure	22,962	238	7,737	<b>30,937</b>	35
446	Supplies and Services	515	-	(443)	<b>72</b>	(86)
10,832	Third Party Payments	10,823	-	(10,205)	<b>618</b>	(94)
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	3	-	-	<b>3</b>	-
(109)	Recharges from other services	(40)	-	(16)	<b>(56)</b>	40
<b>36,317</b>	<b>TOTAL EXPENDITURE</b>	<b>38,136</b>	<b>318</b>	<b>(2,051)</b>	<b>36,403</b>	<b>(5)</b>
(4,945)	Government Grants	(4,836)	-	91	<b>(4,745)</b>	(2)
(292)	Other Grants, reimbursements and contributions	(264)	-	(6)	<b>(270)</b>	2
(26,045)	Customer and Client Receipts	(28,383)	-	2,422	<b>(25,961)</b>	(9)
-	Interest Receivable	-	-	-	-	n/a
(1,155)	Recharges to other services	(1,253)	-	(939)	<b>(2,192)</b>	75
<b>(32,437)</b>	<b>TOTAL INCOME</b>	<b>(34,736)</b>	-	1,568	<b>(33,168)</b>	<b>(5)</b>
<b>3,880</b>	<b>NET CONTROLLABLE COST</b>	<b>3,400</b>	<b>318</b>	<b>(483)</b>	<b>3,235</b>	<b>(5)</b>
99	Capital Charges	99	-	(22)	<b>77</b>	(22)
-	Intangible Charges	-	-	17	<b>17</b>	n/a
2,900	REFCUS	2,900	-	-	<b>2,900</b>	-
1,784	Corporate support services bought in	1,784	-	(115)	<b>1,669</b>	(6)
<b>4,783</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>4,783</b>	-	<b>(120)</b>	<b>4,663</b>	<b>(3)</b>
<b>8,663</b>	<b>NET COST OF SERVICE</b>	<b>8,183</b>	<b>318</b>	<b>(603)</b>	<b>7,898</b>	<b>(3)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>8,663</b>	<b>TOTAL NET EXPENDITURE</b>	<b>8,183</b>	<b>318</b>	<b>(603)</b>	<b>7,898</b>	<b>(3)</b>

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	412
Strategic budget - agreed additional income / savings	(634)
Other resource changes	(381)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(603)</b>

**HEALTH, WELLBEING & ADULTS  
HOUSING ASSESSMENT & SOLUTIONS  
EMERGENCY ACCOMMODATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1258Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,191	Employees	2,300	47	736	3,083	34
11,626	Premises related expenditure	11,826	238	(2,398)	9,666	(18)
275	Supplies and Services	282	-	-	282	-
99	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
46	Recharges from other services	20	-	-	20	-
14,237	<b>TOTAL EXPENDITURE</b>	14,445	285	(1,662)	13,068	(10)
(402)	Government Grants	(402)	-	-	(402)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(8,483)	Customer and Client Receipts	(8,492)	-	1,765	(6,727)	(21)
-	Interest Receivable	-	-	-	-	n/a
(679)	Recharges to other services	(678)	-	(783)	(1,461)	115
(9,564)	<b>TOTAL INCOME</b>	(9,572)	-	982	(8,590)	(10)
4,673	<b>NET CONTROLLABLE COST</b>	4,873	285	(680)	4,478	(8)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
988	Corporate support services bought in	988	-	(72)	916	(7)
988	<b>TOTAL UNCONTROLLABLE COST</b>	988	-	(72)	916	(7)
5,661	<b>NET COST OF SERVICE</b>	5,861	285	(752)	5,394	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,661	<b>TOTAL NET EXPENDITURE</b>	5,861	285	(752)	5,394	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Effective Corporate Centre						(75)
Supplies and services reduction						(8)
Review of Housing and Homelessness services						(500)
						(583)
<u>Other resource changes</u>						
Realignment of prior year savings to Adults (HW 1.3) and Children's (CFE 1.6)						393
Pay and Contract inflation met by departments						(285)
Movement in corporate charges (SeRCOP) and Internal Recharges						(72)
Corporate adjustment						(205)
						(169)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(752)</b>

**HEALTH, WELLBEING & ADULTS  
HOUSING ASSESSMENT & SOLUTIONS  
HOUSING RENEWAL**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1440Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
596	Employees	653	15	14	682	4
-	Premises related expenditure	-	-	-	-	n/a
21	Supplies and Services	6	-	-	6	-
212	Third Party Payments	212	-	-	212	-
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
17	Recharges from other services	8	-	-	8	-
848	<b>TOTAL EXPENDITURE</b>	881	15	14	910	3
-	Government Grants	-	-	-	-	n/a
(245)	Other Grants, reimbursements and contributions	(217)	-	(6)	(223)	3
(258)	Customer and Client Receipts	(279)	-	6	(273)	(2)
-	Interest Receivable	-	-	-	-	n/a
(385)	Recharges to other services	(385)	-	(29)	(414)	8
(888)	<b>TOTAL INCOME</b>	(881)	-	(29)	(910)	3
(40)	<b>NET CONTROLLABLE COST</b>	-	15	(15)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(40)	<b>NET COST OF SERVICE</b>	-	15	(15)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(40)	<b>TOTAL NET EXPENDITURE</b>	-	15	(15)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Pay inflation met by departments						(15)
						(15)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(15)</b>

**HEALTH, WELLBEING & ADULTS  
HOUSING ASSESSMENT & SOLUTIONS  
SERVICE DEVELOPMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1444Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	102	2	(104)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	55	-	(55)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	16	-	(16)	-	(100)
-	<b>TOTAL EXPENDITURE</b>	173	2	(175)	-	(100)
-	Government Grants	(91)	-	91	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(76)	-	76	-	(100)
-	<b>TOTAL INCOME</b>	(167)	-	167	-	(100)
-	<b>NET CONTROLLABLE COST</b>	6	2	(8)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	6	2	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	6	2	(8)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pay inflation met by departments						(2)
Transfer of budget to Temporary Accommodation and Housing Solutions (HW 4.7)						(6)
						(8)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(8)</b>

**HEALTH, WELLBEING & ADULTS  
HOUSING ASSESSMENT & SOLUTIONS  
HOUSING NEEDS DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1446Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1	Employees	23			23	-
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-		(388)	(388)	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
1	<b>TOTAL EXPENDITURE</b>	23	-	(388)	(365)	(1,687)
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
2	Recharges to other services	(21)			(21)	-
2	<b>TOTAL INCOME</b>	(21)	-	-	(21)	-
3	<b>NET CONTROLLABLE COST</b>	2	-	(388)	(386)	(19,400)
99	Capital Charges	99		(22)	77	(22)
-	Intangible Charges	-		17	17	n/a
2,900	REFCUS	2,900		-	2,900	-
796	Corporate support services bought in	796		(43)	753	(5)
3,795	<b>TOTAL UNCONTROLLABLE COST</b>	3,795	-	(48)	3,747	(1)
3,798	<b>NET COST OF SERVICE</b>	3,797	-	(436)	3,361	(11)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,798	<b>TOTAL NET EXPENDITURE</b>	3,797	-	(436)	3,361	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Public Health funding						(388)
Reduction of Capital Charges						(22)
Increase of Intangible Charges						17
Movement in corporate charges (SeRCOP) and Internal Recharges						(43)
						(436)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(436)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1448Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
852	Employees	795	16	230	1,041	31
9,805	Premises related expenditure	11,007		10,186	21,193	93
134	Supplies and Services	135		-	135	-
10,521	Third Party Payments	10,595		(10,205)	390	(96)
-	Transfer Payments	-		-	-	n/a
-	Transport related expenditure	-		-	-	n/a
(172)	Recharges from other services	(85)		-	(85)	-
21,140	<b>TOTAL EXPENDITURE</b>	22,447	16	211	22,674	1
(4,543)	Government Grants	(4,343)		-	(4,343)	-
(47)	Other Grants, reimbursements and contributions	(47)		-	(47)	-
(17,166)	Customer and Client Receipts	(19,392)		651	(18,741)	(3)
-	Interest Receivable	-		-	-	n/a
(93)	Recharges to other services	(93)		(203)	(296)	218
(21,849)	<b>TOTAL INCOME</b>	(23,875)	-	448	(23,427)	(2)
(709)	<b>NET CONTROLLABLE COST</b>	(1,428)	16	659	(753)	(47)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(709)	<b>NET COST OF SERVICE</b>	(1,428)	16	659	(753)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(709)	<b>TOTAL NET EXPENDITURE</b>	(1,428)	16	659	(753)	(47)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost of providing support to UASC population						87
Flexible Homelessness Support Grant						325
						412
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment of prior year savings to Adults (HW 1.3) and Children's (CFE 1.6)						257
Pay inflation met by departments						(16)
Transfer of budget from Service Development (HW 4.5)						6
						247
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>659</b>



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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1464Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
75	Premises related expenditure	129		(51)	78	(40)
16	Supplies and Services	37			37	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	1			1	-
91	<b>TOTAL EXPENDITURE</b>	167	-	(51)	116	(31)
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(138)	Customer and Client Receipts	(220)			(220)	-
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(138)	<b>TOTAL INCOME</b>	(220)	-	-	(220)	-
(47)	<b>NET CONTROLLABLE COST</b>	(53)	-	(51)	(104)	96
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(47)	<b>NET COST OF SERVICE</b>	(53)	-	(51)	(104)	96
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(47)	<b>TOTAL NET EXPENDITURE</b>	(53)	-	(51)	(104)	96
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review of Housing and Homelessness services						(51)
						(51)
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(51)</b>

**PLACE**

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**KEY SERVICE TARGETS / PRIORITIES FOR 2020/21**

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

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

**FINANCIAL PERFORMANCE****COST CENTRE: C1100N**

DESCRIPTION	ACTUAL 2018/19 £000	ORIGINAL 2019/20 £000	FORECAST 2019/20 £000	BUDGET 2020/21 £000	% CHANGE %
Employees	39,277	38,532	38,061	<b>43,661</b>	13
Premises related expenditure	43,000	17,575	17,380	<b>14,351</b>	(18)
Supplies and Services	34,674	34,201	36,792	<b>39,538</b>	16
Third Party Payments	2,812	5,634	4,804	<b>6,395</b>	14
Transfer Payments	272	271	400	<b>271</b>	-
Transport related expenditure	12,163	10,553	11,567	<b>11,601</b>	10
Capital Charges	13,747	16,289	16,281	<b>19,268</b>	18
Intangible Charges	-	6	6	<b>224</b>	3,633
REFCUS	-	27,330	27,330	<b>330</b>	(99)
Corporate support services bought in	16,354	15,411	15,060	<b>(1,198)</b>	(108)
Recharges from other services	858	6,262	6,151	<b>6,555</b>	5
<b>TOTAL EXPENDITURE</b>	<b>163,157</b>	<b>172,064</b>	<b>173,833</b>	<b>140,996</b>	<b>(19)</b>
Government Grants	(8,861)	(6,107)	(6,228)	<b>(6,207)</b>	2
Other Grants, reimbursements and contributions	(14,380)	(4,659)	(4,553)	<b>(3,587)</b>	(23)
Customer and Client Receipts	(41,935)	(40,575)	(42,775)	<b>(54,368)</b>	34
Interest Receivable	(58)	-	-	-	n/a
Recharges to other services	(32,595)	(16,672)	(16,151)	<b>(15,337)</b>	(8)
<b>TOTAL INCOME</b>	<b>(97,829)</b>	<b>(68,013)</b>	<b>(69,706)</b>	<b>(79,499)</b>	<b>14</b>
<b>NET EXPENDITURE</b>	<b>65,328</b>	<b>104,051</b>	<b>104,127</b>	<b>61,497</b>	<b>(41)</b>
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>72,621</b>		<b>104,050</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(7,293)</b>		<b>77</b>		

**TOP FINANCIAL RISKS 2020/21**

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

## PLACE

## DEPARTMENT SUMMARY

## 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
Stephen Tate	Director - Growth, Employment and Regeneration and Growth Zone	46446
Paula Murray	Director - Croydon Culture	47117
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Sarah Hayward	Director - Violence Reduction Network	62176
Ozay Ali (Interim)	Director - Homes and Social Investment	62296

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2019/20 £000's	DIVISION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(74)	Place Directorate	(124)	19	105	-	(100)
55,034	Public Realm	54,649	236	(7,839)	47,046	(14)
2,638	Growth Employment and Regeneration	2,799	125	(34)	2,890	3
7,403	Croydon Culture	7,101	66	3,074	10,241	44
27,060	Croydon Growth Zone	27,060	8	(27,058)	10	(100)
1,294	Planning	1,870	85	(187)	1,768	(5)
10,773	Homes And Social Investment	10,696	69	(13,629)	(2,864)	(127)
-	Violence Reduction Network	0	48	2,358	2,406	n/a
104,127	<b>TOTAL NET SPEND</b>	104,051	656	(43,210)	61,497	(41)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	1.0	7.0	6.0
Public Realm	543.0	491.1	(51.9)
Growth Employment and Regeneration	117.7	118.2	0.5
Croydon Culture	84.5	84.5	-
Croydon Growth Zone	6.0	9.2	3.2
Planning	106.3	117.1	10.8
Homes And Social Investment	83.4	89.0	5.6
Violence Reduction Network	-	85.7	85.7
<b>TOTAL FTE STAFF</b>	941.9	1,001.8	59.9

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Place Directorate - Transfer of Executive Support staff from business support to service specific area. +6  
Public Realm - Reduction in Grounds Maintenance Staff FTE upon completion and review of the new insourced service and to take into account seasonality. -35  
Public Realm - Transfer of Staff to new Violence Reduction Network -47.4  
Public Realm - Additional staff within Independent Travel Service on insourcing of operations. +24.6  
Violence Reduction Network - Transfer of staff from Various Departments to resource new VRN department +85.7  
Planning - Development Management Additional Staff due to increased demand for planning applications +5  
Planning - Spatial Planning staff charged to capital/s106 previously not included in establishment +5.2  
Growth Employment and Regeneration - deletion of Director of Economic Growth post -1  
Growth Employment and Regeneration -Regeneration and Partnerships, staff charged to capital previously not included in establishment +1.5

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
38,061	Employees	38,532	770	4,359	<b>43,661</b>	13
17,380	Premises related expenditure	17,575	-	(3,224)	<b>14,351</b>	(18)
36,792	Supplies and Services	34,201	-	5,337	<b>39,538</b>	16
4,804	Third Party Payments	5,634	-	761	<b>6,395</b>	14
400	Transfer Payments	271	-	-	<b>271</b>	-
11,567	Transport related expenditure	10,553	-	1,048	<b>11,601</b>	10
6,151	Recharges from other services	6,262	-	293	<b>6,555</b>	5
115,156	<b>TOTAL EXPENDITURE</b>	113,028	770	8,573	<b>122,371</b>	8
(6,228)	Government Grants	(6,107)	-	(100)	(6,207)	2
(4,553)	Other Grants, reimbursements and contributions	(4,659)	-	1,072	(3,587)	(23)
(42,775)	Customer and Client Receipts	(40,575)	(115)	(13,678)	(54,368)	34
-	Interest Receivable	-	-	-	-	n/a
(16,151)	Recharges to other services	(16,672)	-	1,335	(15,337)	(8)
(69,706)	<b>TOTAL INCOME</b>	(68,013)	(115)	(11,371)	(79,499)	17
45,450	<b>NET CONTROLLABLE COST</b>	45,015	655	(2,798)	<b>42,872</b>	(5)
16,281	Capital Charges	16,289	-	2,979	<b>19,268</b>	18
6	Intangible Charges	6	-	218	<b>224</b>	3,633
27,330	REFCUS	27,330	-	(27,000)	<b>330</b>	(99)
15,060	Corporate support services bought in	15,411	-	(16,609)	(1,198)	(108)
58,677	<b>TOTAL UNCONTROLLABLE COST</b>	59,036	-	(40,412)	<b>18,625</b>	(68)
104,127	<b>NET COST OF SERVICE</b>	104,051	655	(43,209)	<b>61,497</b>	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
104,127	<b>TOTAL NET EXPENDITURE</b>	104,051	655	(43,209)	<b>61,497</b>	(41)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						5,900
Strategic budget - agreed additional income / savings						(9,831)
Other resource changes						(12,221)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(16,152)</b>

**PLACE  
PLACE DIRECTORATE SUMMARY**

**DIVISION SUMMARY**

**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 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100P	Place Directorate	-	-	-	-	n/a
C1106Q	Development BxB	(202)	9	193	-	(100)
C1107Q	Design & Feasibility	(119)	7	112	-	(100)
C1126Q	Development BxB Directorate	197	3	(200)	-	(100)
	<b>TOTAL NET SPEND</b>	<b>(124)</b>	<b>19</b>	<b>105</b>	<b>-</b>	<b>(100)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE FTE STAFF
Place Directorate	1.0	7.0	6.0
Development	-	-	-
Design & Feasibility	-	-	-
Development Directorate	-	-	-
<b>TOTAL FTE STAFF</b>	<b>1.0</b>	<b>7.0</b>	<b>6.0</b>

COST CENTRE: C1100P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
53	Employees	1,179	19	(740)	458	(61)
-	Premises related expenditure	(155)	-	-	(155)	-
1	Supplies and Services	155	-	(100)	55	(65)
-	Third Party Payments	286	-	188	474	66
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(131)	Recharges from other services	63	-	(4)	59	(6)
(77)	<b>TOTAL EXPENDITURE</b>	1,528	19	(656)	891	(42)
-	Government Grants	-	-	-	-	n/a
3	Other Grants, reimbursements and contributions	(1,292)	-	1,292	-	(100)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(655)	-	(293)	(948)	45
3	<b>TOTAL INCOME</b>	(1,947)	-	999	(948)	(51)
(74)	<b>NET CONTROLLABLE COST</b>	(419)	19	343	(57)	(86)
-	Capital Charges	8	-	(8)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	287	-	(230)	57	(80)
-	<b>TOTAL UNCONTROLLABLE COST</b>	295	-	(238)	57	(81)
(74)	<b>NET COST OF SERVICE</b>	(124)	19	105	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(74)	<b>TOTAL NET EXPENDITURE</b>	(124)	19	105	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						124
<u>Other resource changes</u>						(19)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>105</b>

COST CENTRE: C1100Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	183	-	275	458	150
-	Premises related expenditure	(155)	-	-	(155)	-
-	Supplies and Services	55	-	-	55	-
-	Third Party Payments	225	-	249	474	111
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(51)	Recharges from other services	52	-	7	59	13
(51)	<b>TOTAL EXPENDITURE</b>	360	-	531	891	148
-	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	(655)	-	(293)	(948)	45
-	<b>TOTAL INCOME</b>	(655)	-	(293)	(948)	45
(51)	<b>NET CONTROLLABLE COST</b>	(295)	-	238	(57)	(81)
-	Capital Charges	8	-	(8)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	287	-	(230)	57	(80)
-	<b>TOTAL UNCONTROLLABLE COST</b>	295	-	(238)	57	(81)
(51)	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(51)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Sustainability Fund Growth						250
Executive Support employee costs						275
Variations in Directorate Recharges						(293)
Variations in SERCOP Charges						(230)
Cumulative minor variations.						(2)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



COST CENTRE: C1106Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3	Employees	502	9	(511)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(71)	Recharges from other services	(81)	-	81	-	(100)
(67)	<b>TOTAL EXPENDITURE</b>	421	9	(430)	-	(100)
-	Government Grants	-	-	-	-	n/a
3	Other Grants, reimbursements and contributions	(623)	-	623	-	(100)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
3	<b>TOTAL INCOME</b>	(623)	-	623	-	(100)
(64)	<b>NET CONTROLLABLE COST</b>	(202)	9	193	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(64)	<b>NET COST OF SERVICE</b>	(202)	9	193	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(64)	<b>TOTAL NET EXPENDITURE</b>	(202)	9	193	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Realignment of Development division.						202
						202
<u>Other resource changes</u>						
Realignment of Development division.						(9)
						(9)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>193</b>

COST CENTRE: C1107Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
50	Employees	340	7	(347)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	1	-	(1)	-	(100)
50	<b>TOTAL EXPENDITURE</b>	341	7	(348)	-	(100)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(460)	-	460	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	(460)	-	460	-	(100)
50	<b>NET CONTROLLABLE COST</b>	(119)	7	112	-	(100)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
50	<b>NET COST OF SERVICE</b>	(119)	7	112	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
50	<b>TOTAL NET EXPENDITURE</b>	(119)	7	112	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						119
Realignment of Development division.						
<u>Other resource changes</u>						119
Realignment of Development division.						(7)
						(7)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>112</b>

COST CENTRE: C1126Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	154	3	(157)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	100	-	(100)	-	(100)
-	Third Party Payments	61	-	(61)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(9)	Recharges from other services	91	-	(91)	-	(100)
(9)	<b>TOTAL EXPENDITURE</b>	406	3	(409)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(209)	-	209	-	(100)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	(209)	-	209	-	(100)
(9)	<b>NET CONTROLLABLE COST</b>	197	3	(200)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(9)	<b>NET COST OF SERVICE</b>	197	3	(200)	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(9)	<b>TOTAL NET EXPENDITURE</b>	197	3	(200)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Realignment of Development division.						(197)
<u>Other resource changes</u>						
Realignment of Development division.						(3)
						(3)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(200)</b>

**PLACE  
PUBLIC REALM  
SERVICE DESCRIPTION**

**DIVISION SUMMARY**

The **Public Realm Division** is made up of Highways, Environment and Waste management, Commercial Licensing, Parking, Public Protection, Neighbourhood Services and Independent Travel Services.

