

CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2018/19

**Appendix B
Cabinet, 26th February 2018**

REVENUE BUDGET SUMMARY

CONTENTS

| | Page |
|---------------------------------------|--------------------|
| REVENUE BUDGET SUMMARY | |
| General Fund Summary | RS1 |
| Subjective Analysis | RS2 |
| Analysis of Central Support Recharges | RS3 |
| Departmental Gross Expenditure | RS4 |
| Departmental Net Expenditure | RS5 |
| Analysis of Income and Expenditure | RS6 |
| | |
| PEOPLE | PD0 - PED 8.4 |
| | |
| PLACE | PL0 - PL 9.7 |
| | |
| RESOURCES | REDS0 - RED 7.6 |
| | |
| CHIEF EXECUTIVES | CED0 - CED 1.7 |
| | |
| HRA | HRAS0 - HRA 3.2 |
| | |
| CAPITAL | CP1 - CP2 |

REVENUE BUDGET SUMMARY

GENERAL FUND SUMMARY

| ACTUAL 2016/17 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) |
|-----------------------------|--|--|--|---|--|-------------------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | SERVICE BUDGETS | | | | | |
| 193,332 | People Department | 191,858 | 2,342 | 13,651 | 207,851 | 8 |
| 49,640 | Place Department | 46,871 | 1,093 | 169 | 48,133 | 3 |
| 30,769 | Resources Department | 34,143 | 934 | (9,547) | 25,530 | (25) |
| 1,479 | Chief Executive Department | - | 60 | 498 | 558 | - |
| 2,144 | Contribution to Provision for Doubtful Debts | 180 | - | - | 180 | - |
| | Pension Contribution | 8,097 | - | - | 8,097 | - |
| | National Insurance Changes | 1,434 | - | (1,434) | - | (100) |
| 332 | Carbon Credits | 255 | - | - | 255 | - |
| | Apprentice Levy | 600 | - | - | 600 | - |
| | Community Initiative Fund | | | 650 | 650 | - |
| | Contracts Review | (2,000) | - | - | (2,000) | - |
| 277,696 | NET COST OF SERVICES | 281,438 | 4,429 | 3,987 | 289,854 | 3 |
| (22,488) | Core Grants | (16,317) | | (11,269) | (27,586) | 69 |
| 1,174 | Contingency | 1,000 | | - | 1,000 | - |
| | People Department Contingency | | | 1,000 | 1,000 | - |
| | Levies from Other Bodies | | | | | - |
| 268 | Environment Agency | 272 | | - | 272 | - |
| 337 | Lee Valley Regional Park Authority | 407 | | - | 407 | - |
| 375 | London Boroughs Grants Committee | 329 | | (45) | 284 | (14) |
| 432 | London Pensions Fund Authority | 438 | | - | 438 | - |
| (4,915) | Interest and Investment Income | (5,971) | | | (5,971) | - |
| 18,664 | Interest Payable | 20,054 | | 1,000 | 21,054 | 5 |
| 271,543 | NET OPERATING EXPENDITURE | 281,650 | 4,429 | (5,326) | 280,752 | (0) |
| | APPROPRIATIONS | | | | | |
| 11,608 | Contributions to / (from) Earmarked Reserves | - | | | | - |
| 7,487 | Provision for Repayment of External Loans | (16,460) | | 2,688 | (13,772) | (16) |
| (85,313) | REFCUS | (2,100) | | - | (2,100) | - |
| 54,913 | Deferred / Intangible Charges Written Off | (4,540) | | 1,858 | (2,682) | (41) |
| 50 | Contribution to / (from) General Balances | - | | 4,700 | 4,700 | - |
| 260,288 | BUDGET REQUIREMENT | 258,550 | 4,429 | 3,920 | 266,898 | (57) |
| | FINANCED BY | | | | | |
| 46,802 | Revenue Support Grant | 32,577 | | (32,577) | - | - |
| 4,032 | Collection Fund surplus / (deficit) | 3,652 | | 5,116 | 8,768 | 140 |
| 33,232 | Business Rates Top Up Grant | 31,956 | | (19,210) | 12,746 | (60) |
| 32,732 | Business Rates Income | 35,306 | | 42,719 | 78,025 | 121 |
| 143,490 | Council Tax - Band D Equivalent | 155,059 | | 12,300 | 167,359 | 8 |
| 260,288 | TOTAL FINANCING | 258,550 | - | 8,348 | 266,898 | 3 |
| | COUNCIL TAX SUMMARY | | | | | |
| | London Borough of Croydon | | 2017/18 Band D Equivalent £.pp | 2018/19 Band D Equivalent £.pp | | Change Band D Equivalent % |
| | Adult Social Care Levy | | 1,218.94 | 1,257.18 | 156,696 | 2.99% |
| | Greater London Authority | | 59.97 | 85.55 | 10,663 | 2.00% |
| | | | 280.02 | 294.23 | 36,673 | 5.07% |
| 0 | | | 1,558.93 | 1,636.96 | 204,032 | 5.01% |

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

| ACTUAL 2016/17 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) |
|-----------------------------|--|--|--|------------------------|--|--------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | EXPENDITURE | | | | | |
| 225,157 | Employees | 142,093 | 2,606 | 11,320 | 156,019 | 10 |
| 74,086 | Premises related expenditure | 30,735 | 96 | 2,902 | 33,733 | 10 |
| 155,776 | Supplies and Services | 33,499 | 93 | 18,122 | 51,714 | 54 |
| 163,229 | Third Party Payments | 197,884 | 1,595 | (5,095) | 194,384 | (2) |
| 263,950 | Transfer Payments | 360,375 | 105 | (3,252) | 357,228 | (1) |
| 9,378 | Transport related expenditure | 6,771 | 61 | 2,531 | 9,363 | 38 |
| 24,389 | Capital Charges | 23,239 | - | (2,687) | 20,552 | (12) |
| 3,717 | Deferred/Intangible Charges | 4,540 | - | (1,858) | 2,682 | (41) |
| 85,311 | REFCUS | 2,100 | - | - | 2,100 | - |
| 35,915 | Corporate support services bought in | (6,703) | - | (2) | (6,705) | 0 |
| 65,483 | Recharges from other services | 33,046 | - | (1,570) | 31,476 | (5) |
| 1,106,391 | TOTAL EXPENDITURE | 827,579 | 4,556 | 20,411 | 852,546 | 3 |
| | INCOME | | | | | |
| (469,166) | Government Grants | (413,141) | - | (3,658) | (416,799) | 1 |
| (103,332) | Other Grants, reimbursements and contributions | (24,243) | - | (3,386) | (27,629) | 14 |
| (95,981) | Customer and Client Receipts | (71,556) | (127) | (1,613) | (73,296) | 2 |
| (96,555) | Interest Receivable | (28) | - | - | (28) | - |
| (37,959) | Recharges to other services | (37,173) | - | (7,767) | (44,940) | 21 |
| (802,993) | TOTAL INCOME | (546,141) | (127) | (16,424) | (562,692) | 3 |
| 303,398 | NET EXPENDITURE | 281,438 | 4,429 | 3,987 | 289,854 | 3 |

STAFF ESTABLISHMENT NUMBERS

| DESCRIPTION | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN 2018/19 FTE STAFF |
|------------------------|--|--|--------------------------------------|
| People | 1,562.4 | 1,542.4 | (20.0) |
| Place | 578.9 | 603.5 | 24.5 |
| Resources | 886.2 | 877.2 | (9.0) |
| Chief Executive | 43.9