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

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

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

**The Public Protection** The Public Protection Service includes the 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. Health and 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 environmental pollution matters including air pollution, contaminated land and noise pollution.

**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).

**Neighbourhood Services** - is split into 5 area teams focussing on environmental crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for environmental offences, highways offences and unauthorised encampments.

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1102Q	Parking Infrastructure	277	-	(277)	-	(100)
C1103Q	Highways	13,010	67	(957)	12,120	(7)
C1104Q	Waste - Environmental Services	30,062	(16)	2,945	32,991	10
C1120Q	Parking	(11,240)	67	(5,205)	(16,378)	46
C1121Q	Public Protection	(6)	55	(1,087)	(1,038)	17,200
C1122Q	Partnership & Intelligence Support	2,496	-	(2,496)	-	(100)
C1123Q	Licensing	(388)	(2)	48	(342)	(12)
C1124Q	Neighbourhood Operations	2,062	33	(372)	1,723	(16)
C1129Q	Community Safety Management	(229)	-	229	-	(100)
C1245Q	Independent Travel Service	18,030	19	(5,254)	12,795	(29)
C1678Q	Croydon Transport Service	575	10	(48)	537	(7)
C1112Q	Public Realm Management	-	3	4,635	4,638	n/a
	<b>TOTAL NET SPEND</b>	54,649	236	(7,839)	47,046	(14)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Highways	73.0	79.0	6.0
Waste - Environmental Services	142.5	109.0	(33.5)
Parking	126.8	112.0	(14.8)
Public Protection	69.6	67.9	(1.7)
Partnership & Intelligence Support	47.4	-	(47.4)
Licensing	7.9	9.0	1.1
Neighbourhood Operations	33.0	53.6	20.6
Community Safety Management	3.0	-	(3.0)
Independent Travel Service	25.0	49.6	24.6
Croydon Transport Service Summary	14.8	10.0	(4.8)
Public Realm Management	-	1.0	1.0
<b>TOTAL FTE STAFF</b>	543.0	491.1	(51.9)

COST CENTRE: C1110P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
19,298	Employees	18,876	318	1,440	<b>20,634</b>	9
5,111	Premises related expenditure	5,111	-	(3,279)	<b>1,832</b>	(64)
29,706	Supplies and Services	27,963	-	4,750	<b>32,713</b>	17
4,057	Third Party Payments	4,611	-	(669)	<b>3,942</b>	(15)
400	Transfer Payments	271	-	-	<b>271</b>	-
11,284	Transport related expenditure	10,262	-	1,050	<b>11,312</b>	10
834	Recharges from other services	850	-	33	<b>883</b>	4
70,690	<b>TOTAL EXPENDITURE</b>	67,944	318	3,325	<b>71,587</b>	5
-	Government Grants	-	-	-	-	n/a
(2,149)	Other Grants, reimbursements and contributions	(2,020)	-	(150)	<b>(2,170)</b>	7
(27,418)	Customer and Client Receipts	(24,995)	(82)	(8,367)	<b>(33,444)</b>	34
-	Interest Receivable	-	-	-	-	n/a
(8,283)	Recharges to other services	(8,538)	-	3,997	<b>(4,541)</b>	(47)
(37,850)	<b>TOTAL INCOME</b>	(35,553)	(82)	(4,520)	<b>(40,155)</b>	13
32,840	<b>NET CONTROLLABLE COST</b>	32,391	236	(1,195)	<b>31,432</b>	(3)
10,157	Capital Charges	10,157	-	854	<b>11,011</b>	8
6	Intangible Charges	6	-	218	<b>224</b>	3,633
-	REFCUS	-	-	-	-	n/a
12,031	Corporate support services bought in	12,095	-	(7,716)	<b>4,379</b>	(64)
22,194	<b>TOTAL UNCONTROLLABLE COST</b>	22,258	-	(6,644)	<b>15,614</b>	(30)
55,034	<b>NET COST OF SERVICE</b>	54,649	236	(7,839)	<b>47,046</b>	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
55,034	<b>TOTAL NET EXPENDITURE</b>	54,649	236	(7,839)	<b>47,046</b>	(14)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						5,500
Strategic budget - agreed additional income / savings						(4,682)
Other resource changes						(8,657)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(7,839)</b>

PLACE  
PUBLIC REALM  
PARKING INFRASTRUCTURE

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1102Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
291	Employees	291	-	(291)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
132	Supplies and Services	132	-	(132)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	3	-	(3)	-	(100)
426	<b>TOTAL EXPENDITURE</b>	426	-	(426)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(213)	Customer and Client Receipts	(213)	-	213	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(213)	<b>TOTAL INCOME</b>	(213)	-	213	-	(100)
213	<b>NET CONTROLLABLE COST</b>	213	-	(213)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
64	Corporate support services bought in	64	-	(64)	-	(100)
64	<b>TOTAL UNCONTROLLABLE COST</b>	64	-	(64)	-	(100)
277	<b>NET COST OF SERVICE</b>	277	-	(277)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
277	<b>TOTAL NET EXPENDITURE</b>	277	-	(277)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of budgets to C1103Q Highways (PL2.4) rationalisation of budgets.						(213)
Transfer of SERCOP charges to Public Realm Directorate (centralisation of SERCOP).						(64)
						(277)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(277)</b>

COST CENTRE: C1103Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,765	Employees	3,658	79	15	3,752	3
1,294	Premises related expenditure	1,294	-	(170)	1,124	(13)
1,319	Supplies and Services	1,291	-	130	1,421	10
2,317	Third Party Payments	2,861	-	431	3,292	15
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
156	Recharges from other services	156	-	(39)	117	(25)
8,851	<b>TOTAL EXPENDITURE</b>	9,260	79	367	9,706	5
-	Government Grants	-	-	-	-	n/a
(1,768)	Other Grants, reimbursements and contributions	(1,462)	-	(167)	(1,629)	11
(1,259)	Customer and Client Receipts	(1,259)	(12)	(185)	(1,456)	16
-	Interest Receivable	-	-	-	-	n/a
(1,155)	Recharges to other services	(1,312)	-	(542)	(1,854)	41
(4,182)	<b>TOTAL INCOME</b>	(4,033)	(12)	(894)	(4,939)	22
4,669	<b>NET CONTROLLABLE COST</b>	5,227	67	(527)	4,767	(9)
6,872	Capital Charges	6,872	-	290	7,162	4
-	Intangible Charges	-	-	191	191	n/a
-	REFCUS	-	-	-	-	n/a
911	Corporate support services bought in	911	-	(911)	-	(100)
7,783	<b>TOTAL UNCONTROLLABLE COST</b>	7,783	-	(430)	7,353	(6)
12,452	<b>NET COST OF SERVICE</b>	13,010	67	(957)	12,120	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,452	<b>TOTAL NET EXPENDITURE</b>	13,010	67	(957)	12,120	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(170)
Street Lighting Energy Efficiencies						(170)
<u>Other resource changes</u>						476
Revised Capital Charges.						(911)
Transfer of SERCOP charges to Public Realm Directorate (centralisation of SERCOP).						(62)
Revised Directorate Recharges						(143)
Director of Public Realm budget moved from Highways to Public Realm Management C1112Q (PL2.14)						383
Additional charges within Street Lighting PFI.						(542)
Additional recharges to Capital/TFL funded schemes.						(167)
Additional income from new working practices and efficiencies.						213
Transfer of budgets from C1102Q Parking Infrastructure (PL2.3) rationalisation of budgets.						(34)
Cumulative minor variations.						(787)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(957)</b>

COST CENTRE: C1104Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,355	Employees	1,355	28	2,693	4,076	201
3,300	Premises related expenditure	3,300	-	(3,153)	147	(96)
26,065	Supplies and Services	24,343	-	5,398	29,741	22
1,130	Third Party Payments	1,179	-	(994)	185	(84)
-	Transfer Payments	-	-	-	-	n/a
115	Transport related expenditure	115	-	(18)	97	(16)
52	Recharges from other services	68	-	118	186	174
32,017	<b>TOTAL EXPENDITURE</b>	30,360	28	4,044	34,432	13
-	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(3,038)	Customer and Client Receipts	(3,107)	(44)	12	(3,139)	1
-	Interest Receivable	-	-	-	-	n/a
(1,574)	Recharges to other services	(1,574)	-	(134)	(1,708)	9
(4,619)	<b>TOTAL INCOME</b>	(4,688)	(44)	(122)	(4,854)	4
27,398	<b>NET CONTROLLABLE COST</b>	25,672	(16)	3,922	29,578	15
2,640	Capital Charges	2,640	-	773	3,413	29
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,750	Corporate support services bought in	1,750	-	(1,750)	-	(100)
4,390	<b>TOTAL UNCONTROLLABLE COST</b>	4,390	-	(977)	3,413	(22)
31,788	<b>NET COST OF SERVICE</b>	30,062	(16)	2,945	32,991	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
31,788	<b>TOTAL NET EXPENDITURE</b>	30,062	(16)	2,945	32,991	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Waste population growth.						1,000
Veolia contract commitments						1,500
Other 2019/20 cost pressures						1,000
						3,500
<u>Strategic budget - agreed additional income / savings</u>						
Close Neighbourhood Recycling Centres						(171)
						(171)
<u>Other resource changes</u>						
Revised Capital Charges.						773
Transfer of SERCOP charges to Public Realm Management centralisation of SERCOP C1112Q (PL2.14).						(1,750)
revised Directorate Recharges						118
HRRC contract variation including payment of LLW to all staff.						485
Additional Employee Costs for TUPE true up within the Velioa Contract						818
Transfer of Leisure Contract to Active Lifestyles C1128Q (PL 4.3)						(181)
Transfer of Leisure Contract support staff to Active Lifestyles C1128Q (PL 4.3)						(1,104)
Transfer from Active Lifestyles C1128Q (PL 4.3)						103
Transfer from Bereavement and Registrars (HW 3.4) Grounds maintenance budget.						298
Cumulative minor variations.						56
						(384)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,945</b>



COST CENTRE: C1120Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,375	Employees	4,375	83	791	5,249	20
189	Premises related expenditure	189	-	-	189	-
1,234	Supplies and Services	1,234	-	(13)	1,221	(1)
187	Third Party Payments	187	-	-	187	-
-	Transfer Payments	-	-	-	-	n/a
80	Transport related expenditure	80	-	(13)	67	(16)
93	Recharges from other services	93	-	(87)	6	(94)
6,158	<b>TOTAL EXPENDITURE</b>	6,158	83	678	6,919	12
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(21,435)	Customer and Client Receipts	(18,832)	(16)	(4,880)	(23,728)	26
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(21,435)	<b>TOTAL INCOME</b>	(18,832)	(16)	(4,880)	(23,728)	26
(15,277)	<b>NET CONTROLLABLE COST</b>	(12,674)	67	(4,202)	(16,809)	33
616	Capital Charges	616	-	(185)	431	(30)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
818	Corporate support services bought in	818	-	(818)	-	(100)
1,434	<b>TOTAL UNCONTROLLABLE COST</b>	1,434	-	(1,003)	431	(70)
(13,843)	<b>NET COST OF SERVICE</b>	(11,240)	67	(5,205)	(16,378)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(13,843)	<b>TOTAL NET EXPENDITURE</b>	(11,240)	67	(5,205)	(16,378)	46
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increase in Pay and Display Charges by 10p per linear tariff						(800)
Additional CEO's to increase parking enforcement						(1,360)
ANPR camera upgrades and additional enforcement using cameras						(1,200)
Parking Signs and Lines replacement programme to increase enforcement						(315)
Blue badge enforcement measures						(100)
Introduction of emissions based parking income charges						(115)
						(3,890)
<u>Other resource changes</u>						
Revised Capital Charges.						(185)
Transfer of SERCOP charges to Public Realm Management centralisation of SERCOP C1112Q (PL2.14).						(818)
Revised Directorate Recharges						(85)
Income realignments to reflect current operational demand						(206)
Cumulative minor variations.						(21)
						(1,315)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5,205)</b>

COST CENTRE: C1121Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,324	Employees	3,284	56	(142)	3,198	(3)
108	Premises related expenditure	108	-	-	108	-
191	Supplies and Services	191	-	(37)	154	(19)
10	Third Party Payments	10	-	-	10	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
118	Recharges from other services	118	-	(71)	47	(60)
3,751	<b>TOTAL EXPENDITURE</b>	3,711	56	(250)	3,517	(5)
-	Government Grants	-	-	-	-	n/a
(138)	Other Grants, reimbursements and contributions	(138)	-	-	(138)	-
(310)	Customer and Client Receipts	(310)	(1)	(3,704)	(4,015)	1,195
-	Interest Receivable	-	-	-	-	n/a
(3,841)	Recharges to other services	(3,881)	-	3,453	(428)	(89)
(4,289)	<b>TOTAL INCOME</b>	(4,329)	(1)	(251)	(4,581)	6
(538)	<b>NET CONTROLLABLE COST</b>	(618)	55	(501)	(1,064)	72
23	Capital Charges	23	-	(23)	-	(100)
-	Intangible Charges	-	-	26	26	n/a
-	REFCUS	-	-	-	-	n/a
589	Corporate support services bought in	589	-	(589)	-	(100)
612	<b>TOTAL UNCONTROLLABLE COST</b>	612	-	(586)	26	(96)
74	<b>NET COST OF SERVICE</b>	(6)	55	(1,087)	(1,038)	17,200
-	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
74	<b>TOTAL NET EXPENDITURE</b>	(6)	55	(1,087)	(1,038)	17,200
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(53)
Suuplies and Services Savings						(53)
<u>Other resource changes</u>						3
Variations in Capital Charges.						(589)
Transfer of SERCOP charges to Public Realm Management centralisation of SERCOP C1112Q (PL2.14).						(58)
Variations in Directorate Recharges						(229)
Transfer of Anti Social Behaviour Team to Violence Reduction Network Divisional Reorganisation C1122Q (PL8.4)						(199)
Additional income opportunities across services.						38
Cumulative minor variations.						(1,034)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,087)</b>

COST CENTRE: C1122Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,102	Employees	2,102	-	(2,102)	-	(100)
2	Premises related expenditure	2	-	(2)	-	(100)
611	Supplies and Services	611	-	(611)	-	(100)
134	Third Party Payments	134	-	(134)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
45	Transport related expenditure	45	-	(45)	-	(100)
176	Recharges from other services	176	-	(176)	-	(100)
3,070	<b>TOTAL EXPENDITURE</b>	3,070	-	(3,070)	-	(100)
-	Government Grants	-	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(20)	-	20	-	(100)
(139)	Customer and Client Receipts	(139)	-	139	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(812)	Recharges to other services	(812)	-	812	-	(100)
(971)	<b>TOTAL INCOME</b>	(971)	-	971	-	(100)
2,099	<b>NET CONTROLLABLE COST</b>	2,099	-	(2,099)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
397	Corporate support services bought in	397	-	(397)	-	(100)
397	<b>TOTAL UNCONTROLLABLE COST</b>	397	-	(397)	-	(100)
2,496	<b>NET COST OF SERVICE</b>	2,496	-	(2,496)	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,496	<b>TOTAL NET EXPENDITURE</b>	2,496	-	(2,496)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of Partnership & Intelligence Support to Violence Reduction Network, Divisional Reorganisation C1122Q (PL8).						(2,496)
						(2,496)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,496)</b>

PLACE  
PUBLIC REALM  
LICENSING SUMMARY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1123Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
350	Employees	350	7	(14)	343	(2)
38	Premises related expenditure	38	-	12	50	32
40	Supplies and Services	40	-	-	40	-
165	Third Party Payments	126	-	-	126	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
3	Recharges from other services	3	-	3	6	100
597	<b>TOTAL EXPENDITURE</b>	558	7	1	566	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(857)	Customer and Client Receipts	(957)	(9)	58	(908)	(5)
-	Interest Receivable	-	-	-	-	n/a
(6)	Recharges to other services	(6)	-	6	-	(100)
(863)	<b>TOTAL INCOME</b>	(963)	(9)	64	(908)	(6)
(266)	<b>NET CONTROLLABLE COST</b>	(405)	(2)	65	(342)	(16)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
17	Corporate support services bought in	17	-	(17)	-	(100)
17	<b>TOTAL UNCONTROLLABLE COST</b>	17	-	(17)	-	(100)
(249)	<b>NET COST OF SERVICE</b>	(388)	(2)	48	(342)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(249)	<b>TOTAL NET EXPENDITURE</b>	(388)	(2)	48	(342)	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Revised Capital Charges.						
Transfer of SERCOP charges to Public Realm Management centralisation of SERCOP C1112Q (PL2.14).						(17)
Revised Directorate Recharges						3
Transfer of 0.5 fte to Licensing from C1618Q (HW 3.7)						17
Cumulative minor variations.						45
						48
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>48</b>

PLACE  
PUBLIC REALM  
NEIGHBOURHOOD OPERATIONS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1124Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,605	Employees	1,644	33	(34)	1,643	(0)
113	Premises related expenditure	113	-	-	113	-
86	Supplies and Services	93	-	-	93	-
45	Third Party Payments	45	-	(7)	38	(16)
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
157	Recharges from other services	157	-	(34)	123	(22)
2,009	<b>TOTAL EXPENDITURE</b>	2,055	33	(75)	2,013	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(167)	Customer and Client Receipts	(178)	-	(20)	(198)	11
-	Interest Receivable	-	-	-	-	n/a
(97)	Recharges to other services	(97)	-	-	(97)	-
(264)	<b>TOTAL INCOME</b>	(275)	-	(20)	(295)	7
1,745	<b>NET CONTROLLABLE COST</b>	1,780	33	(95)	1,718	(3)
6	Capital Charges	6	-	(1)	5	(17)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
276	Corporate support services bought in	276	-	(276)	-	(100)
282	<b>TOTAL UNCONTROLLABLE COST</b>	282	-	(277)	5	(98)
2,027	<b>NET COST OF SERVICE</b>	2,062	33	(372)	1,723	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,027	<b>TOTAL NET EXPENDITURE</b>	2,062	33	(372)	1,723	(16)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Revised Capital Charges.						(1)
Transfer of SERCOP charges to Public Realm Management centralisation of SERCOP C1112Q (PL2.14).						(276)
Revised Directorate Recharges						(95)
						(372)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(372)</b>

COST CENTRE: C1129Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
277	Employees	277	-	(277)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
4	Supplies and Services	4	-	(4)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	4	-	(4)	-	(100)
285	<b>TOTAL EXPENDITURE</b>	285	-	(285)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(548)	Recharges to other services	(548)	-	548	-	(100)
(548)	<b>TOTAL INCOME</b>	(548)	-	548	-	(100)
(263)	<b>NET CONTROLLABLE COST</b>	(263)	-	263	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
34	Corporate support services bought in	34	-	(34)	-	(100)
34	<b>TOTAL UNCONTROLLABLE COST</b>	34	-	(34)	-	(100)
(229)	<b>NET COST OF SERVICE</b>	(229)	-	229	-	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(229)	<b>TOTAL NET EXPENDITURE</b>	(229)	-	229	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Transfer of Community Safety Management to Violence Reduction Network, Divisional Reorganisation C1122Q (PL8.4)						229
						229
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>229</b>

PLACE  
PUBLIC REALM  
INDEPENDENT TRAVEL SERVICE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1245Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,330	Employees	1,044	19	639	1,702	63
67	Premises related expenditure	67	-	34	101	51
21	Supplies and Services	21	-	19	40	90
65	Third Party Payments	65	-	35	100	54
400	Transfer Payments	271	-	-	271	-
11,040	Transport related expenditure	10,018	-	1,126	11,144	11
-	Recharges from other services	-	-	-	-	n/a
12,923	<b>TOTAL EXPENDITURE</b>	11,486	19	1,853	13,358	16
-	Government Grants	-	-	-	-	n/a
(216)	Other Grants, reimbursements and contributions	(393)	-	(3)	(396)	1
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(250)	Recharges to other services	(308)	-	134	(174)	(44)
(466)	<b>TOTAL INCOME</b>	(701)	-	131	(570)	(19)

12,457	<b>NET CONTROLLABLE COST</b>	10,785	19	1,984	12,788	19
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-	Capital Charges	-	-	-	-	n/a
6	Intangible Charges	6	-	1	7	17
-	REFCUS	-	-	-	-	n/a
7,239	Corporate support services bought in	7,239	-	(7,239)	-	(100)
7,245	<b>TOTAL UNCONTROLLABLE COST</b>	7,245	-	(7,238)	7	(100)

19,702	<b>NET COST OF SERVICE</b>	18,030	19	(5,254)	12,795	(29)
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

19,702	<b>TOTAL NET EXPENDITURE</b>	18,030	19	(5,254)	12,795	(29)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u> SEN transport Growth.	2,000
	2,000
<u>Strategic budget - agreed additional income / savings</u> Combine current Dementia Service and Older Peoples Transport services.	(118)
	(118)
<u>Other resource changes</u>	
Revised Capital Charges.	1
Removal of SERCOP charges from previous Directorate codes.	(7,239)
Reduction in charges to other services and other Local Authorities	134
Cumulative minor variations.	(32)
	(7,136)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(5,254)</b>

PLACE  
PUBLIC REALM  
CROYDON TRANSPORT SERVICE (CTS)

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1678Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
524	Employees	496	10	24	530	7
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
72	Recharges from other services	72	-	(72)	-	(100)
603	<b>TOTAL EXPENDITURE</b>	575	10	(48)	537	(7)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
603	<b>NET CONTROLLABLE COST</b>	575	10	(48)	537	(7)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
603	<b>NET COST OF SERVICE</b>	575	10	(48)	537	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
603	<b>TOTAL NET EXPENDITURE</b>	575	10	(48)	537	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer to C & P Place and Resources (RED 2.9) C1676Q						(72)
Cumulative minor variations.						24
						(48)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(48)</b>



COST CENTRE: C1112Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	3	138	141	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	-	-	398	398	n/a
-	<b>TOTAL EXPENDITURE</b>	-	3	536	539	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	-	-	(280)	(280)	n/a
-	<b>TOTAL INCOME</b>	-	-	(280)	(280)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	3	256	259	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	4,379	4,379	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	4,379	4,379	n/a
-	<b>NET COST OF SERVICE</b>	-	3	4,635	4,638	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	3	4,635	4,638	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(280)
Phase 2 Corporate Restructure						(280)
<u>Other resource changes</u>						
Transfer of SERCOP charges to Public Realm Directorate (centralisation of SERCOP) from departments.						4,379
Revised Directorate Recharges (centralised to Management Code)						398
Director of Public Realm budget moved from Highways C1130Q (PL2.4)						143
Cumulative minor variations.						(5)
						4,915
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>4,635</b>

**SERVICE DESCRIPTION**

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

The services in the division encompass the following functions:

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

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

Adult Learning - helping our residents move into better paid jobs and out of poverty through bespoke training and support packages, ensuring that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training), ensuring that our schools and colleges are equipping their students with the skills and attitudes that employers want;

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

Capital Delivery for Homes & School - delivering schools, leisure and regeneration capital programmes; supporting our colleagues in the Children, Families & Education department to deliver the necessary additional school places through our schools delivery programme.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	1,000	16	332	1,348	35
C1234Q	Adult Learning	273	68	(586)	(245)	(190)
C1130Q	Employment & Skills Delivery	200	12	30	242	21
C1114Q	Homes & School Improvement	119	13	(93)	39	(67)
C1115Q	Regeneration & Partnership	1,030	16	(202)	844	(18)
C1127Q	District Centres and Regeneration Directorate	177	-	485	662	274
	<b>TOTAL NET SPEND</b>	2,799	125	(34)	2,890	3

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Employment & Investment	13.5	12.4	(1.1)
Adult Learning	66.8	66.8	-
Employment & Skills Delivery	14.4	14.4	-
Homes & School Improvement	10.0	10.0	-
Regeneration & Partnership	12.0	13.6	1.6
District Centres and Regeneration Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	117.7	118.2	0.5

COST CENTRE: C1160P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,071	Employees	6,393	129	(111)	6,411	0
14	Premises related expenditure	34	-	-	34	-
2,625	Supplies and Services	2,505	-	(26)	2,479	(1)
24	Third Party Payments	14	-	-	14	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	4	-	(1)	3	(25)
894	Recharges from other services	974	-	48	1,022	5
9,632	<b>TOTAL EXPENDITURE</b>	9,924	129	(90)	9,963	0
(6,228)	Government Grants	(6,107)	-	-	(6,107)	-
(86)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(834)	Customer and Client Receipts	(999)	(4)	-	(1,003)	0
-	Interest Receivable	-	-	-	-	n/a
(1,644)	Recharges to other services	(1,788)	-	(101)	(1,889)	6
(8,792)	<b>TOTAL INCOME</b>	(8,923)	(4)	(101)	(9,028)	1
840	<b>NET CONTROLLABLE COST</b>	1,001	125	(191)	935	(7)
485	Capital Charges	485	-	8	493	2
-	Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	-	330	-
983	Corporate support services bought in	983	-	149	1,132	15
1,798	<b>TOTAL UNCONTROLLABLE COST</b>	1,798	-	157	1,955	9
2,638	<b>NET COST OF SERVICE</b>	2,799	125	(34)	2,890	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,638	<b>TOTAL NET EXPENDITURE</b>	2,799	125	(34)	2,890	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						150
<u>Strategic budget - agreed additional income / savings</u>						(285)
<u>Other resource changes</u>						101
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(34)

**PLACE**  
**GROWTH EMPLOYMENT AND REGNERATION**  
**EMPLOYMENT & INVESTMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1105Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
726	Employees	826	16	(204)	638	(23)
-	Premises related expenditure	-	-	-	-	n/a
133	Supplies and Services	119	-	(12)	107	(10)
20	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
(2)	Recharges from other services	(4)	-	-	(4)	-
877	<b>TOTAL EXPENDITURE</b>	946	16	(216)	746	(21)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(61)	Recharges to other services	(61)	-	-	(61)	-
(61)	<b>TOTAL INCOME</b>	(61)	-	-	(61)	-
816	<b>NET CONTROLLABLE COST</b>	885	16	(216)	685	(23)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
115	Corporate support services bought in	115	-	548	663	477
115	<b>TOTAL UNCONTROLLABLE COST</b>	115	-	548	663	477
931	<b>NET COST OF SERVICE</b>	1,000	16	332	1,348	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
931	<b>TOTAL NET EXPENDITURE</b>	1,000	16	332	1,348	35
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Staff Saving - deletion of Economic Growth Director's post						(138)
Saving on subscriptions						(25)
Service delivery savings						(49)
						(212)
<u>Other resource changes</u>						
Cumulative minor variations.						(4)
Revised SERCOP charge						548
						544
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>332</b>

PLACE  
GROWTH EMPLOYMENT AND REGNERATION  
ADULT LEARNING

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1234Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,484	Employees	3,356	72	(72)	3,356	-
16	Premises related expenditure	34	-	-	34	-
536	Supplies and Services	436	-	-	436	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
867	Recharges from other services	949	-	38	987	4
4,904	<b>TOTAL EXPENDITURE</b>	4,777	72	(34)	4,815	1
(4,174)	Government Grants	(4,053)	-	-	(4,053)	-
(19)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(834)	Customer and Client Receipts	(999)	(4)	-	(1,003)	0
-	Interest Receivable	-	-	-	-	n/a
(620)	Recharges to other services	(468)	-	-	(468)	-
(5,647)	<b>TOTAL INCOME</b>	(5,549)	(4)	-	(5,553)	0
(743)	<b>NET CONTROLLABLE COST</b>	(772)	68	(34)	(738)	(4)
485	Capital Charges	485	-	8	493	2
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
560	Corporate support services bought in	560	-	(560)	-	(100)
1,045	<b>TOTAL UNCONTROLLABLE COST</b>	1,045	-	(552)	493	(53)
302	<b>NET COST OF SERVICE</b>	273	68	(586)	(245)	(190)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
302	<b>TOTAL NET EXPENDITURE</b>	273	68	(586)	(245)	(190)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Staff increments and scale point variations						(72)
Revised intra-directorate recharges						38
Revised capital charges						8
Centralisation of SERCOP charges to Directorate in Growth Employment and Investment C1127Q (PL3.8)						(560)
						(586)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(586)</b>

PLACE  
GROWTH EMPLOYMENT AND REGNERATION  
EMPLOYMENT & SKILLS DELIVERY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1130Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
581	Employees	598	12	136	746	25
-	Premises related expenditure	-	-	-	-	n/a
1,904	Supplies and Services	1,904	-	2	1,906	0
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,489	<b>TOTAL EXPENDITURE</b>	2,506	12	138	2,656	6
(2,054)	Government Grants	(2,054)	-	-	(2,054)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(360)	Recharges to other services	(360)	-	-	(360)	-
(2,414)	<b>TOTAL INCOME</b>	(2,414)	-	-	(2,414)	-
75	<b>NET CONTROLLABLE COST</b>	92	12	138	242	163
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
108	Corporate support services bought in	108	-	(108)	-	(100)
108	<b>TOTAL UNCONTROLLABLE COST</b>	108	-	(108)	-	(100)
183	<b>NET COST OF SERVICE</b>	200	12	30	242	21
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
183	<b>TOTAL NET EXPENDITURE</b>	200	12	30	242	21
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth into Croydon Works to deliver council wide employment services						150
						150
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Centralisation of SERCOP charges to Directorate Directorate in Growth Employment and Investment C1127Q (PL3.8)						(108)
Cumulative minor variations.						(12)
						(120)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>30</b>

PLACE  
GROWTH EMPLOYMENT AND REGNERATION  
CAPITAL DELIVERY FOR HOMES AND SCHOOLS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1114Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
366	Employees	671	13	(65)	619	(8)
-	Premises related expenditure	-	-	-	-	n/a
8	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	9	-	-	9	-
384	<b>TOTAL EXPENDITURE</b>	680	13	(65)	628	(8)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(345)	Recharges to other services	(641)	-	52	(589)	(8)
(345)	<b>TOTAL INCOME</b>	(641)	-	52	(589)	(8)
39	<b>NET CONTROLLABLE COST</b>	39	13	(13)	39	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
80	Corporate support services bought in	80	-	(80)	-	(100)
80	<b>TOTAL UNCONTROLLABLE COST</b>	80	-	(80)	-	(100)
119	<b>NET COST OF SERVICE</b>	119	13	(93)	39	(67)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
119	<b>TOTAL NET EXPENDITURE</b>	119	13	(93)	39	(67)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Removal of SERCOP charges moved to Growth Employment and Regeneration Directorate C1127Q (PL3.8)						(80)
Decrease in employee charges to capital program						(13)
						(93)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(93)</b>

PLACE  
GROWTH EMPLOYMENT AND REGNERATION  
REGENERATION & PARTNERSHIP

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1115Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
831	Employees	784	16	94	894	14
(2)	Premises related expenditure	-	-	-	-	n/a
44	Supplies and Services	43	-	(16)	27	(38)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
20	Recharges from other services	20	-	(16)	4	(80)
894	<b>TOTAL EXPENDITURE</b>	848	16	61	925	9
-	Government Grants	-	-	-	-	n/a
(67)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(258)	Recharges to other services	(258)	-	(153)	(411)	59
(325)	<b>TOTAL INCOME</b>	(258)	-	(153)	(411)	59
569	<b>NET CONTROLLABLE COST</b>	590	16	(92)	514	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	-	330	-
110	Corporate support services bought in	110	-	(110)	-	(100)
440	<b>TOTAL UNCONTROLLABLE COST</b>	440	-	(110)	330	(25)
1,009	<b>NET COST OF SERVICE</b>	1,030	16	(202)	844	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,009	<b>TOTAL NET EXPENDITURE</b>	1,030	16	(202)	844	(18)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(6)
Economic Growth Service						(67)
						(73)
<u>Other resource changes</u>						
Removal of SERCOP charges moved to Growth Employment and Regeneration Directorate C1127Q (PL3.8)						(110)
Increase in charges to capital program						(99)
Staff Increments and scale point variations						80
						(129)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(202)</b>



PLACE  
GROWTH EMPLOYMENT AND REGNERATION  
DISTRICT CENTRES & REGENERATION DIRECTORATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1127Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
83	Employees	158	-	-	158	-
1	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	3	-	-	3	-
-	Third Party Payments	6	-	-	6	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	26	26	n/a
84	<b>TOTAL EXPENDITURE</b>	167	-	26	193	16
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
84	<b>NET CONTROLLABLE COST</b>	167	-	26	193	16
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
10	Corporate support services bought in	10	-	459	469	4,590
10	<b>TOTAL UNCONTROLLABLE COST</b>	10	-	459	469	4,590
94	<b>NET COST OF SERVICE</b>	177	-	485	662	274
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
94	<b>TOTAL NET EXPENDITURE</b>	177	-	485	662	274
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Revised Intra-departmental charges						26
Centralisation of Growth Employment and Investment Directorate SERCOP charges from other departments						459
						485
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>485</b>

**SERVICE DESCRIPTION**

The Culture Division covers:

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

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

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

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

We are in the process of re-accreditation and refresh for our Museum and Archives services set against the developing and changing role of the Croydon Clocktower as a more integrated cultural, learning and community hub. 9 exciting community led exhibitions across the themes of Place People and Identity will form part of the museum programme for 2020, the museum will also host four artists in residence and deliver late night openings.

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1128Q	Active Lifestyle	808	13	2,830	3,651	352
C1238Q	Libraries	4,591	42	(569)	4,064	(11)
C1239Q	Museums and Culture	1,473	5	46	1,524	3
C1667Q	Culture Growth	229	6	767	1,002	338
<b>TOTAL NET SPEND</b>		7,101	66	3,074	10,241	681

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE
Active Lifestyle	4.0	4.0	-
Libraries	69.4	69.4	-
Museums and Culture	7.1	7.1	-
Culture Growth	4.0	4.0	-
<b>TOTAL FTE STAFF</b>	84.5	84.5	-

## COST CENTRE: C1114P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,107	Employees	3,104	66	128	<b>3,298</b>	6
733	Premises related expenditure	494	-	(90)	<b>404</b>	(18)
2,096	Supplies and Services	2,084	-	(34)	<b>2,050</b>	(2)
693	Third Party Payments	693	-	1,002	<b>1,695</b>	145
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	4	-	-	<b>4</b>	-
69	Recharges from other services	29	-	52	<b>81</b>	179
6,700	<b>TOTAL EXPENDITURE</b>	6,408	66	1,058	<b>7,532</b>	18
-	Government Grants	-	-	-	-	n/a
(1,189)	Other Grants, reimbursements and contributions	(1,318)	-	-	(1,318)	-
(221)	Customer and Client Receipts	(87)	(1)	-	(88)	1
-	Interest Receivable	-	-	-	-	n/a
(1,077)	Recharges to other services	(1,092)	-	-	(1,092)	-
(2,487)	<b>TOTAL INCOME</b>	(2,497)	(1)	-	(2,498)	0
4,213	<b>NET CONTROLLABLE COST</b>	3,911	65	1,058	<b>5,034</b>	29
2,490	Capital Charges	2,490	-	1,968	<b>4,458</b>	79
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
700	Corporate support services bought in	700	-	49	<b>749</b>	7
3,190	<b>TOTAL UNCONTROLLABLE COST</b>	3,190	-	2,017	<b>5,207</b>	63
7,403	<b>NET COST OF SERVICE</b>	7,101	65	3,075	<b>10,241</b>	44
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,403	<b>TOTAL NET EXPENDITURE</b>	7,101	65	3,075	<b>10,241</b>	44
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(36)
<u>Other resource changes</u>						3,111
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,075</b>

COST CENTRE: C1128Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
455	Employees	439	13	181	633	44
454	Premises related expenditure	141		(90)	51	(64)
65	Supplies and Services	38		(8)	30	(21)
63	Third Party Payments	63		1,004	1,067	1,594
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	1			1	-
4	Recharges from other services	1		(1)	-	(100)
1,042	<b>TOTAL EXPENDITURE</b>	683	13	1,086	1,782	161
-	Government Grants	-			-	n/a
(279)	Other Grants, reimbursements and contributions	(403)			(403)	-
(117)	Customer and Client Receipts	(30)			(30)	-
-	Interest Receivable	-			-	n/a
(150)	Recharges to other services	(165)			(165)	-
(546)	<b>TOTAL INCOME</b>	(598)	-	-	(598)	-
496	<b>NET CONTROLLABLE COST</b>	85	13	1,086	1,184	1,293
665	Capital Charges	665		1,802	2,467	271
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
58	Corporate support services bought in	58		(58)	-	(100)
723	<b>TOTAL UNCONTROLLABLE COST</b>	723	-	1,744	2,467	241
1,219	<b>NET COST OF SERVICE</b>	808	13	2,830	3,651	352
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,219	<b>TOTAL NET EXPENDITURE</b>	808	13	2,830	3,651	352
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(8)
						(8)
<u>Other resource changes</u>						
Transfer of Leisure Contract from Waste C1104Q (PL 2.5)						1,004
Transfer of Leisure Contract support staff from Waste C1104Q (PL 2.5)						181
Transfer to Waste C1104Q (PL 2.5) of Park Inspections budget						(103)
Revised capital charges						1,802
Removal of SERCOP recharges centralised to Culture Growth C1667Q (PL4.6)						(58)
Cumulative minor variations						12
						2,838
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,830</b>

COST CENTRE: C1238Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,108	Employees	2,117	42	(42)	2,117	-
279	Premises related expenditure	353			353	-
838	Supplies and Services	841		(24)	817	(3)
40	Third Party Payments	40			40	-
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	3			3	-
60	Recharges from other services	28			28	-
3,326	<b>TOTAL EXPENDITURE</b>	3,382	42	(66)	3,358	(1)
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(93)	Customer and Client Receipts	(50)	(1)		(51)	2
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(93)	<b>TOTAL INCOME</b>	(50)	(1)	-	(51)	2
3,233	<b>NET CONTROLLABLE COST</b>	3,332	41	(66)	3,307	(1)
716	Capital Charges	716		41	757	6
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
543	Corporate support services bought in	543		(543)	-	(100)
1,259	<b>TOTAL UNCONTROLLABLE COST</b>	1,259	-	(502)	757	(40)
4,492	<b>NET COST OF SERVICE</b>	4,591	41	(568)	4,064	(11)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,492	<b>TOTAL NET EXPENDITURE</b>	4,591	41	(568)	4,064	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(24)
						(24)
<u>Other resource changes</u>						
Staff increments and scale point variations.						(42)
Revised capital recharges						41
Removal of SERCOP recharges centralised to Culture Growth C1667Q (PL4.6)						(543)
						(544)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(568)</b>

PLACE  
CULTURE  
MUSEUMS AND CULTURE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1239Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
264	Employees	263	5	(5)	263	-
-	Premises related expenditure	-			-	n/a
29	Supplies and Services	41		(2)	39	(5)
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
4	Recharges from other services	-			-	n/a
297	<b>TOTAL EXPENDITURE</b>	304	5	(7)	302	(1)
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	(5)			(5)	-
(11)	Customer and Client Receipts	(7)			(7)	-
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(11)	<b>TOTAL INCOME</b>	(12)	-	-	(12)	-
286	<b>NET CONTROLLABLE COST</b>	292	5	(7)	290	(1)
1,109	Capital Charges	1,109		125	1,234	11
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
72	Corporate support services bought in	72		(72)	-	(100)
1,181	<b>TOTAL UNCONTROLLABLE COST</b>	1,181	-	53	1,234	4
1,467	<b>NET COST OF SERVICE</b>	1,473	5	46	1,524	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,467	<b>TOTAL NET EXPENDITURE</b>	1,473	5	46	1,524	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(2)
						(2)
<u>Other resource changes</u>						
Staff increments and scale point variations.						(5)
Revised capital recharges						125
Removal of SERCOP recharges centralised to Culture Growth C1667Q (PL4.6)						(72)
						48
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>46</b>

COST CENTRE: C1667Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
280	Employees	285	6	(6)	285	-
-	Premises related expenditure	-	-	-	-	n/a
1,164	Supplies and Services	1,164	-	-	1,164	-
590	Third Party Payments	590	-	(2)	588	(0)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	53	53	n/a
2,035	<b>TOTAL EXPENDITURE</b>	2,039	6	45	2,090	3
-	Government Grants	-	-	-	-	n/a
(910)	Other Grants, reimbursements and contributions	(910)	-	-	(910)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(927)	Recharges to other services	(927)	-	-	(927)	-
(1,837)	<b>TOTAL INCOME</b>	(1,837)	-	-	(1,837)	-
198	<b>NET CONTROLLABLE COST</b>	202	6	45	253	25
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
27	Corporate support services bought in	27	-	722	749	2,674
27	<b>TOTAL UNCONTROLLABLE COST</b>	27	-	722	749	2,674
225	<b>NET COST OF SERVICE</b>	229	6	767	1,002	338
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
225	<b>TOTAL NET EXPENDITURE</b>	229	6	767	1,002	338
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(2)
Supplies and services savings						(2)
<u>Other resource changes</u>						(6)
Staff increments and scale point variations.						722
SERCOP recharges centralised to Culture growth from other departments.						53
Cumulative minor variations						769
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>767</b>

**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1668Q	Croydon Growth Zone	27,060	8	(27,058)	10	(100)
	<b>TOTAL NET SPEND</b>	27,060	8	(27,058)	10	(100)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE
Croydon Growth Zone	6.0	9.2	3.2
<b>TOTAL FTE STAFF</b>	6.0	9.2	3.2



COST CENTRE: C1116P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
511	Employees	401	8	248	657	64
-	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
519	<b>TOTAL EXPENDITURE</b>	401	8	248	657	64
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(509)	Recharges to other services	(391)	-	(256)	(647)	65
(509)	<b>TOTAL INCOME</b>	(391)	-	(256)	(647)	65
10	<b>NET CONTROLLABLE COST</b>	10	8	(8)	10	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
27,000	REFCUS	27,000	-	(27,000)	-	(100)
50	Corporate support services bought in	50	-	(50)	-	(100)
27,050	<b>TOTAL UNCONTROLLABLE COST</b>	27,050	-	(27,050)	-	(100)
27,060	<b>NET COST OF SERVICE</b>	27,060	8	(27,058)	10	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
27,060	<b>TOTAL NET EXPENDITURE</b>	27,060	8	(27,058)	10	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(27,058)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**SERVICE DESCRIPTION**

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

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

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

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	228	23	(278)	(27)	(112)
C1109Q	Development Management	458	30	390	878	92
C1110Q	Spatial Planning	838	19	(198)	659	(21)
C1111Q	Transport	346	13	(101)	258	(25)
<b>TOTAL NET SPEND</b>		<b>1,870</b>	<b>85</b>	<b>(187)</b>	<b>1,768</b>	<b>(5)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Building Control	22.0	22.0	-
Development Management	53.0	59.0	6.0
Spatial Planning	20.8	26.0	5.2
Transport	10.5	10.1	(0.4)
<b>TOTAL FTE STAFF</b>	<b>106.3</b>	<b>117.1</b>	<b>10.8</b>

COST CENTRE: C1120P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,634	Employees	5,461	109	627	6,197	13
0	Premises related expenditure	-	-	-	-	n/a
1,259	Supplies and Services	443	-	(95)	348	(21)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	10	-	(1)	9	(10)
2,189	Recharges from other services	1,771	-	(52)	1,719	(3)
9,087	<b>TOTAL EXPENDITURE</b>	7,685	109	480	8,274	8
-	Government Grants	-	-	-	-	n/a
(1,093)	Other Grants, reimbursements and contributions	-	-	(50)	(50)	n/a
(5,629)	Customer and Client Receipts	(4,783)	(24)	(475)	(5,282)	10
-	Interest Receivable	-	-	-	-	n/a
(1,969)	Recharges to other services	(1,930)	-	(136)	(2,066)	7
(8,691)	<b>TOTAL INCOME</b>	(6,713)	(24)	(661)	(7,398)	10
396	<b>NET CONTROLLABLE COST</b>	972	85	(181)	876	(10)
9	Capital Charges	9	-	(3)	6	(33)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
889	Corporate support services bought in	889	-	(3)	887	(0)
898	<b>TOTAL UNCONTROLLABLE COST</b>	898	-	(6)	893	(1)
1,294	<b>NET COST OF SERVICE</b>	1,870	85	(187)	1,769	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,294	<b>TOTAL NET EXPENDITURE</b>	1,870	85	(187)	1,769	(5)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						
<u>Strategic budget - agreed pressures / service demands</u>						£000's
						-
<u>Strategic budget - agreed additional income / savings</u>						(108)
<u>Other resource changes</u>						(79)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(187)

PLACE  
PLANNING  
BUILDING CONTROL

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1108Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
764	Employees	1,131	23	87	1,241	10
-	Premises related expenditure	-	-	-	-	n/a
86	Supplies and Services	82	-	-	82	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	2	-	-	2	-
1,224	Recharges from other services	1,139	-	-	1,139	-
2,074	<b>TOTAL EXPENDITURE</b>	2,354	23	87	2,464	5
-	Government Grants	-	-	-	-	n/a
(0)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(907)	Customer and Client Receipts	(1,166)	-	(192)	(1,358)	17
-	Interest Receivable	-	-	-	-	n/a
(1,133)	Recharges to other services	(1,133)	-	-	(1,133)	-
(2,040)	<b>TOTAL INCOME</b>	(2,299)	-	(192)	(2,491)	8
34	<b>NET CONTROLLABLE COST</b>	55	23	(105)	(27)	(149)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
173	Corporate support services bought in	173	-	(173)	-	(100)
173	<b>TOTAL UNCONTROLLABLE COST</b>	173	-	(173)	-	(100)
207	<b>NET COST OF SERVICE</b>	228	23	(278)	(27)	(112)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
207	<b>TOTAL NET EXPENDITURE</b>	228	23	(278)	(27)	(112)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Increase fee income by 20% on selected building control fees						(100)
<u>Other resource changes</u>						
Removal of SERCOP charges moved to directorate in Development Management C1109Q (PL6.4)						(173)
Cumulative minor variations.						(5)
						(178)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(278)</b>

PLACE  
PLANNING  
DEVELOPMENT MANAGEMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1109Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,044	Employees	2,674	53	416	3,143	18
-	Premises related expenditure	-	-	-	-	n/a
189	Supplies and Services	275	-	(86)	189	(31)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	7	-	-	7	-
666	Recharges from other services	607	-	(33)	574	(5)
3,903	<b>TOTAL EXPENDITURE</b>	3,563	53	297	3,913	10
-	Government Grants	-	-	-	-	n/a
55	Other Grants, reimbursements and contributions	-	-	(50)	(50)	n/a
(4,511)	Customer and Client Receipts	(3,566)	(23)	(283)	(3,872)	9
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,456)	<b>TOTAL INCOME</b>	(3,566)	(23)	(333)	(3,922)	10
(554)	<b>NET CONTROLLABLE COST</b>	(3)	30	(36)	(9)	200
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
461	Corporate support services bought in	461	-	426	887	92
461	<b>TOTAL UNCONTROLLABLE COST</b>	461	-	426	887	92
(93)	<b>NET COST OF SERVICE</b>	458	30	390	878	92
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(93)	<b>TOTAL NET EXPENDITURE</b>	458	30	390	878	92
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Planning SERCOP charges increased as a result of centralisation to directorate from other departments.						426
Other Grants, reimbursements and contributions						(50)
Increase in planning fees income						(283)
Revised Intra-departmental charges.						42
Staff Increments and scale point variations.						255
						390
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>390</b>

COST CENTRE: C1110Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,150	Employees	1,003	20	177	1,200	20
-	Premises related expenditure	-	-	-	-	n/a
934	Supplies and Services	60	-	(48)	12	(80)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
267	Recharges from other services	19	-	(19)	-	(100)
2,351	<b>TOTAL EXPENDITURE</b>	1,082	20	110	1,212	12
-	Government Grants	-	-	-	-	n/a
(1,148)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(211)	Customer and Client Receipts	(51)	(1)	-	(52)	2
-	Interest Receivable	-	-	-	-	n/a
(332)	Recharges to other services	(371)	-	(136)	(507)	37
(1,691)	<b>TOTAL INCOME</b>	(422)	(1)	(136)	(559)	32
660	<b>NET CONTROLLABLE COST</b>	660	19	(26)	653	(1)
6	Capital Charges	6	-	-	6	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
172	Corporate support services bought in	172	-	(172)	-	(100)
178	<b>TOTAL UNCONTROLLABLE COST</b>	178	-	(172)	6	(97)
838	<b>NET COST OF SERVICE</b>	838	19	(198)	659	(21)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
838	<b>TOTAL NET EXPENDITURE</b>	838	19	(198)	659	(21)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(6)
						(6)
<u>Other resource changes</u>						
Removal of SERCOP charges moved to directorate in Development Management C1109Q (PL6.4)						(172)
Increase in charges to capital program						(136)
Revised Intra-departmental charges.						(19)
Staff Increments and scale point variations.						135
						(192)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(198)</b>

COST CENTRE: C1111Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
676	Employees	653	13	(53)	613	(6)
0	Premises related expenditure	-	-	-	-	n/a
50	Supplies and Services	26	-	39	65	151
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	1	-	(1)	-	(100)
32	Recharges from other services	6	-	-	6	-
759	<b>TOTAL EXPENDITURE</b>	686	13	(15)	684	(0)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(503)	Recharges to other services	(426)	-	-	(426)	-
(503)	<b>TOTAL INCOME</b>	(426)	-	-	(426)	-
255	<b>NET CONTROLLABLE COST</b>	260	13	(15)	258	(1)
3	Capital Charges	3	-	(3)	-	(100)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
83	Corporate support services bought in	83	-	(83)	-	(100)
86	<b>TOTAL UNCONTROLLABLE COST</b>	86	-	(86)	-	(100)
341	<b>NET COST OF SERVICE</b>	346	13	(101)	258	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
341	<b>TOTAL NET EXPENDITURE</b>	346	13	(101)	258	(25)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and services savings						(2)
						(2)
<u>Other resource changes</u>						
Removal of SERCOP charges from previous Directorate.						(83)
Scale point variations.						(16)
						(99)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(101)</b>

**SERVICE DESCRIPTION**

This is a new division transferred from Resources Department.

**Divisional Overview of Services**  
The division is made up the service areas as below;

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	11,391	60	(5,186)	6,265	(45)
C1610Q	Asset Management and Estates	(695)	9	(8,443)	(9,129)	1,214
<b>TOTAL NET SPEND</b>		10,696	69	(13,629)	(2,864)	(127)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Facilities Management	76.4	83.0	6.6
Asset Management and Estates	7.0	6.0	(1.0)
<b>TOTAL FTE STAFF</b>	<b>83.4</b>	<b>89.0</b>	<b>5.6</b>



**PLACE  
HOMES AND SOCIAL INVESTMENT**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1150P**

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,387	Employees	3,118	71	276	<b>3,465</b>	11
11,522	Premises related expenditure	12,091	-	137	<b>12,228</b>	1
1,098	Supplies and Services	1,051	-	392	<b>1,443</b>	37
30	Third Party Payments	30	-	-	<b>30</b>	-
-	Transfer Payments	-	-	-	-	n/a
273	Transport related expenditure	273	-	-	<b>273</b>	-
2,296	Recharges from other services	2,575	-	1	<b>2,576</b>	0
18,606	<b>TOTAL EXPENDITURE</b>	19,138	71	805	<b>20,014</b>	5
-	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(8,672)	Customer and Client Receipts	(9,711)	(2)	(4,739)	<b>(14,452)</b>	49
-	Interest Receivable	-	-	-	-	n/a
(2,669)	Recharges to other services	(2,278)	-	(437)	<b>(2,715)</b>	19
(11,380)	<b>TOTAL INCOME</b>	(11,989)	(2)	(5,176)	<b>(17,167)</b>	43
7,226	<b>NET CONTROLLABLE COST</b>	7,149	69	(4,371)	<b>2,847</b>	(60)
3,140	Capital Charges	3,140	-	160	<b>3,300</b>	5
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
407	Corporate support services bought in	407	-	(9,418)	<b>(9,011)</b>	(2,314)
3,547	<b>TOTAL UNCONTROLLABLE COST</b>	3,547	-	(9,258)	<b>(5,711)</b>	(261)
10,773	<b>NET COST OF SERVICE</b>	10,696	69	(13,629)	<b>(2,864)</b>	(127)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,773	<b>TOTAL NET EXPENDITURE</b>	10,696	69	(13,629)	<b>(2,864)</b>	(127)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						250
<u>Strategic budget - agreed additional income / savings</u>						(4,844)
<u>Other resource changes</u>						(9,035)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(13,629)</b>

**PLACE  
HOMES AND SOCIAL INVESTMENT  
FACILITIES MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1600Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,991	Employees	2,673	62	285	<b>3,020</b>	13
7,610	Premises related expenditure	7,315	-	137	<b>7,452</b>	2
820	Supplies and Services	790	-	250	<b>1,040</b>	32
0	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
273	Transport related expenditure	273	-	-	<b>273</b>	-
143	Recharges from other services	131	-	-	<b>131</b>	-
<b>11,837</b>	<b>TOTAL EXPENDITURE</b>	<b>11,182</b>	<b>62</b>	<b>672</b>	<b>11,916</b>	<b>7</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(12)	Customer and Client Receipts	(128)	(2)	33	(97)	(24)
-	Interest Receivable	-	-	-	-	n/a
(2,624)	Recharges to other services	(2,233)	-	(437)	(2,670)	20
<b>(2,636)</b>	<b>TOTAL INCOME</b>	<b>(2,361)</b>	<b>(2)</b>	<b>(404)</b>	<b>(2,767)</b>	<b>17</b>

<b>9,201</b>	<b>NET CONTROLLABLE COST</b>	<b>8,821</b>	<b>60</b>	<b>268</b>	<b>9,149</b>	<b>4</b>
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2,570	Capital Charges	2,570	-	(89)	<b>2,481</b>	(3)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(5,365)	<b>(5,365)</b>	n/a
<b>2,570</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>2,570</b>	<b>-</b>	<b>(5,454)</b>	<b>(2,884)</b>	<b>(212)</b>

<b>11,771</b>	<b>NET COST OF SERVICE</b>	<b>11,391</b>	<b>60</b>	<b>(5,186)</b>	<b>6,265</b>	<b>(45)</b>
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>11,771</b>	<b>TOTAL NET EXPENDITURE</b>	<b>11,391</b>	<b>60</b>	<b>(5,186)</b>	<b>6,265</b>	<b>(45)</b>
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Sustainability	250
	250
<u>Strategic budget - agreed additional income / savings</u>	
Staff Savings as a result of a review of the Property & Facility function (non permanent saving)	(100)
A range of reductions to cleaning, reactive repairs, and staff training across Facilities & Support Services	(95)
Effective Corporate Centre	(19)
	(214)
<u>Other resource changes</u>	
Transfer of Recharge Income to Business Support (see Resources RED 1.3)	107
Transfer of Budget from Customer Services Directorate (see Resources RED 1.4)	152
Cumulative minor variations	(27)
Revised Capital Charges	(89)
Revised SERCOP Charges	(5,365)
	(5,222)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(5,186)</b>

PLACE  
HOMES AND SOCIAL INVESTMENT  
ASSET MANAGEMENT AND ESTATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1610Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
396	Employees	445	9	(9)	445	-
3,912	Premises related expenditure	4,776	-	(0)	4,776	(0)
278	Supplies and Services	261	-	142	403	54
30	Third Party Payments	30	-	-	30	-
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
2,153	Recharges from other services	2,444	-	1	2,445	0
6,768	<b>TOTAL EXPENDITURE</b>	7,956	9	133	8,098	2
-	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(8,660)	Customer and Client Receipts	(9,583)	-	(4,772)	(14,355)	50
-	Interest Receivable	-	-	-	-	n/a
(45)	Recharges to other services	(45)	-	-	(45)	-
(8,744)	<b>TOTAL INCOME</b>	(9,628)	-	(4,772)	(14,400)	50
(1,976)	<b>NET CONTROLLABLE COST</b>	(1,672)	9	(4,639)	(6,302)	277
570	Capital Charges	570	-	249	819	44
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
407	Corporate support services bought in	407	-	(4,053)	(100)	(100)
977	<b>TOTAL UNCONTROLLABLE COST</b>	977	-	(3,804)	819	(16)
(999)	<b>NET COST OF SERVICE</b>	(695)	9	(8,443)	(5,483)	689
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(999)	<b>TOTAL NET EXPENDITURE</b>	(695)	9	(8,443)	(5,483)	689
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(4,000)
Additional Investment Property Income						(630)
Effective Corporate Centre						(4,630)
<u>Other resource changes</u>						(9)
Cumulative minor variations						249
Revised Capital Charges						(4,053)
Revised SERCOP Charges						(3,813)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(8,443)</b>

**SERVICE DESCRIPTION**

**This is a new division transferred from Public Realm**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1129Q	Violence Reduction Management	-	6	438	444	n/a
C1122Q	Partnership and Intelligence Support	-	42	1,920	1,962	n/a
	<b>TOTAL NET SPEND</b>	-	48	2,358	2,406	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Violence Reduction Network Management	-	4.0	4.0
Partnership and Intelligence Support	-	81.7	81.7
<b>TOTAL FTE STAFF</b>	-	85.7	85.7

PLACE  
VIOLENCE REDUCTION NETWORK SUMMARY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1130P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	50	2,491	<b>2,541</b>	n/a
-	Premises related expenditure	-	-	8	<b>8</b>	n/a
-	Supplies and Services	-	-	450	<b>450</b>	n/a
-	Third Party Payments	-	-	240	<b>240</b>	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	215	<b>215</b>	n/a
-	<b>TOTAL EXPENDITURE</b>	-	50	3,404	<b>3,454</b>	n/a
-	Government Grants	-	-	(100)	<b>(100)</b>	n/a
-	Other Grants, reimbursements and contributions	-	-	(20)	<b>(20)</b>	n/a
-	Customer and Client Receipts	-	(2)	(96)	<b>(98)</b>	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(1,440)	<b>(1,440)</b>	n/a
-	<b>TOTAL INCOME</b>	-	(2)	(1,656)	<b>(1,658)</b>	n/a
-	<b>NET CONTROLLABLE COST</b>	-	48	1,748	<b>1,796</b>	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	610	<b>610</b>	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	610	<b>610</b>	n/a
-	<b>NET COST OF SERVICE</b>	-	48	2,358	<b>2,406</b>	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	48	2,358	<b>2,406</b>	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						2,358
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,358</b>

PLACE  
VIOLENCE REDUCTION NETWORK  
VIOLENCE REDUCTION NETWORK MANAGEMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1129Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	6	310	316	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	4	4	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	62	62	n/a
-	<b>TOTAL EXPENDITURE</b>	-	6	376	382	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	-	-	(548)	(548)	n/a
-	<b>TOTAL INCOME</b>	-	-	(548)	(548)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	6	(172)	(166)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	610	610	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	610	610	n/a
-	<b>NET COST OF SERVICE</b>	-	6	438	444	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	6	438	444	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Community Safety Management C1129Q (PL2.11) to Violence Reduction Network (Divisional Reorganisation)						229
Transfer and variations of SERCOP charges to Violence Reduction Network Management (centralisation of SERCOP).						151
Cumulative minor variations.						58
						438
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>438</b>

PLACE  
VIOLENCE REDUCTION NETWORK  
PARTNERSHIP AND INTELLIGENCE SUPPORT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1122Q

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	44	2,181	<b>2,225</b>	n/a
-	Premises related expenditure	-	-	8	<b>8</b>	n/a
-	Supplies and Services	-	-	446	<b>446</b>	n/a
-	Third Party Payments	-	-	240	<b>240</b>	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	153	<b>153</b>	n/a
-	<b>TOTAL EXPENDITURE</b>	-	44	3,028	<b>3,072</b>	n/a
-	Government Grants	-	-	(100)	<b>(100)</b>	n/a
-	Other Grants, reimbursements and contributions	-	-	(20)	<b>(20)</b>	n/a
-	Customer and Client Receipts	-	(2)	(96)	<b>(98)</b>	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(892)	<b>(892)</b>	n/a
-	<b>TOTAL INCOME</b>	-	(2)	(1,108)	<b>(1,110)</b>	n/a
-	<b>NET CONTROLLABLE COST</b>	-	42	1,920	<b>1,962</b>	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	42	1,920	<b>1,962</b>	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	42	1,920	<b>1,962</b>	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Partnership and Intelligence Support C1122Q (PL2.8) to Violence Reduction Network (Divisional Reorganisation)						2,496
Transfer of Anti Social Behaviour Team within C1121Q (PL2.7) to Violence Reduction Network (Divisional Reorganisation)						229
Transfer and variations of SERCOP charges to Violence Reduction Network Management(centralisation of SERCOP).						(699)
Reduction in Public Health Funding						(100)
Cumulative minor variations.						(6)
						1,920
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,920</b>

## RESOURCES

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## RESOURCES

## DEPARTMENT OVERVIEW

### KEY SERVICE TARGETS / PRIORITIES FOR 2020/21

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the council. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2020/21 are;

- Deliver and monitor the Medium Term Financial Strategy (MTFS)
- Lead on the implementation of the new Workforce Strategy
- Continue to enhance the digital performance for Croydon
- Lead on the review of the Resources function, and how it can best support the Council
- Ensure we have excellent performance management arrangements in place for the delivery of our corporate plan
- Set up and embed a corporate programme office

### FINANCIAL PERFORMANCE

#### COST CENTRE: C1600N

DESCRIPTION	ACTUAL 2018/19 £000	ORIGINAL 2019/20 £000	FORECAST 2019/20 £000	BUDGET 2020/21 £000	% CHANGE %
Employees	79,165	40,586	36,506	44,451	10
Premises related expenditure	46,525	213	477	183	(14)
Supplies and Services	39,548	9,948	22,829	13,876	39
Third Party Payments	9,771	23,015	18,414	21,746	(6)
Transfer Payments	176,691	180,162	177,977	180,040	(0)
Transport related expenditure	68	50	241	50	-
Capital Charges	3,053	4,683	1,103	2,963	(37)
Intangible Charges	-	-	3,580	-	n/a
REFCUS	-	576	576	576	-
Corporate support services bought in	3,130	(45,546)	(45,546)	(27,760)	(39)
Recharges from other services	2,534	73	1,787	59	(19)
<b>TOTAL EXPENDITURE</b>	<b>360,485</b>	<b>213,760</b>	<b>217,944</b>	<b>236,184</b>	<b>8</b>
Government Grants	(175,920)	(183,260)	(183,299)	(183,260)	-
Other Grants, reimbursements and contributions	(8,610)	(6,202)	(3,815)	(6,419)	3
Customer and Client Receipts	(23,207)	(6,594)	(5,751)	(4,881)	(26)
Interest Receivable	-	(28)	-	(28)	-
Recharges to other services	(98,266)	(20,852)	(28,832)	(28,300)	36
<b>TOTAL INCOME</b>	<b>(306,003)</b>	<b>(216,936)</b>	<b>(221,697)</b>	<b>(222,888)</b>	<b>1</b>

<b>NET EXPENDITURE</b>	<b>54,482</b>	<b>(3,176)</b>	<b>(3,753)</b>	<b>13,296</b>	<b>(454)</b>
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Contributions to / (from) Reserves	-	-	173	-	(100)
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<b>CURRENT BUDGET</b>	<b>53,313</b>		<b>(3,580)</b>		
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>1,169</b>		<b>-</b>		
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### TOP FINANCIAL RISKS 2020/21

1. Delivery of savings targets for 2020/21
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	Executive Director of Resources	61848
Neil Williams	Chief Digital Officer	64682
Sarah Warman	Director of Commissioning & Procurement	63138
Sue Moorman	Director of Human Resources	60881
Lisa Taylor	Director of Finance, Investment and Risk and Section 151 Officer	61438
Sean Murphy	Interim Director of Law and Monitoring Officer	62328
Gavin Handford	Director Policy & Partnership	47507

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

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2019/20 £000's	DIVISION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(12,897)	Facilities Management And Support Services	(12,491)	114	12,472	95	(101)
3,993	Commissioning And Procurement	4,597	791	1,635	7,023	53
2,901	Human Resources	3,185	95	(704)	2,576	(19)
450	Resources Directorate	(870)	276	(1,122)	(1,716)	97
(2,081)	Finance Investment And Risk	(1,735)	242	3,801	2,308	(233)
444	Digital And IT	496	427	(467)	456	(8)
2,563	Law And Governance	2,554	74	(264)	2,364	(7)
1,047	Strategy And Partnerships	1,088	16	(914)	190	(83)
- 3,580	<b>TOTAL NET SPEND</b>	<b>(3,176)</b>	2,035	14,437	<b>13,296</b>	<b>(519)</b>

**STAFF ESTABLISHMENT NUMBERS**

DIVISION	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE FTE STAFF
Facilities Management And Support Services	194.6	179.6	(15.0)
Commissioning And Procurement	152.7	152.8	0.1
Human Resources	83.7	98.6	14.9
Resources Directorate	2.0	8.0	6.0
Finance Investment And Risk	255.1	270.4	15.3
Digital And IT	75.6	130.6	55.0
Law & Governance	70.0	75.5	5.5
Strategy And Partnerships	10.5	15.0	4.5
<b>TOTAL FTE STAFF</b>	844.3	930.5	86.2

**STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS**

Digital and IT - insourcing of services  
Human Resources - insourcing of payroll

**RESOURCES**

**DEPARTMENT SUBJECTIVE SUMMARY**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
36,506	Employees	40,586	1,311	2,554	<b>44,451</b>	10
477	Premises related expenditure	213	-	(30)	<b>183</b>	(14)
22,829	Supplies and Services	9,948	749	3,179	<b>13,876</b>	39
18,414	Third Party Payments	23,015	7	(1,276)	<b>21,746</b>	(6)
177,977	Transfer Payments	180,162	-	(122)	<b>180,040</b>	(0)
241	Transport related expenditure	50	-	-	<b>50</b>	-
1,787	Recharges from other services	73	-	(14)	<b>59</b>	(19)
258,231	<b>TOTAL EXPENDITURE</b>	254,047	2,067	4,291	<b>260,405</b>	3
(183,299)	Government Grants	(183,260)	-	-	(183,260)	-
(3,815)	Other Grants, reimbursements and contributions	(6,202)	-	(217)	(6,419)	3
(5,751)	Customer and Client Receipts	(6,594)	(31)	1,744	(4,881)	(26)
-	Interest Receivable	(28)	-	-	(28)	-
(28,832)	Recharges to other services	(20,852)	(1)	(7,447)	(28,300)	36
(221,697)	<b>TOTAL INCOME</b>	(216,936)	(32)	(5,920)	(222,888)	3
36,534	<b>NET CONTROLLABLE COST</b>	37,111	2,035	(1,629)	<b>37,517</b>	1
1,103	Capital Charges	4,683	-	(1,720)	<b>2,963</b>	(37)
3,580	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	-	<b>576</b>	-
(45,546)	Corporate support services bought in	(45,546)	-	17,786	(27,760)	(39)
(40,287)	<b>TOTAL UNCONTROLLABLE COST</b>	(40,287)	-	16,066	(24,221)	(40)
(3,753)	<b>NET COST OF SERVICE</b>	(3,176)	2,035	14,437	<b>13,296</b>	(519)
173	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
173	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,580)	<b>TOTAL NET EXPENDITURE</b>	(3,176)	2,035	14,437	<b>13,296</b>	(519)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,350
Strategic budget - agreed additional income / savings						(3,719)
Other resource changes						2,196
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,827</b>

**SERVICE DESCRIPTION**

**Divisional Overview of Services**  
 The division is made up the service areas as below;

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1624Q	Business Support	5,322	111	(540)	4,893	(8)
C1670Q	Customer Services Directorate	(17,813)	3	17,552	(258)	(99)
	<b>TOTAL NET SPEND</b>	<b>(12,491)</b>	114	17,012	4,635	<b>(137)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Business Support	193.6	179.6	(14.0)
Customer Services Directorate	1.0	-	(1.0)
<b>TOTAL FTE STAFF</b>	<b>194.6</b>	<b>179.6</b>	<b>(15.0)</b>

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
SUPPORT SERVICES						
COST CENTRE: C1605P						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,487	Employees	6,846	114	(894)	6,066	(11)
1	Premises related expenditure	-	-	-	-	n/a
121	Supplies and Services	384	-	(11)	373	(3)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	10	-	-	10	-
(16)	Recharges from other services	-	-	-	-	n/a
6,604	<b>TOTAL EXPENDITURE</b>	7,240	114	(905)	6,449	(11)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(190)	Customer and Client Receipts	(108)	-	-	(108)	-
-	Interest Receivable	-	-	-	-	n/a
(1,604)	Recharges to other services	(1,916)	-	210	(1,706)	(11)
(1,794)	<b>TOTAL INCOME</b>	(2,024)	-	210	(1,814)	(10)
4,810	<b>NET CONTROLLABLE COST</b>	5,216	114	(695)	4,635	(11)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(17,707)	Corporate support services bought in	(17,707)	-	13,167	(4,540)	(74)
(17,707)	<b>TOTAL UNCONTROLLABLE COST</b>	(17,707)	-	13,167	(4,540)	(74)
(12,897)	<b>NET COST OF SERVICE</b>	(12,491)	114	12,472	95	(101)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(12,897)	<b>TOTAL NET EXPENDITURE</b>	(12,491)	114	12,472	95	(101)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,350
Strategic budget - agreed additional income / savings						(3,784)
Other resource changes						17,012
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>16,578</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1624Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,487	Employees	6,697	111	(742)	6,066	(9)
1	Premises related expenditure	-	-	-	-	n/a
121	Supplies and Services	381	-	(8)	373	(2)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	10	-	-	10	-
(16)	Recharges from other services	-	-	-	-	n/a
6,604	<b>TOTAL EXPENDITURE</b>	7,088	111	(750)	6,449	(9)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(190)	Customer and Client Receipts	(108)	-	-	(108)	-
-	Interest Receivable	-	-	-	-	n/a
(1,498)	Recharges to other services	(1,658)	-	210	(1,448)	(13)
(1,688)	<b>TOTAL INCOME</b>	(1,766)	-	210	(1,556)	(12)
4,916	<b>NET CONTROLLABLE COST</b>	5,322	111	(540)	4,893	(8)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
4,916	<b>NET COST OF SERVICE</b>	5,322	111	(540)	4,893	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,916	<b>TOTAL NET EXPENDITURE</b>	5,322	111	(540)	4,893	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Budget to Chief Executives Office (See RED 4.4)						(94)
Transfer of Budget to Place Directorate						(271)
Transfer of Budget to Director of Adult Social Care and All-Age Disability						(94)
Transfer of Budget to Executive Director of Childrens Families and Education						(115)
Transfer of Budget to Executive Director of Resources (see RED 4.3)						(190)
Transfer of Budget to Executive Director of Gateway						(58)
Transfer of Budget from Childrens Early Help and Social Care						389
Transfer from Facilities Management (see Place RED 7.3)						(107)
						(540)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(540)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1670Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	149	3	(152)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	3	-	(3)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	152	3	(155)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(106)	Recharges to other services	(258)	-	-	(258)	-
(106)	<b>TOTAL INCOME</b>	(258)	-	-	(258)	-
(106)	<b>NET CONTROLLABLE COST</b>	(106)	3	(155)	(258)	143
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(17,707)	Corporate support services bought in	(17,707)	-	17,707	-	(100)
(17,707)	<b>TOTAL UNCONTROLLABLE COST</b>	(17,707)	-	17,707	-	(100)
(17,813)	<b>NET COST OF SERVICE</b>	(17,813)	3	17,552	(258)	(99)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(17,813)	<b>TOTAL NET EXPENDITURE</b>	(17,813)	3	17,552	(258)	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of Budget to Facilities Management (See Place RED 7.3)						(155)
Decrease in Corporate Services bought in Income						17,707
						17,552
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>17,552</b>

**SERVICE DESCRIPTION**

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

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1282Q	Children And Maternity Integrated Commissioning	790	-	1,132	1,922	143
C1462Q	Older People Commissioning And Brokerage Staffing	1,145	-	(104)	1,041	(9)
C1626Q	C & P Directorate	(5,547)	449	909	(4,189)	(24)
C1672Q	C & P Performance And Insight	1,264	106	(185)	1,185	(6)
C1674Q	C & P Corporate	734	-	298	1,032	41
C1676Q	C & P Place And Resources	1,170	150	66	1,386	18
C1680Q	C & P Children Families And Learning	581	19	-	600	3
C1682Q	C & P Adults Health And Housing	4,460	67	(481)	4,046	(9)
<b>TOTAL NET SPEND</b>		4,597	791	1,635	7,023	53

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Children And Maternity Integrated Commissioning	2.8	2.8	-
Older People Commissioning And Brokerage Staffing	31.6	31.6	0.1
C & P Directorate	1.0	1.0	-
C & P Performance And Insight	29.5	29.5	-
C & P Corporate	10.0	10.0	-
C & P Place And Resources	27.0	27.0	-
C & P Children Families And Learning	29.4	29.4	0.0
C & P Adults Health And Housing	21.5	21.5	-
<b>TOTAL FTE STAFF</b>	152.7	152.8	0.1



**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**COMMISSIONING AND PROCUREMENT**

**COST CENTRE: C1610P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,150	Employees	12,002	641	185	<b>12,828</b>	7
252	Premises related expenditure	165	-	-	<b>165</b>	-
(3,030)	Supplies and Services	(2,953)	150	(47)	<b>(2,850)</b>	(3)
16,884	Third Party Payments	13,340	-	-	<b>13,340</b>	-
-	Transfer Payments	-	-	-	-	n/a
208	Transport related expenditure	4	-	-	<b>4</b>	-
854	Recharges from other services	15	-	-	<b>15</b>	-
<b>23,318</b>	<b>TOTAL EXPENDITURE</b>	<b>22,573</b>	<b>791</b>	<b>138</b>	<b>23,502</b>	<b>4</b>
(3,317)	Government Grants	(3,595)	-	-	<b>(3,595)</b>	-
(212)	Other Grants, reimbursements and contributions	(340)	-	-	<b>(340)</b>	-
(368)	Customer and Client Receipts	(520)	-	-	<b>(520)</b>	-
-	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(11,046)	Recharges to other services	(9,139)	-	(681)	<b>(9,820)</b>	7
<b>(14,943)</b>	<b>TOTAL INCOME</b>	<b>(13,622)</b>	<b>-</b>	<b>(681)</b>	<b>(14,303)</b>	<b>5</b>
<b>8,375</b>	<b>NET CONTROLLABLE COST</b>	<b>8,951</b>	<b>791</b>	<b>(543)</b>	<b>9,199</b>	<b>3</b>
1,103	Capital Charges	1,103	-	194	<b>1,297</b>	18
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,457)	Corporate support services bought in	(5,457)	-	1,984	<b>(3,473)</b>	(36)
<b>(4,354)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(4,354)</b>	<b>-</b>	<b>2,178</b>	<b>(2,176)</b>	<b>(50)</b>
<b>4,021</b>	<b>NET COST OF SERVICE</b>	<b>4,597</b>	<b>791</b>	<b>1,635</b>	<b>7,023</b>	<b>53</b>
(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
<b>(28)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>3,993</b>	<b>TOTAL NET EXPENDITURE</b>	<b>4,597</b>	<b>791</b>	<b>1,635</b>	<b>7,023</b>	<b>53</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1282Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
940	Employees	199	-	-	199	-
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	5	-	-	5	-
9,082	Third Party Payments	7,473	-	-	7,473	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
10,022	<b>TOTAL EXPENDITURE</b>	7,677	-	-	7,677	-
-	Government Grants	-	-	-	-	n/a
(89)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(52)	Customer and Client Receipts	(54)	-	-	(54)	-
-	Interest Receivable	-	-	-	-	n/a
(9,082)	Recharges to other services	(6,833)	-	-	(6,833)	-
(9,223)	<b>TOTAL INCOME</b>	(6,887)	-	-	(6,887)	-
799	<b>NET CONTROLLABLE COST</b>	790	-	-	790	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,132	1,132	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	1,132	1,132	n/a
799	<b>NET COST OF SERVICE</b>	790	-	1,132	1,922	143
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
799	<b>TOTAL NET EXPENDITURE</b>	790	-	1,132	1,922	143
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Changes in the level of corporate support services						1,132
						1,132
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,132</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1462Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
981	Employees	1,289	-	(104)	1,185	(8)
8	Premises related expenditure	-	-	-	-	n/a
54	Supplies and Services	1	-	-	1	-
-	- Third Party Payments	2	-	-	2	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	3	-	-	3	-
33	Recharges from other services	-	-	-	-	n/a
1,076	<b>TOTAL EXPENDITURE</b>	1,295	-	(104)	1,191	(8)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(115)	-	-	(115)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(35)	Recharges to other services	(35)	-	-	(35)	-
(35)	<b>TOTAL INCOME</b>	(150)	-	-	(150)	-
1,041	<b>NET CONTROLLABLE COST</b>	1,145	-	(104)	1,041	(9)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,041	<b>NET COST OF SERVICE</b>	1,145	-	(104)	1,041	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,041	<b>TOTAL NET EXPENDITURE</b>	1,145	-	(104)	1,041	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of posts within C&P to Directorate RED 2.5						(104)
						(104)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(104)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1626Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
62	Employees	246	449	104	799	225
-	Premises related expenditure	-	-	-	-	n/a
52	Supplies and Services	52	-	(47)	5	(90)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
207	Transport related expenditure	-	-	-	-	n/a
15	Recharges from other services	15	-	-	15	-
336	<b>TOTAL EXPENDITURE</b>	313	449	57	819	162
-	Government Grants	-	-	-	-	n/a
(23)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(253)	Customer and Client Receipts	(403)	-	-	(403)	-
-	Interest Receivable	-	-	-	-	n/a
(150)	Recharges to other services	-	-	-	-	n/a
(426)	<b>TOTAL INCOME</b>	(403)	-	-	(403)	-
(90)	<b>NET CONTROLLABLE COST</b>	(90)	449	57	416	(562)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,457)	Corporate support services bought in	(5,457)	-	852	(4,605)	(16)
(5,457)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,457)	-	852	(4,605)	(16)
(5,547)	<b>NET COST OF SERVICE</b>	(5,547)	449	909	(4,189)	(24)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(5,547)	<b>TOTAL NET EXPENDITURE</b>	(5,547)	449	909	(4,189)	(24)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(69)
Effective Corporate Centre						(41)
Supplies and services reduction						(110)
<u>Other resource changes</u>						63
Transfer of training budget from Resources Directorate RED 4.3						104
Transfer of salary budget from within C&P RED 2.4						167
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>57</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1672Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,046	Employees	1,540	106	(185)	1,461	(5)
1	Premises related expenditure	-	-	-	-	n/a
30	Supplies and Services	54	-	-	54	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
(180)	Recharges from other services	-	-	-	-	n/a
1,897	<b>TOTAL EXPENDITURE</b>	1,594	106	(185)	1,515	(5)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(633)	Recharges to other services	(330)	-	-	(330)	-
(633)	<b>TOTAL INCOME</b>	(330)	-	-	(330)	-
1,264	<b>NET CONTROLLABLE COST</b>	1,264	106	(185)	1,185	(6)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,264	<b>NET COST OF SERVICE</b>	1,264	106	(185)	1,185	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,264	<b>TOTAL NET EXPENDITURE</b>	1,264	106	(185)	1,185	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(185)
Reshape business improvement function in C&P						(185)
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(185)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1674Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
888	Employees	633	-	298	931	47
-	Premises related expenditure	-	-	-	-	n/a
435	Supplies and Services	109	-	-	109	-
-	Third Party Payments	185	-	-	185	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
16	Recharges from other services	-	-	-	-	n/a
1,339	<b>TOTAL EXPENDITURE</b>	927	-	298	1,225	32
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(605)	Recharges to other services	(193)	-	-	(193)	-
(605)	<b>TOTAL INCOME</b>	(193)	-	-	(193)	-
734	<b>NET CONTROLLABLE COST</b>	734	-	298	1,032	41
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
734	<b>NET COST OF SERVICE</b>	734	-	298	1,032	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
734	<b>TOTAL NET EXPENDITURE</b>	734	-	298	1,032	41
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						298
Effective Corporate Centre - establish a Central Buying Team						298
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>298</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1676Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,320	Employees	1,536	-	72	1,608	5
243	Premises related expenditure	165	-	-	165	-
(3,810)	Supplies and Services	(3,469)	150	-	(3,319)	(4)
5,608	Third Party Payments	5,608	-	-	5,608	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
370	Recharges from other services	-	-	-	-	n/a
3,732	<b>TOTAL EXPENDITURE</b>	3,841	150	72	4,063	6
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(63)	Customer and Client Receipts	(63)	-	-	(63)	-
-	Interest Receivable	(28)	-	-	(28)	-
(733)	Recharges to other services	(814)	-	(200)	(1,014)	25
(3,665)	<b>TOTAL INCOME</b>	(3,774)	-	(200)	(3,974)	5
67	<b>NET CONTROLLABLE COST</b>	67	150	(128)	89	33
1,103	Capital Charges	1,103	-	194	1,297	18
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
1,103	<b>TOTAL UNCONTROLLABLE COST</b>	1,103	-	194	1,297	18
1,170	<b>NET COST OF SERVICE</b>	1,170	150	66	1,386	18
(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
(28)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,142	<b>TOTAL NET EXPENDITURE</b>	1,170	150	66	1,386	18
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of staffing from Place Department - reference PL2.13						72
Increase in capital charges associated with Caring 4 Croydon care homes						194
Change to levels of estimated charges to other funds						(200)
						66
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>66</b>

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

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
980	Employees	1,351	19	-	1,370	1
-	- Premises related expenditure	-	-	-	-	n/a
169	Supplies and Services	294	-	-	294	-
60	Third Party Payments	72	-	-	72	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
1,211	<b>TOTAL EXPENDITURE</b>	1,717	19	-	1,736	1
(448)	Government Grants	(726)	-	-	(726)	-
(100)	Other Grants, reimbursements and contributions	(225)	-	-	(225)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(82)	Recharges to other services	(185)	-	-	(185)	-
(630)	<b>TOTAL INCOME</b>	(1,136)	-	-	(1,136)	-
581	<b>NET CONTROLLABLE COST</b>	581	19	-	600	3
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
581	<b>NET COST OF SERVICE</b>	581	19	-	600	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
581	<b>TOTAL NET EXPENDITURE</b>	581	19	-	600	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



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

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
933	Employees	5,208	67	-	5,275	1
-	Premises related expenditure	-	-	-	-	n/a
40	Supplies and Services	1	-	-	1	-
2,134	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
598	Recharges from other services	-	-	-	-	n/a
3,705	<b>TOTAL EXPENDITURE</b>	5,209	67	-	5,276	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
274	Recharges to other services	(749)	-	(481)	(1,230)	64
274	<b>TOTAL INCOME</b>	(749)	-	(481)	(1,230)	64
3,979	<b>NET CONTROLLABLE COST</b>	4,460	67	(481)	4,046	(9)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
3,979	<b>NET COST OF SERVICE</b>	4,460	67	(481)	4,046	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,979	<b>TOTAL NET EXPENDITURE</b>	4,460	67	(481)	4,046	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Income transfer to Day services for placements to shared Lives from ref HW1.9						(481)
						(481)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(481)</b>

**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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1612Q	HR And Finance Service Centre		
C1648Q	HR Consultancy Summary	1,116	21	(34)	1,103	(1)
C1650Q	Health And Wellbeing	65	(2)	2	65	-
C1652Q	Director Of Human Resources	(3,283)	3	(1,068)	(4,348)	32
C1902Q	Learning And Organisational Development	1,332	22	406	1,760	32
C1960Q	Recruitment Resourcing	329	7	(8)	328	
	<b>TOTAL NET SPEND</b>	3,185	95	(704)	2,576	(19)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR and Finance Service Centre	43.47	57.4	14.0
HR Consultancy	20.4	18.0	(2.4)
Health and Wellbeing	-	-	-
Director of Human Resources	1.0	1.0	-
Recruitment Resourcing	8.9	9.2	0.3
Learning & Organisational Development	10.0	13.0	3.0
<b>TOTAL FTE STAFF</b>	83.7	98.6	14.9

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
HUMAN RESOURCES						
COST CENTRE: C1620P						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,755	Employees	4,674	102	904	5,680	22
13	Premises related expenditure	11	-	-	11	-
1,507	Supplies and Services	1,517	2	222	1,741	15
302	Third Party Payments	1,099	-	(1,098)	1	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
79	Recharges from other services	(1)	-	-	(1)	-
6,656	<b>TOTAL EXPENDITURE</b>	7,300	104	28	7,432	2
-	Government Grants	-	-	-	-	n/a
(919)	Other Grants, reimbursements and contributions	(1,145)	-	(116)	(1,261)	10
(394)	Customer and Client Receipts	(462)	(9)	(16)	(487)	5
-	Interest Receivable	-	-	-	-	n/a
(271)	Recharges to other services	(350)	-	(39)	(389)	11
(1,584)	<b>TOTAL INCOME</b>	(1,957)	(9)	(171)	(2,137)	9
5,072	<b>NET CONTROLLABLE COST</b>	5,343	95	(143)	5,295	(1)
-	Capital Charges	1,009	-	58	1,067	6
1,009	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,167)	Corporate support services bought in	(3,167)	-	(619)	(3,786)	20
(2,158)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,158)	-	(561)	(2,719)	26
2,914	<b>NET COST OF SERVICE</b>	3,185	95	(704)	2,576	(19)
(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
(13)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,901	<b>TOTAL NET EXPENDITURE</b>	3,185	95	(704)	2,576	(19)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(65)
<u>Other resource changes</u>						(1,037)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,102)</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**HR AND FINANCE SERVICE CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1612Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/2020 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,238	Employees	1,917	47	904	<b>2,868</b>	50
-	Premises related expenditure	-	-	-	-	n/a
875	Supplies and Services	938	2	230	<b>1,170</b>	25
300	Third Party Payments	1,098	-	(1,098)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
25	Recharges from other services	-	-	-	-	n/a
<b>3,438</b>	<b>TOTAL EXPENDITURE</b>	<b>3,953</b>	<b>49</b>	<b>36</b>	<b>4,038</b>	<b>2</b>
-	Government Grants	-	-	-	-	n/a
(859)	Other Grants, reimbursements and contributions	(1,075)	-	(101)	(1,176)	9
(235)	Customer and Client Receipts	(261)	(5)	5	(261)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
<b>(1,094)</b>	<b>TOTAL INCOME</b>	<b>(1,336)</b>	<b>(5)</b>	<b>(96)</b>	<b>(1,437)</b>	<b>8</b>
<b>2,344</b>	<b>NET CONTROLLABLE COST</b>	<b>2,617</b>	<b>44</b>	<b>(60)</b>	<b>2,601</b>	<b>(1)</b>
-	Capital Charges	1,009	-	58	<b>1,067</b>	6
1,009	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
<b>1,009</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,009</b>	<b>-</b>	<b>58</b>	<b>1,067</b>	<b>6</b>
<b>3,353</b>	<b>NET COST OF SERVICE</b>	<b>3,626</b>	<b>44</b>	<b>(2)</b>	<b>3,668</b>	<b>1</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>3,353</b>	<b>TOTAL NET EXPENDITURE</b>	<b>3,626</b>	<b>44</b>	<b>(2)</b>	<b>3,668</b>	<b>1</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Effective Corporate Centre						(13)
Supplies and Services						(49)
						(62)
<u>Other resource changes</u>						
Transfer from Consultancy (see RED 3.4)						48
Increase in Capital charges						58
Transfer of Budget to Finance (see RED 5.9)						(45)
Internal Realignment within Human Resources						(1)
						60
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2)</b>

**RESOURCES  
HUMAN RESOURCES  
HR CONSULTANCY SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1648Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,068	Employees	1,149	22	37	1,208	5
-	Premises related expenditure	-	-	-	-	n/a
200	Supplies and Services	45	-	(8)	37	(18)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	-	-	-	-	n/a
1,275	<b>TOTAL EXPENDITURE</b>	1,194	22	29	1,245	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(29)	(1)	(24)	(54)	86
-	Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(49)	-	(39)	(88)	80
(49)	<b>TOTAL INCOME</b>	(78)	(1)	(63)	(142)	82
1,226	<b>NET CONTROLLABLE COST</b>	1,116	21	(34)	1,103	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,226	<b>NET COST OF SERVICE</b>	1,116	21	(34)	1,103	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,226	<b>TOTAL NET EXPENDITURE</b>	1,116	21	(34)	1,103	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Supplies and Services						(3)
						(3)
<u>Other resource changes</u>						
Transfer to HR and Finance Service Centre (see RED 3.3)						(48)
Internal Realignment within Human Resources						17
						(31)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(34)</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**HEALTH AND WELLBEING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1650Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
75	Supplies and Services	165	-	-	165	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
76	<b>TOTAL EXPENDITURE</b>	165	-	-	165	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(83)	Customer and Client Receipts	(100)	(2)	2	(100)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(83)	<b>TOTAL INCOME</b>	(100)	(2)	2	(100)	-
(7)	<b>NET CONTROLLABLE COST</b>	65	(2)	2	65	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(7)	<b>NET COST OF SERVICE</b>	65	(2)	2	65	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(7)	<b>TOTAL NET EXPENDITURE</b>	65	(2)	2	65	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Internal Realignment within Human Resources						2
						2
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**DIRECTOR OF HUMAN RESOURCES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1652Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
126	Employees	139	3	22	164	18
-	Premises related expenditure	-	-	-	-	n/a
13	Supplies and Services	1	-	-	1	-
2	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
142	<b>TOTAL EXPENDITURE</b>	141	3	22	166	18
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(15)	(15)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(15)	(15)	n/a
142	<b>NET CONTROLLABLE COST</b>	141	3	7	151	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,424)	Corporate support services bought in	(3,424)	-	(1,075)	(4,499)	31
(3,424)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,424)	-	(1,075)	(4,499)	31
(3,282)	<b>NET COST OF SERVICE</b>	(3,283)	3	(1,068)	(4,348)	32
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,282)	<b>TOTAL NET EXPENDITURE</b>	(3,283)	3	(1,068)	(4,348)	32
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of Staff Training Budget from Directorate (see RED)						40
Increase in corporate services bought in						(1,075)
Internal realignment within Human Resources						(33)
						(1,068)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,068)</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**LEARNING AND ORGANISATIONAL DEVELOPMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1902Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
963	Employees	1,069	22	(50)	1,041	(3)
13	Premises related expenditure	11	-	-	11	-
135	Supplies and Services	101	-	-	101	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
46	Recharges from other services	-	-	-	-	n/a
1,157	<b>TOTAL EXPENDITURE</b>	1,181	22	(50)	1,153	(2)
-	Government Grants	-	-	-	-	n/a
(60)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(96)	<b>TOTAL INCOME</b>	(106)	-	-	(106)	-
1,061	<b>NET CONTROLLABLE COST</b>	1,075	22	(50)	1,047	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
257	Corporate support services bought in	257	-	456	713	177
257	<b>TOTAL UNCONTROLLABLE COST</b>	257	-	456	713	177
1,318	<b>NET COST OF SERVICE</b>	1,332	22	406	1,760	32
(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
(13)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,305	<b>TOTAL NET EXPENDITURE</b>	1,332	22	406	1,760	32
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(73)
Effective Corporate Centre						(73)
<u>Other resource changes</u>						456
Increase in corporate services bought in expenditure						23
Internal realignment within Human Resources						479
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>406</b>



**RESOURCES  
HUMAN RESOURCES  
RECRUITMENT RESOURCING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1960Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
360	Employees	400	8	(9)	399	(0)
-	Premises related expenditure	-	-	-	-	n/a
209	Supplies and Services	267	-	-	267	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(1)	Recharges from other services	(1)	-	-	(1)	-
568	<b>TOTAL EXPENDITURE</b>	666	8	(9)	665	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(72)	(1)	1	(72)	-
-	Interest Receivable	-	-	-	-	n/a
(186)	Recharges to other services	(265)	-	-	(265)	-
(262)	<b>TOTAL INCOME</b>	(337)	(1)	1	(337)	-
306	<b>NET CONTROLLABLE COST</b>	329	7	(8)	328	(0)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
306	<b>NET COST OF SERVICE</b>	329	7	(8)	328	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
306	<b>TOTAL NET EXPENDITURE</b>	329	7	(8)	328	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Internal Realignment within Human Resources						(8)
						(8)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(8)</b>

**SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1688Q	Resources Directorate	224	8	29	261	17
C1904Q	Chief Executive	(1,094)	268	(1,151)	(1,977)	81
	<b>TOTAL NET SPEND</b>	<b>(870)</b>	276	<b>(1,122)</b>	<b>(1,716)</b>	97

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Resources Directorate	1.0	4.0	3.0
Chief Executive	1.0	4.0	3.0
<b>TOTAL FTE STAFF</b>	2.0	<b>8.0</b>	6.0

**RESOURCES  
RESOURCES DIRECTORATE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1655P**

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
537	Employees	303	15	157	475	57
-	- Premises related expenditure	-	-	-	-	n/a
198	Supplies and Services	35	276	1,298	1,609	4,497
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
172	Recharges from other services	-	-	-	-	n/a
907	<b>TOTAL EXPENDITURE</b>	338	291	1,455	<b>2,084</b>	517
-	- Government Grants	-	-	-	-	n/a
(40)	- Other Grants, reimbursements and contributions	(40)	-	-	(40)	-
-	- Customer and Client Receipts	(751)	(15)	15	(751)	-
-	- Interest Receivable	-	-	-	-	n/a
(417)	- Recharges to other services	(417)	-	(2,592)	(3,009)	622
(457)	<b>TOTAL INCOME</b>	(1,208)	(15)	(2,577)	<b>(3,800)</b>	215
450	<b>NET CONTROLLABLE COST</b>	(870)	276	(1,122)	(1,716)	97
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
450	<b>NET COST OF SERVICE</b>	(870)	276	(1,122)	(1,716)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
450	<b>TOTAL NET EXPENDITURE</b>	(870)	276	(1,122)	(1,716)	97
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						650
<u>Strategic budget - agreed additional income / savings</u>						(512)
<u>Other resource changes</u>						(1,260)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(1,122)

**RESOURCES**  
**RESOURCES DIRECTORATE SUMMARY**  
**RESOURCES DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1688Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
133	Employees	324	8	29	361	11
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
167	Recharges from other services	-	-	-	-	n/a
<b>300</b>	<b>TOTAL EXPENDITURE</b>	<b>324</b>	<b>8</b>	<b>29</b>	<b>361</b>	<b>11</b>
-	- 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)	<b>TOTAL INCOME</b>	(100)	-	-	(100)	-
<b>200</b>	<b>NET CONTROLLABLE COST</b>	<b>224</b>	<b>8</b>	<b>29</b>	<b>261</b>	<b>17</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
<b>200</b>	<b>NET COST OF SERVICE</b>	<b>224</b>	<b>8</b>	<b>29</b>	<b>261</b>	<b>17</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>200</b>	<b>TOTAL NET EXPENDITURE</b>	<b>224</b>	<b>8</b>	<b>29</b>	<b>261</b>	<b>17</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Budget from Business Support (see RED 1.3)						190
Transfer of Staff Training Budget to C & P Directorate (see RED 2.5)						(63)
Transfer of Staff Training Budget to Director of Human Resources (see RED 3.6)						(40)
Transfer of Budget to Chief Executive (see RED 4.4)						(58)
						29
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>29</b>

**RESOURCES**  
**RESOURCES DIRECTORATE SUMMARY**  
**CHIEF EXECUTIVE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1904Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
404	Employees	(21)	7	128	114	(643)
-	Premises related expenditure	-	-	-	-	n/a
198	Supplies and Services	35	276	1,298	1,609	4,497
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	-	-	-	-	n/a
607	<b>TOTAL EXPENDITURE</b>	14	283	1,426	1,723	12,207
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(751)	(15)	15	(751)	-
-	Interest Receivable	-	-	-	-	n/a
(357)	Recharges to other services	(357)	-	(2,592)	(2,949)	726
(357)	<b>TOTAL INCOME</b>	(1,108)	(15)	(2,577)	(3,700)	234
250	<b>NET CONTROLLABLE COST</b>	(1,094)	268	(1,151)	(1,977)	81
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
250	<b>NET COST OF SERVICE</b>	(1,094)	268	(1,151)	(1,977)	81
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
250	<b>TOTAL NET EXPENDITURE</b>	(1,094)	268	(1,151)	(1,977)	81
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost of providing support to UASC population						650
						650
<u>Strategic budget - agreed additional income / savings</u>						
Capitalisation of costs in the division						(500)
Effective Corporate Centre						(7)
Supplies and services reduction						(5)
						(512)
<u>Other resource changes</u>						
Transfer of Budget from Business Support (see RED 1.3)						94
Transfer of Budget from Executive Director of Resources (see RED 4.3)						58
Realignment of charges to the Housing Revenue Account (HRA)						(2,000)
Realignment of base budgets						559
						(1,289)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,151)</b>

**SERVICE DESCRIPTION**

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

The Finance team provides strategic financial support to the organisation. Key functions of the team include financial planning; ensuring the robustness of the Council's annual budget (revenue and capital); Preparation of the accounts within statutory deadlines; Robust and detailed in-year financial monitoring of spend against budget and trends for the Council's delivery of its annual budget and Medium Term Financial Strategy.

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 team support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services. The team are also responsible for the Coroners Service which manages the multi borough partnership overseeing the South London Coroners service

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

The Revenues, Benefits, Income and Debt team are responsible for a number of functions including the administration of claims for Housing Benefits. The collection of council tax and business rates and sundry debt from customers. The team will also take on responsibility this year for the payment suppliers and the cash and control function as well as the maintenance of the Land Charges and street naming functions.

The Corporate Anti-Fraud Team investigates allegations of fraud committed against the Council by members of the public, staff, Members, contractors or other parties. Where appropriate it seeks the application of sanctions and uses proceeds of crime legislation to recover funds.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1604Q	Governance Team	635	10	(22)	623	(2)
C1606Q	Insurance Risk And CPO	1,143	10	(149)	1,004	(12)
C1642Q	Coroners	350	-	-	350	-
C1608Q	Treasury And Pensions	289	16	(11)	294	2
C1614Q	Revenue And Benefits	2,410	138	1,178	3,726	55
C1686Q	Housing Benefits	-	-	-	-	n/a
C1910Q	Finance	(6,838)	57	2,815	(3,966)	(42)
C1920Q	Corporate Anti-Fraud	276	11	(10)	277	0
	<b>TOTAL NET SPEND</b>	<b>(1,735)</b>	<b>242</b>	<b>3,801</b>	<b>2,308</b>	<b>(233)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Governance Team	2.0	1.4	(0.6)
Insurance Risk And CPO	9.0	9.0	-
Treasury And Pensions	5.3	8.7	3.4
Revenue And Benefits	181.0	195.0	14.0
Housing Benefits	-	-	-
Finance	45.8	46.8	1.0
Corporate Anti-Fraud	12.0	9.4	(2.6)
<b>TOTAL FTE STAFF</b>	<b>255.1</b>	<b>270.4</b>	<b>15.3</b>

**RESOURCES  
FINANCE INVESTMENT AND RISK**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1665P**

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,805	Employees	7,559	227	(39)	7,747	2
32	Premises related expenditure	30	-	(30)	-	(100)
7,103	Supplies and Services	6,326	15	(293)	6,048	(4)
825	Third Party Payments	847	7	14	868	2
177,977	Transfer Payments	180,040	-	-	180,040	-
3	Transport related expenditure	2	-	-	2	-
122	Recharges from other services	22	-	-	22	-
192,867	<b>TOTAL EXPENDITURE</b>	194,826	249	(348)	194,727	(0)
(179,665)	Government Grants	(179,665)	-	-	(179,665)	-
(2,536)	Other Grants, reimbursements and contributions	(4,677)	-	(101)	(4,778)	2
(4,684)	Customer and Client Receipts	(4,664)	(7)	1,745	(2,926)	(37)
-	Interest Receivable	-	-	-	-	n/a
(2,596)	Recharges to other services	(1,870)	-	(247)	(2,117)	13
(189,481)	<b>TOTAL INCOME</b>	(190,876)	(7)	1,397	(189,486)	(1)
3,386	<b>NET CONTROLLABLE COST</b>	3,950	242	1,049	5,241	33
-	Capital Charges	27	-	-	27	-
27	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,712)	Corporate support services bought in	(5,712)	-	2,752	(2,960)	(48)
(5,685)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,685)	-	2,752	(2,933)	(48)
(2,299)	<b>NET COST OF SERVICE</b>	(1,735)	242	3,801	2,308	(233)
218	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
218	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,081)	<b>TOTAL NET EXPENDITURE</b>	(1,735)	242	3,801	2,308	(233)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						100
Strategic budget - agreed additional income / savings						(396)
Other resource changes						4,097
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						3,801

**RESOURCES  
FINANCE INVESTMENT AND RISK  
GOVERNANCE TEAM**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1604Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
82	Employees	65	1	12	78	20
-	Premises related expenditure	-	-	-	-	n/a
602	Supplies and Services	621	10	(34)	597	(4)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
686	<b>TOTAL EXPENDITURE</b>	686	11	(22)	675	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(51)	Customer and Client Receipts	(51)	(1)	-	(52)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(51)	<b>TOTAL INCOME</b>	(51)	(1)	-	(52)	2
635	<b>NET CONTROLLABLE COST</b>	635	10	(22)	623	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
635	<b>NET COST OF SERVICE</b>	635	10	(22)	623	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
635	<b>TOTAL NET EXPENDITURE</b>	635	10	(22)	623	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(14)
Effective Corporate Centre						(8)
Supplies and Services						(22)
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(22)



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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1606Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
543	Employees	561	11	1	573	2
30	Premises related expenditure	30	-	(30)	-	(100)
2,430	Supplies and Services	2,671	-	(283)	2,388	(11)
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
1	Recharges from other services	-	-	-	-	n/a
3,007	<b>TOTAL EXPENDITURE</b>	3,266	11	(312)	2,965	(9)
-	Government Grants	-	-	-	-	n/a
(207)	Other Grants, reimbursements and contributions	(65)	-	-	(65)	-
(712)	Customer and Client Receipts	(852)	(1)	163	(690)	(19)
-	Interest Receivable	-	-	-	-	n/a
(1,206)	Recharges to other services	(1,206)	-	-	(1,206)	-
(2,125)	<b>TOTAL INCOME</b>	(2,123)	(1)	163	(1,961)	(8)
882	<b>NET CONTROLLABLE COST</b>	1,143	10	(149)	1,004	(12)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
882	<b>NET COST OF SERVICE</b>	1,143	10	(149)	1,004	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
882	<b>TOTAL NET EXPENDITURE</b>	1,143	10	(149)	1,004	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in contribution to self insurance fund						(110)
Effective Corporate Centre						(24)
Supplies and Services						(15)
						(149)
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(149)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1608Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/2021 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
494	Employees	668	11	78	757	13
-	- Premises related expenditure	-	-	-	-	n/a
154	Supplies and Services	79	5	24	108	37
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
648	<b>TOTAL EXPENDITURE</b>	747	16	102	865	16
-	- Government Grants	-	-	-	-	n/a
(411)	Other Grants, reimbursements and contributions	(411)	-	(101)	(512)	25
(47)	Customer and Client Receipts	(31)	-	(16)	(47)	52
-	- Interest Receivable	-	-	-	-	n/a
(16)	Recharges to other services	(16)	-	4	(12)	(25)
(474)	<b>TOTAL INCOME</b>	(458)	-	(113)	(571)	25
174	<b>NET CONTROLLABLE COST</b>	289	16	(11)	294	2
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
174	<b>NET COST OF SERVICE</b>	289	16	(11)	294	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
174	<b>TOTAL NET EXPENDITURE</b>	289	16	(11)	294	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Effective Corporate Centre						(6)
Supplies and Services						(5)
						(11)
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(11)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1614Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,157	Employees	6,652	136	(136)	6,652	-
-	Premises related expenditure	-	-	-	-	n/a
1,529	Supplies and Services	1,398	-	-	1,398	-
473	Third Party Payments	495	7	14	516	4
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
118	Recharges from other services	22	-	-	22	-
8,279	<b>TOTAL EXPENDITURE</b>	8,567	143	(122)	8,588	0
-	Government Grants	-	-	-	-	n/a
(1,621)	Other Grants, reimbursements and contributions	(2,229)	-	-	(2,229)	-
(3,841)	Customer and Client Receipts	(3,621)	(5)	1,545	(2,081)	(43)
-	Interest Receivable	-	-	-	-	n/a
(334)	Recharges to other services	(334)	-	(245)	(579)	73
(5,796)	<b>TOTAL INCOME</b>	(6,184)	(5)	1,300	(4,889)	(21)
2,483	<b>NET CONTROLLABLE COST</b>	2,383	138	1,178	3,699	55
-	Capital Charges	27	-	-	27	-
27	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
27	<b>TOTAL UNCONTROLLABLE COST</b>	27	-	-	27	-
2,510	<b>NET COST OF SERVICE</b>	2,410	138	1,178	3,726	55
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,510	<b>TOTAL NET EXPENDITURE</b>	2,410	138	1,178	3,726	55
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Saving software and licence costs around organisation						(40)
Effective Corporate Centre						(52)
Supplies and Services						(30)
						(122)
<u>Other resource changes</u>						
Cash Limit adjustment to cover off loss of court costs income due to increased collection rates						1,300
						1,300
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,178</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**FINANCE INVESTMENT AND RISK**  
**CORONERS**

**COST CENTRE: C1642Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (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	<b>TOTAL EXPENDITURE</b>	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	350	-	-	350	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
350	<b>NET COST OF SERVICE</b>	350	-	-	350	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
350	<b>TOTAL NET EXPENDITURE</b>	350	-	-	350	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**RESOURCES  
FINANCE INVESTMENT AND RISK  
HOUSING BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1686Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
1,470	Supplies and Services	1,470		-	1,470	-
-	Third Party Payments	-			-	n/a
177,977	Transfer Payments	180,040		-	180,040	-
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
179,447	<b>TOTAL EXPENDITURE</b>	181,510	-	-	181,510	-
(179,665)	Government Grants	(179,665)		-	(179,665)	-
-	Other Grants, reimbursements and contributions	(1,845)		-	(1,845)	-
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(179,665)	<b>TOTAL INCOME</b>	(181,510)	-	-	(181,510)	-
(218)	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(218)	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
218	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
218	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**RESOURCES  
FINANCE INVESTMENT AND RISK  
FINANCE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1910Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
(946)	Employees	(922)	57	63	(802)	(13)
2	Premises related expenditure	-			-	n/a
829	Supplies and Services	53			53	-
-	- Third Party Payments	-			-	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
1	Recharges from other services	-			-	n/a
(114)	<b>TOTAL EXPENDITURE</b>	(869)	57	63	(749)	(14)
-	- Government Grants	-			-	n/a
(72)	Other Grants, reimbursements and contributions	(37)			(37)	-
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
(940)	Recharges to other services	(220)			(220)	-
(1,012)	<b>TOTAL INCOME</b>	(257)	-	-	(257)	-
-						
(1,126)	<b>NET CONTROLLABLE COST</b>	(1,126)	57	63	(1,006)	(11)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFUCUS	-			-	n/a
(5,712)	Corporate support services bought in	(5,712)		2,752	(2,960)	(48)
(5,712)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,712)	-	2,752	(2,960)	(48)
(6,838)	<b>NET COST OF SERVICE</b>	(6,838)	57	2,815	(3,966)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(6,838)	<b>TOTAL NET EXPENDITURE</b>	(6,838)	57	2,815	(3,966)	(42)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Create a permanent head of Finance for the Children's, Families & Education						100
						100
<u>Strategic budget - agreed additional income / savings</u>						
Effective Corporate Centre						(52)
Supplies and Services						(30)
						(82)
<u>Other resource changes</u>						
Reduction in corporate services bought in income						2,752
Transfer of Budget from HR and Finance Service Centre (see RED 3.3)						45
						2,797
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,815</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1920Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
475	Employees	535	11	(57)	489	(9)
-	- Premises related expenditure	-	-	-	-	n/a
89	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
564	<b>TOTAL EXPENDITURE</b>	569	11	(57)	523	(8)
-	- Government Grants	-	-	-	-	n/a
(225)	- Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(33)	- Customer and Client Receipts	(109)	-	53	(56)	(49)
-	- Interest Receivable	-	-	-	-	n/a
(100)	- Recharges to other services	(94)	-	(6)	(100)	6
(358)	<b>TOTAL INCOME</b>	(293)	-	47	(246)	(16)
206	<b>NET CONTROLLABLE COST</b>	276	11	(10)	277	0
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
206	<b>NET COST OF SERVICE</b>	276	11	(10)	277	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
206	<b>TOTAL NET EXPENDITURE</b>	276	11	(10)	277	0
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(6)
Effective Corporate Centre						(4)
Supplies and Services						(10)
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(10)</b>

**SERVICE DESCRIPTION**

The Croydon Digital Service's purpose is to lead the digital transformation of the council and borough, launching a unifying Digital Strategy for Croydon in 2019/20 and a roadmap of deliverables, with a focus on 3 strategic goals of:  
 Digital Council – Optimising how the council uses digital design, data and technology to work efficiently, collaborate, make informed decisions, adapt and innovate.  
 Digital Services - Transforming the relationship between residents and the council by providing online services so good people prefer to use them and can do so unaided.  
 Digital Borough - Maximising opportunities for digital, data and technology to enhance quality of life and economic growth in our borough.  
 Collaboration and Data - Digital tools will be used to collaborate with organisations across all sectors, make Croydon's data open and share digital assets for the public good.  
 The service delivers on these objectives by operating and transforming a wide range of digital, data and technology services that enable the council to operate and to deliver on the Corporate Plan. It does this through a broad portfolio of in-house and external project delivery, and outsourced technology services partnerships with multiple ICT and digital specialist vendors; and by operating spend controls and quality assurance processes to ensure all new or renewed digital and technology services meet the Government Digital Service Standard. It also works externally, collaborating with and facilitating the Croydon tech sector community to co-design and co-deliver the digital place agenda.  
 The Communications and Engagement service work to secure Croydon's reputation both locally and nationally as a fantastic place to live, work,

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1616Q	Communications And Engagement	463	23	498	984	113
C1620Q	Transformation	(11,491)	-	54	(11,437)	-
C1622Q	Information Communication Technology	11,524	404	(1,019)	10,909	-
	<b>TOTAL NET SPEND</b>	496	427	(467)	456	113

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Communications And Engagement	24.6	20.6	(4.0)
Transformation	6.0	-	(6.0)
Information Communication Technology	45.0	110.0	65.0
<b>TOTAL FTE STAFF</b>	75.6	130.6	55.0



COST CENTRE: C1670P

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,180	Employees	4,556	122	2,268	6,946	52
66	Premises related expenditure	-	-	-	-	n/a
12,267	Supplies and Services	2,615	306	1,622	4,543	74
52	Third Party Payments	5,433	-	(399)	5,034	(7)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
430	Recharges from other services	-	-	-	-	n/a
17,995	<b>TOTAL EXPENDITURE</b>	12,604	428	3,491	<b>16,523</b>	31
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(65)	Customer and Client Receipts	(76)	-	-	(76)	-
-	Interest Receivable	-	-	-	-	n/a
(7,871)	Recharges to other services	(2,421)	(1)	(4,023)	(6,445)	166
(7,936)	<b>TOTAL INCOME</b>	(2,497)	(1)	(4,023)	(6,521)	161
10,059	<b>NET CONTROLLABLE COST</b>	10,107	427	(532)	<b>10,002</b>	(1)
-	Capital Charges	2,544	-	(1,972)	572	(78)
2,544	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(12,155)	Corporate support services bought in	(12,155)	-	2,037	(10,118)	(17)
(9,611)	<b>TOTAL UNCONTROLLABLE COST</b>	(9,611)	-	65	(9,546)	(1)
448	<b>NET COST OF SERVICE</b>	496	427	(467)	<b>456</b>	(8)
(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)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
444	<b>TOTAL NET EXPENDITURE</b>	496	427	(467)	<b>456</b>	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						2,000
Strategic budget - agreed additional income / savings						(2,596)
Other resource changes						129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(467)</b>

**RESOURCES**  
**CROYDON DIGITAL SERVICES**  
**COMMUNICATIONS AND ENGAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1616Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,019	Employees	1,097	24	71	1,192	9
60	Premises related expenditure	-			-	n/a
572	Supplies and Services	163		16	179	10
-	- Third Party Payments	-		11	11	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
(384)	Recharges from other services	-			-	n/a
1,267	<b>TOTAL EXPENDITURE</b>	1,260	24	98	1,382	10
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
(65)	Customer and Client Receipts	(70)			(70)	-
-	- Interest Receivable	-			-	n/a
(272)	Recharges to other services	(370)	(1)	43	(328)	(11)
(337)	<b>TOTAL INCOME</b>	(440)	(1)	43	(398)	(10)
930	<b>NET CONTROLLABLE COST</b>	820	23	141	984	20
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
(357)	Corporate support services bought in	(357)		357	-	(100)
(357)	<b>TOTAL UNCONTROLLABLE COST</b>	(357)	-	357	-	(100)
573	<b>NET COST OF SERVICE</b>	463	23	498	984	113
(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)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
569	<b>TOTAL NET EXPENDITURE</b>	463	23	498	984	113
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Effective Corporate Centre						(10)
Supplies and services reduction						(7)
						(17)
<u>Other resource changes</u>						
Transfer from Information Communication Technology (RED 6.5)						158
Decrease in corporate services bought in income						357
						515
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>498</b>

**RESOURCES  
CROYDON DIGITAL SERVICES  
TRANSFORMATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1620Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
165	Employees	375	-	(375)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
32	Supplies and Services	1	-	(1)	-	(100)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
18	Recharges from other services	-	-	-	-	n/a
215	<b>TOTAL EXPENDITURE</b>	376	-	(376)	-	(100)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(215)	Recharges to other services	(363)	-	363	-	(100)
(215)	<b>TOTAL INCOME</b>	(363)	-	363	-	(100)
-	<b>NET CONTROLLABLE COST</b>	13	-	(13)	-	(100)
-	- Capital Charges	21	-	8	29	38
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	(11,525)	-	59	(11,466)	(1)
-	<b>TOTAL UNCONTROLLABLE COST</b>	(11,504)	-	67	(11,437)	(1)
-	<b>NET COST OF SERVICE</b>	(11,491)	-	54	(11,437)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	(11,491)	-	54	(11,437)	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of budget to Information Communication Technology (see RED 6.5)						(13)
Increase in Capital charges						8
Decrease in corporate services bought in income						59
						54
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>54</b>

**RESOURCES**  
**CROYDON DIGITAL SERVICES**  
**INFORMATION COMMUNICATION TECHNOLOGY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1622Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/2021 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,996	Employees	3,084	98	2,572	<b>5,754</b>	87
6	Premises related expenditure	-	-	-	-	n/a
11,663	Supplies and Services	2,451	306	1,607	<b>4,364</b>	78
52	Third Party Payments	5,433	-	(410)	<b>5,023</b>	(8)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
796	Recharges from other services	-	-	-	-	n/a
16,513	<b>TOTAL EXPENDITURE</b>	10,968	404	3,769	<b>15,141</b>	38
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(6)	-	-	<b>(6)</b>	-
-	Interest Receivable	-	-	-	-	n/a
(7,384)	Recharges to other services	(1,688)	-	(4,429)	<b>(6,117)</b>	262
(7,384)	<b>TOTAL INCOME</b>	(1,694)	-	(4,429)	<b>(6,123)</b>	261
9,129	<b>NET CONTROLLABLE COST</b>	9,274	404	(660)	<b>9,018</b>	(3)
-	Capital Charges	2,523	-	(1,980)	<b>543</b>	(78)
2,544	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(11,798)	Corporate support services bought in	(273)	-	1,621	<b>1,348</b>	(594)
(9,254)	<b>TOTAL UNCONTROLLABLE COST</b>	2,250	-	(359)	<b>1,891</b>	(16)
(125)	<b>NET COST OF SERVICE</b>	11,524	404	(1,019)	<b>10,909</b>	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(125)	<b>TOTAL NET EXPENDITURE</b>	11,524	404	(1,019)	<b>10,909</b>	(5)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						2,000
Croydon Digital Services Investment into the division to deliver the Digital Strategy						
						2,000
Strategic budget - agreed additional income / savings						
Reduce provision of work mobile phones						(170)
Staffing restructure in Croydon Digital Services						(463)
4G deployment on lampposts						(30)
Reduce availability and volume of hardware purchases						(150)
Retire CRM system and replace with new digital platform						(35)
Cease software and licence costs around organisation						(275)
Capitalisation of costs in the division						(1,000)
Effective Corporate Centre						(286)
Supplies and services reduction						(170)
						(2,579)
Other resource changes						
Transfer of budget from Information Communication Technology (see RED 6.5)						13
Decrease in Capital Charges						(1,980)
Increase in Corporate Services bought in expenditure						1,621
Transfer of Budget to Croydon Design Service (see RED7.11)						64
Transfer to Communications and Engagement (RED 6.3)						(158)
						(440)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,019)</b>

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

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1636Q	Democratic	3,064	12	(413)	2,663	(13)
C1638Q	Electoral	260	3	350	613	136
C1646Q	Leaders Office	155	2	-	157	1
C1690Q	Civic Event Fund	31	-	-	31	-
C1950Q	Legal Business Management	533	6	-	539	1
C1952Q	Litigation And Corporate Legal	(409)	14	-	(395)	(3)
C1954Q	Commercial And Property Legal	(434)	8	(137)	(563)	30
C1956Q	Social Care And Education Legal	(1,071)	22	-	(1,049)	(2)
C1951Q	Information Management	425	7	(64)	368	(13)
	<b>TOTAL NET SPEND</b>	2,554	74	(264)	2,364	(7)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20	ORIGINAL BUDGET 2020/21	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic	9.0	9.5	0.5
Electoral	5.3	5.0	(0.3)
Leaders Office	3.0	3.0	-
Legal Business Management	8.0	12.0	4.0
Litigation And Corporate Legal	12.0	10.0	(2.0)
Commercial And Property Legal	6.2	7.2	1.0
Social Care And Education Legal	16.5	18.8	2.3
Information Management	10.0	10.0	-
<b>TOTAL FTE STAFF</b>	70.0	75.5	5.5

**RESOURCES  
LAW AND GOVERNANCE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1675P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,606	Employees	3,399	67	15	<b>3,481</b>	2
108	Premises related expenditure	7	-	-	<b>7</b>	-
2,473	Supplies and Services	2,006	-	388	<b>2,394</b>	19
1	Third Party Payments	6	-	150	<b>156</b>	2,500
-	Transfer Payments	-	-	-	-	n/a
18	Transport related expenditure	34	-	-	<b>34</b>	-
202	Recharges from other services	37	-	(14)	<b>23</b>	(38)
<b>6,408</b>	<b>TOTAL EXPENDITURE</b>	<b>5,489</b>	<b>67</b>	<b>539</b>	<b>6,095</b>	<b>11</b>
(257)	Government Grants	-	-	-	-	n/a
(105)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(50)	Customer and Client Receipts	(13)	-	-	(13)	-
-	Interest Receivable	-	-	-	-	n/a
(4,345)	Recharges to other services	(4,259)	-	(37)	(4,296)	1
(4,757)	<b>TOTAL INCOME</b>	(4,272)	-	(37)	(4,309)	1
<b>1,651</b>	<b>NET CONTROLLABLE COST</b>	<b>1,217</b>	<b>67</b>	<b>502</b>	<b>1,786</b>	<b>47</b>
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
912	Corporate support services bought in	912	-	(702)	<b>210</b>	(77)
912	<b>TOTAL UNCONTROLLABLE COST</b>	912	-	(702)	<b>210</b>	(77)
<b>2,563</b>	<b>NET COST OF SERVICE</b>	<b>2,129</b>	<b>67</b>	<b>(200)</b>	<b>1,996</b>	<b>(6)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>2,563</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,129</b>	<b>67</b>	<b>(200)</b>	<b>1,996</b>	<b>(6)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						600
Strategic budget - agreed additional income / savings						(137)
Other resource changes						(727)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(264)</b>

RESOURCES LAW AND GOVERNANCE DEMOCRATIC		DIVISION SUBJECTIVE SUMMARY				
COST CENTRE: C1636Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
603	Employees	594	12	16	622	5
6	Premises related expenditure	6	-	-	6	-
1,713	Supplies and Services	1,665	-	287	1,952	17
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	6	-	-	6	-
34	Recharges from other services	26	-	(14)	12	(54)
2,362	<b>TOTAL EXPENDITURE</b>	2,297	12	289	2,598	13
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(13)	Customer and Client Receipts	(13)	-	-	(13)	-
-	- Interest Receivable	-	-	-	-	n/a
(207)	Recharges to other services	(132)	-	-	(132)	-
(220)	<b>TOTAL INCOME</b>	(145)	-	-	(145)	-
2,142	<b>NET CONTROLLABLE COST</b>	2,152	12	289	2,453	14
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
912	Corporate support services bought in	912	-	(702)	210	(77)
912	<b>TOTAL UNCONTROLLABLE COST</b>	912	-	(702)	210	(77)
3,054	<b>NET COST OF SERVICE</b>	3,064	12	(413)	2,663	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,054	<b>TOTAL NET EXPENDITURE</b>	3,064	12	(413)	2,663	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Governance Review Implementation						250
						250
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment of base budgets						39
Decrease in Corporate Services Bought-In Expenditure						(702)
						(663)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(413)</b>

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
ELECTORAL						
COST CENTRE: C1638Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
379	Employees	164	3	99	266	62
100	Premises related expenditure	1	-	-	1	-
519	Supplies and Services	90	-	101	191	112
1	Third Party Payments	5	-	150	155	3,000
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
14	Recharges from other services	-	-	-	-	n/a
1,013	<b>TOTAL EXPENDITURE</b>	260	3	350	613	136
(257)	Government Grants	-	-	-	-	n/a
(105)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(37)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(399)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
614	<b>NET CONTROLLABLE COST</b>	260	3	350	613	136
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
614	<b>NET COST OF SERVICE</b>	260	3	350	613	136
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
614	<b>TOTAL NET EXPENDITURE</b>	260	3	350	613	136
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost of providing support to UASC population						350
						350
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>350</b>



**RESOURCES  
LAW AND GOVERNANCE  
MAYORS OFFICE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1646Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
164	Employees	104	2	-	106	2
1	Premises related expenditure	-	-	-	-	n/a
25	Supplies and Services	24	-	-	24	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	27	-	-	27	-
3	Recharges from other services	-	-	-	-	n/a
204	<b>TOTAL EXPENDITURE</b>	155	2	-	157	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
204	<b>NET CONTROLLABLE COST</b>	155	2	-	157	1
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
204	<b>NET COST OF SERVICE</b>	155	2	-	157	1
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
204	<b>TOTAL NET EXPENDITURE</b>	155	2	-	157	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**CIVIC EVENT FUND SUMMARY**

**COST CENTRE: C1690Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
1	Premises related expenditure	-	-	-	-	n/a
27	Supplies and Services	30	-	-	30	-
-	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	-	-	-	-	n/a
32	<b>TOTAL EXPENDITURE</b>	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
32	<b>NET CONTROLLABLE COST</b>	31	-	-	31	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
32	<b>NET COST OF SERVICE</b>	31	-	-	31	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
32	<b>TOTAL NET EXPENDITURE</b>	31	-	-	31	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
LEGAL BUSINESS MANAGEMENT						
COST CENTRE: C1950Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
566	Employees	324	6	-	330	2
-	Premises related expenditure	-	-	-	-	n/a
184	Supplies and Services	197	-	-	197	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
11	Recharges from other services	11	-	-	11	-
762	<b>TOTAL EXPENDITURE</b>	533	6	-	539	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(11)	Recharges to other services	-	-	-	-	n/a
(11)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
751	<b>NET CONTROLLABLE COST</b>	533	6	-	539	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
751	<b>NET COST OF SERVICE</b>	533	6	-	539	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
751	<b>TOTAL NET EXPENDITURE</b>	533	6	-	539	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
LITIGATION AND CORPORATE LEGAL						
COST CENTRE: C1952Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
565	Employees	675	14	-	689	2
-	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
6	Recharges from other services	-	-	-	-	n/a
573	<b>TOTAL EXPENDITURE</b>	675	14	-	689	2
-	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	(1,084)	-	-	(1,084)	-
(1,084)	<b>TOTAL INCOME</b>	(1,084)	-	-	(1,084)	-
(511)	<b>NET CONTROLLABLE COST</b>	(409)	14	-	(395)	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(511)	<b>NET COST OF SERVICE</b>	(409)	14	-	(395)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(511)	<b>TOTAL NET EXPENDITURE</b>	(409)	14	-	(395)	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
COMMERCIAL AND PROPERTY LEGAL						
COST CENTRE: C1954Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
335	Employees	422	8	(100)	330	(22)
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
80	Recharges from other services	-	-	-	-	n/a
418	<b>TOTAL EXPENDITURE</b>	422	8	(100)	330	(22)
-	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	(856)	-	(37)	(893)	4
(856)	<b>TOTAL INCOME</b>	(856)	-	(37)	(893)	4
(438)	<b>NET CONTROLLABLE COST</b>	(434)	8	(137)	(563)	30
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(438)	<b>NET COST OF SERVICE</b>	(434)	8	(137)	(563)	30
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(438)	<b>TOTAL NET EXPENDITURE</b>	(434)	8	(137)	(563)	30
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Restructure of Staff in Legal and Governance division						(100)
Effective Corporate Centre						(23)
Supplies and services reduction						(14)
<u>Other resource changes</u>						(137)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(137)</b>

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
SOCIAL CARE AND EDUCATION LEGAL						
COST CENTRE: C1956Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
994	Employees	1,116	22	-	1,138	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
50	Recharges from other services	-	-	-	-	n/a
1,044	<b>TOTAL EXPENDITURE</b>	1,116	22	-	1,138	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,187)	Recharges to other services	(2,187)	-	-	(2,187)	-
(2,187)	<b>TOTAL INCOME</b>	(2,187)	-	-	(2,187)	-
(1,143)	<b>NET CONTROLLABLE COST</b>	(1,071)	22	-	(1,049)	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(1,143)	<b>NET COST OF SERVICE</b>	(1,071)	22	-	(1,049)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,143)	<b>TOTAL NET EXPENDITURE</b>	(1,071)	22	-	(1,049)	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

RESOURCES LAW AND GOVERNANCE INFORMATION MANAGEMENT		DIVISION SUBJECTIVE SUMMARY				
COST CENTRE: C1951Q						
FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
351	Employees	423	7	(64)	366	(13)
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	2	-	-	2	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
370	<b>TOTAL EXPENDITURE</b>	425	7	(64)	368	(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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
370	<b>NET CONTROLLABLE COST</b>	425	7	(64)	368	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
370	<b>NET COST OF SERVICE</b>	425	7	(64)	368	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
370	<b>TOTAL NET EXPENDITURE</b>	425	7	(64)	368	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of Budget to Croydon Design Service (see RED 6.5)						(64)
						(64)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(64)</b>

**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 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1900Q	Communities And Policy	1,088	16	(914)	190	(83)
	<b>TOTAL NET SPEND</b>	1,088	16	(914)	190	(83)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Communities And Policy	10.5	15.0	4.5
<b>TOTAL FTE STAFF</b>	10.5	15.0	4.5



COST CENTRE: C1900P

FORECAST 2019/20  £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
986	Employees	824	16	22	862	5
5	Premises related expenditure	-	-	-	-	n/a
2,190	Supplies and Services	16	-	-	16	-
350	Third Party Payments	2,290	-	57	2,347	2
-	Transfer Payments	122	-	(122)	-	(100)
1	Transport related expenditure	-	-	-	-	n/a
(56)	Recharges from other services	-	-	-	-	n/a
3,476	<b>TOTAL EXPENDITURE</b>	3,252	16	(43)	3,225	(1)
(60)	Government Grants	-	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(682)	Recharges to other services	(480)	-	(38)	(518)	8
(745)	<b>TOTAL INCOME</b>	(480)	-	(38)	(518)	8
2,731	<b>NET CONTROLLABLE COST</b>	2,772	16	(81)	2,707	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	-	576	-
(2,260)	Corporate support services bought in	(2,260)	-	(833)	(3,093)	37
(1,684)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,684)	-	(833)	(2,517)	49
1,047	<b>NET COST OF SERVICE</b>	1,088	16	(914)	190	(83)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,047	<b>TOTAL NET EXPENDITURE</b>	1,088	16	(914)	190	(83)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(81)
<u>Other resource changes</u>						(833)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(914)</b>

**RESOURCES  
STRATEGY AND PARTNERSHIPS  
COMMUNITIES AND POLICY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1900Q**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
986	Employees	824	16	22	862	5
5	Premises related expenditure	-	-	-	-	n/a
2,190	Supplies and Services	16	-	-	16	-
350	Third Party Payments	2,290	-	57	2,347	2
-	Transfer Payments	122	-	(122)	-	(100)
1	Transport related expenditure	-	-	-	-	n/a
(56)	Recharges from other services	-	-	-	-	n/a
3,476	<b>TOTAL EXPENDITURE</b>	3,252	16	(43)	3,225	(1)
(60)	Government Grants	-	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(682)	Recharges to other services	(480)	-	(38)	(518)	8
(745)	<b>TOTAL INCOME</b>	(480)	-	(38)	(518)	8
2,731	<b>NET CONTROLLABLE COST</b>	2,772	16	(81)	2,707	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	-	576	-
(2,260)	Corporate support services bought in	(2,260)	-	(833)	(3,093)	37
(1,684)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,684)	-	(833)	(2,517)	49
1,047	<b>NET COST OF SERVICE</b>	1,088	16	(914)	190	(83)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,047	<b>TOTAL NET EXPENDITURE</b>	1,088	16	(914)	190	(83)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Maintain vacancy in communities team						(40)
Effective Corporate Centre						(17)
Supplies and services reduction						(24)
						(81)
<u>Other resource changes</u>						
Increase in Corporate Services Bought In						(833)
						(833)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(914)</b>

## HOUSING REVENUE ACCOUNT

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## HOUSING REVENUE ACCOUNT

## DEPARTMENT OVERVIEW

### KEY SERVICE TARGETS / PRIORITIES FOR 2020/21

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 2018/19 £000	ORIGINAL 2019/20 £000	FORECAST 2019/20 £000	BUDGET 2020/21 £000	% CHANGE %
Employees	16,288	<b>14,358</b>	13,935	<b>13,977</b>	0
Premises related expenditure	22,623	<b>24,199</b>	17,840	<b>18,904</b>	6
Supplies and Services	4,403	<b>2,352</b>	2,974	<b>2,511</b>	(16)
Third Party Payments	478	<b>407</b>	349	<b>407</b>	17
Transfer Payments	658	<b>156</b>	679	<b>156</b>	(77)
Transport related expenditure	42	<b>33</b>	37	<b>29</b>	(22)
Capital Charges	31,929	<b>36,721</b>	36,694	<b>35,776</b>	(3)
Intangible Charges		<b>128</b>	128	<b>59</b>	(54)
REFCUS		<b>180</b>	180	<b>180</b>	-
Corporate support services bought in	7,101	<b>6,705</b>	6,705	<b>6,705</b>	-
Recharges from other services	7,304	<b>6,376</b>	6,555	<b>9,347</b>	43
<b>TOTAL EXPENDITURE</b>	90,826	91,615	86,076	<b>88,051</b>	2
Government Grants		-	(45)	-	(100)
Other Grants, reimbursements and contributions	(203)	<b>(209)</b>	(143)	<b>(209)</b>	46
Customer and Client Receipts	(89,132)	<b>(89,579)</b>	(83,659)	<b>(85,771)</b>	3
Interest Receivable	(1)	<b>(20)</b>	-	<b>(20)</b>	n/a
Recharges to other services	(2,226)	<b>(1,807)</b>	(2,154)	<b>(2,051)</b>	(5)
<b>TOTAL INCOME</b>	(91,562)	<b>(91,615)</b>	(86,001)	<b>(88,051)</b>	2
<b>NET EXPENDITURE</b>	(736)	-	75	-	(100)
Contributions to / (from) Reserves		-		-	n/a
<b>CURRENT BUDGET</b>	-		-		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	(736)		75		

### TOP FINANCIAL RISKS 2019/20

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

## HOUSING REVENUE ACCOUNT

## DEPARTMENT SUMMARY

### CABINET MEMBER

Councillor Alison Butler	Cabinet Member for Homes and Regeneration
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### DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Guy Van Dichele	Executive Director of Health, Wellbeing and Adults	50193
Shifa Mustafa	Executive Director of Place	47575
Stephen Tate	Director - Growth, Employment and Regeneration and Growth Zone	47446
Yvonne Murray	Director - Housing Assessments & Solutions	61576
Steve Iles	Director - Public Realm (Safety - HRA only)	52821

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

### MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2019/20  £000's	DIVISION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(66,021)	Housing Assessment and Solutions	(66,683)	143	(1,337)	(67,877)	(2)
17,138	Council Homes, Districts and Regeneration	17,185	609	57	17,851	4
48,958	Directorate & Centralised Costs - HRA	49,498	5	523	50,026	1
75	<b>TOTAL NET SPEND</b>	-	757	(757)	-	-

### STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Assessment and Solutions	177.3	180.5	3.2
Council Homes, Districts and Regeneration	115.5	111.4	(4.1)
Directorate & Centralised Costs - HRA	2.6	2.0	(0.6)
<b>TOTAL FTE STAFF</b>	295.4	293.9	(1.5)

## HOUSING REVENUE ACCOUNT

## DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,935	Employees	14,358	257	(638)	13,977	(3)
17,840	Premises related expenditure	24,199	500	(5,795)	18,904	(22)
2,974	Supplies and Services	2,352	-	159	2,511	7
349	Third Party Payments	407	-	-	407	-
679	Transfer Payments	156	-	-	156	-
37	Transport related expenditure	33	-	(4)	29	(12)
6,555	Recharges from other services	6,376	-	2,971	9,347	47
42,369	<b>TOTAL EXPENDITURE</b>	47,881	757	(3,307)	45,331	(5)
(45)	Government Grants	-	-	-	-	n/a
(143)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(83,659)	Customer and Client Receipts	(89,579)	-	3,808	(85,771)	(4)
-	Interest Receivable	(20)	-	-	(20)	-
(2,154)	Recharges to other services	(1,807)	-	(244)	(2,051)	14
(86,001)	<b>TOTAL INCOME</b>	(91,615)	-	3,564	(88,051)	(4)
(43,632)	<b>NET CONTROLLABLE COST</b>	(43,734)	757	257	(42,720)	(2)
36,694	Capital Charges	36,721	-	(945)	35,776	(3)
128	Intangible Charges	128	-	(69)	59	(54)
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
43,707	<b>TOTAL UNCONTROLLABLE COST</b>	43,734	-	(1,014)	42,720	(2)
75	<b>NET COST OF SERVICE</b>	-	757	(757)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
75	<b>TOTAL NET EXPENDITURE</b>	-	757	(757)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						2,537
Strategic budget - agreed additional income / savings						(2,413)
Other resource changes						(881)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(757)</b>

# HOUSING REVENUE ACCOUNT - HOUSING ASSESSMENT AND SOLUTIONS

## DIVISION SUMMARY

### SERVICE DESCRIPTION

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

#### Income to the Housing Revenue Account

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

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

#### Service Development

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

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

#### Income and Lettings

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

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

#### Tenancy and Neighbourhood Services

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

#### Housing Solutions

Responsible for the housing and transfer registers, and allocation of social housing (including registered social landlords). It promotes home ownership (right to buy, 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 the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice or enforcement

### MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Assessment and Solutions	(66,682)	143	(1,337)	(67,876)	2
	<b>TOTAL NET SPEND</b>	<b>(66,682)</b>	<b>143</b>	<b>(1,337)</b>	<b>(67,876)</b>	<b>2</b>

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Housing Assessment and Solutions - HRA	177.3	180.5	3.2
<b>TOTAL FTE STAFF</b>	<b>177.3</b>	<b>180.5</b>	<b>3.2</b>

**HOUSING REVENUE ACCOUNT  
HOUSING ASSESSMENT AND SOLUTIONS**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C2420P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,290	Employees	7,127	140	(350)	6,917	(3)
4,851	Premises related expenditure	11,311	3	(5,805)	5,509	(51)
1,904	Supplies and Services	1,338	-	104	1,442	8
346	Third Party Payments	279	-	-	279	-
679	Transfer Payments	156	-	-	156	-
13	Transport related expenditure	14	-	(1)	13	(7)
2,952	Recharges from other services	2,945	-	1,078	4,023	37
18,035	<b>TOTAL EXPENDITURE</b>	23,170	143	(4,974)	18,339	(21)
-	Government Grants	-	-	-	-	n/a
(143)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(83,650)	Customer and Client Receipts	(89,579)	-	3,808	(85,771)	(4)
-	Interest Receivable	-	-	-	-	n/a
(263)	Recharges to other services	(64)	-	(171)	(235)	267
(84,056)	<b>TOTAL INCOME</b>	(89,852)	-	3,637	(86,215)	(4)
(66,021)	<b>NET CONTROLLABLE COST</b>	(66,682)	143	(1,337)	(67,876)	3
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(66,021)	<b>NET COST OF SERVICE</b>	(66,682)	143	(1,337)	(67,876)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(66,021)	<b>TOTAL NET EXPENDITURE</b>	(66,682)	143	(1,337)	(67,876)	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in HRA recharges budget following review of costs borne by General Fund						463
Reduction in Garage and Commercial property rent due to disposals						100
Removal of Thames Water commission as rate collection service is no longer provided by London Borough of Croydon						437
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
Capital receipts income to fund Right To Buy administration costs						(131)
Increase in rental income of 2.7%						(2,282)
						(2,413)
<u>Other resource changes</u>						
Staffing increments						76
						76
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,337)</b>



## 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 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P	Council Homes, Districts & Regeneration	15,804	592	63	16,459	4
C2130P	Safety - HRA	1,381	17	(6)	1,392	1
	<b>TOTAL NET SPEND</b>	17,185	609	57	17,851	5

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Council Homes, Districts & Regeneration	96.2	94.2	(2.0)
Safety - HRA	19.3	17.2	(2.1)
<b>TOTAL FTE STAFF</b>	115.5	111.4	(4.1)

**HOUSING REVENUE ACCOUNT  
PLACE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C2100N**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,268	Employees	5,857	112	(236)	5,733	(2)
11,928	Premises related expenditure	11,827	497	(90)	12,234	3
978	Supplies and Services	618	-	55	673	9
3	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
24	Transport related expenditure	19	-	(3)	16	(16)
794	Recharges from other services	559	-	404	963	72
18,995	<b>TOTAL EXPENDITURE</b>	18,904	609	130	19,643	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and c	-	-	-	-	n/a
(9)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,848)	Recharges to other services	(1,700)	-	(73)	(1,773)	4
(1,857)	<b>TOTAL INCOME</b>	(1,720)	-	(73)	(1,793)	4

17,138	<b>NET CONTROLLABLE COST</b>	17,184	609	57	17,850	4
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

17,138	<b>NET COST OF SERVICE</b>	17,184	609	57	17,850	4
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-	Contributions to / (from) Earmarked F	-	-	-	-	n/a
-	Contributions to / (from) Capital Rese	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of Exter	-	-	-	-	n/a
-	Contribution to / (from) General Balan	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

17,138	<b>TOTAL NET EXPENDITURE</b>	17,184	609	57	17,850	4
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
Strategic budget - agreed pressures / service demands	-
Strategic budget - agreed additional income / savings	-
Other resource changes	57
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>57</b>

**HOUSING REVENUE ACCOUNT - PLACE  
COUNCIL HOMES, DISTRICT AND REGENERATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C2125P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,279	Employees	4,965	95	(92)	<b>4,968</b>	0
11,901	Premises related expenditure	11,827	497	(90)	<b>12,234</b>	3
960	Supplies and Services	599	-	55	<b>654</b>	9
3	Third Party Payments	24	-	-	<b>24</b>	-
-	Transfer Payments	-	-	-	-	n/a
15	Transport related expenditure	10	-	-	<b>10</b>	-
282	Recharges from other services	99	-	263	<b>362</b>	266
17,440	<b>TOTAL EXPENDITURE</b>	17,524	592	136	<b>18,252</b>	4
-	Government Grants	-	-	-	-	n/a
(9)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	<b>(20)</b>	-
(1,848)	Recharges to other services	(1,700)	-	(73)	<b>(1,773)</b>	4
(1,857)	<b>TOTAL INCOME</b>	(1,720)	-	(73)	<b>(1,793)</b>	4
15,583	<b>NET CONTROLLABLE COST</b>	15,804	592	63	<b>16,459</b>	4
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
15,583	<b>NET COST OF SERVICE</b>	15,804	592	63	<b>16,459</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
15,583	<b>TOTAL NET EXPENDITURE</b>	15,804	592	63	<b>16,459</b>	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in recharges						63
						63
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>63</b>

**HOUSING REVENUE ACCOUNT  
SAFETY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C2130P**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
743	Employees	893	17	(144)	766	(14)
-	- Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	19	-	(1)	18	(5)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	(3)	6	(33)
462	Recharges from other services	460	-	142	602	31
1,232	<b>TOTAL EXPENDITURE</b>	1,381	17	(6)	1,392	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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
1,232	<b>NET CONTROLLABLE COST</b>	1,381	17	(6)	1,392	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,232	<b>NET COST OF SERVICE</b>	1,381	17	(6)	1,392	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,232	<b>TOTAL NET EXPENDITURE</b>	1,381	17	(6)	1,392	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(6)
Minor change within service						(6)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(6)</b>

**HOUSING REVENUE ACCOUNT  
DIRECTORATE & CENTRALISED COSTS**

**DIVISION SUMMARY**

**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N & C2700N	Directorate & Centralised Costs	49,498	5	523	50,026	1
	<b>TOTAL NET SPEND</b>	49,498	5	523	50,026	1

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2019/20 FTE STAFF	ORIGINAL BUDGET 2020/21 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	2.6	2.0	(0.6)
<b>TOTAL FTE STAFF</b>	2.6	2.0	(0.6)

**HOUSING REVENUE ACCOUNT  
DIRECTORATE & CENTRALISED COSTS**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C2400N + C2700N**

FORECAST 2019/20 £000's	DESCRIPTION	ORIGINAL BUDGET 2019/20 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2020/21 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,377	Employees	1,374	5	(52)	1,327	(3)
1,061	Premises related expenditure	1,061	-	100	1,161	9
92	Supplies and Services	396	-	-	396	-
-	- Third Party Payments	104	-	-	104	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
2,809	Recharges from other services	2,872	-	1,489	4,361	52
5,339	<b>TOTAL EXPENDITURE</b>	5,807	5	1,537	7,349	27
(45)	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)	-
(88)	<b>TOTAL INCOME</b>	(43)	-	-	(43)	-
5,251	<b>NET CONTROLLABLE COST</b>	5,764	5	1,537	7,306	27
36,694	Capital Charges	36,721	-	(945)	35,776	(3)
128	Intangible Charges	128	-	(69)	59	(54)
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
43,707	<b>TOTAL UNCONTROLLABLE COST</b>	43,734	-	(1,014)	42,720	(2)
48,958	<b>NET COST OF SERVICE</b>	49,498	5	523	50,026	1
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
48,958	<b>TOTAL NET EXPENDITURE</b>	49,498	5	523	50,026	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in HRA recharges budget following review of costs borne by General Fund						1,537
						1,537
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in revenue contribution to capital costs						(1,014)
						(1,014)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>523</b>

# CAPITAL PROGRAMME

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**Capital Programme Funding 2021/21 to 2022/23**

<b>Funding</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Total 2020/21 to 2022/23</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
ESFA	9,000	5,365	-	14,365
School Condition Funding	2,000	2,000	2,000	6,000
Disabled Facilities Grant	2,400	2,400	2,400	7,200
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	576	576	576	1,728
ECVP external funder	600	600		1,200
Borrowing	42,198	46,249	14,768	103,215
Borrowing - (RIF) - BXB and Affordable Homes	115,510	107,700	-	223,210
Borrowing - Asset Acquisition Fund	100,000	-	-	100,000
Borrowing - Growth Zone	15,000	36,000	32,000	83,000
<b>GENERAL FUND</b>	<b>301,546</b>	<b>209,690</b>	<b>60,544</b>	<b>571,780</b>
Major Repairs Allowance	12,506	21,209	21,209	54,924
HRA - Revenue Contribution	11,150	1,742	1,742	14,634
HRA - Use Of Reserves	3,295	4,000	4,000	11,295
GLA Funding of BxB Properties	3,500	5,200		8,700
Borrowing BxB Properties	5,250	7,800		13,050
<b>HRA FUNDING</b>	<b>35,701</b>	<b>39,951</b>	<b>26,951</b>	<b>102,603</b>
<b>TOTAL FUNDING</b>	<b>337,247</b>	<b>249,641</b>	<b>87,495</b>	<b>674,383</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>DRAFT CAPITAL PROGRAMME</b>				
<b>Description</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Total 2020/21 to 2022/23</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Angel Lodge conversion to MHO	100	0	0	100
Disabled Facilities Grant	2,400	2,400	2,400	7,200
Provider Services - Extra Care	500	-	0	500
<b>Health, Wellbeing and Adults</b>	<b>3,000</b>	<b>2,400</b>	<b>2,400</b>	<b>7,800</b>
Education - Fixed Term Expansions	59	90	0	149
Education - Fire Safety Works	1,000	0	0	1,000
Education - Major Maintenance	2,882	2,000	2,000	6,882
Education - Miscellaneous	1,444	228	0	1,672
Education - Permanent Expansion	1,091	959	0	2,050
Education - Secondary Estate	0	0	0	0
Education - SEN	18,807	8,568	0	27,375
<b>Children, Families and Education Sub Total</b>	<b>25,283</b>	<b>11,845</b>	<b>2,000</b>	<b>39,128</b>
Affordable Homes programme	40,000	0	0	40,000
RIF - Brick by Brick Borrowing	75,510	107,700	0	183,210
Community Ward Budgets	576	576	576	1,728
Devolution initiatives	912	912	912	2,736
Electric Vehicle Charging Points - Council Element	2,400	2,400	0	4,800
Empty Homes Grants	500	500	500	1,500
Feasibility Fund	330	330	330	990
Fiveways junction	0	3,000	2,000	5,000
Growth Zone	15,000	36,000	32,000	83,000
Grounds Maintenance Insourced Equipment	1,500	0	0	1,500
Highways - Maintenance Programme	6,000	6,000	6,000	18,000
Highways - Maintenance Programme	567	567	567	1,701
Highways - flood water management	565	535	505	1,605
Highways - bridges and highways structures	575	9,950	800	11,325
Highways - Tree works	299	179	179	657
Libraries Investment	650	1,500	0	2,150
Neighbourhood Support Safety Measures	50	0	0	50
New Addington wellbeing centre	3,000	12,000	0	15,000
Sustainability Programme	2,500	2,500	2,500	7,500
Parking	2,825	475	475	3,775
Safety - Digital Upgrade of CCTV	250	0	0	250
SEN Transport	1,460	0	0	1,460
TFL - LIP	2,462	2,000	2,000	6,462
Walking and cycling strategy	750	0	0	750
Waste and Recycling - Don't Mess with Croydon	768	0	0	768
<b>Place sub-total</b>	<b>159,449</b>	<b>187,124</b>	<b>49,344</b>	<b>395,917</b>
Asset Acquisition Fund	100,000	0	0	100,000
Corporate Property	2,000	2,000	2,000	6,000
ICT Refresh & Transformation	6,200	4,800	4,800	15,800
People ICT Programme	2,014	1,521	0	3,535
Uniform ICT upgrade	3,600	0	0	3,600
<b>Resources sub-total</b>	<b>113,814</b>	<b>8,321</b>	<b>6,800</b>	<b>128,935</b>
<b>General Fund</b>	<b>301,546</b>	<b>209,690</b>	<b>60,544</b>	<b>571,780</b>
Major Repairs and Improvements Programme	26,771	26,771	26,771	80,313
Special Transfer Payments	180	180	180	540
BxB Properties transferring to LBC funded GF and HRA	8,750	13,000	0	21,750
<b>HRA Total</b>	<b>35,701</b>	<b>39,951</b>	<b>26,951</b>	<b>102,603</b>
<b>Capital Programme Total</b>	<b>337,247</b>	<b>249,641</b>	<b>87,495</b>	<b>674,383</b>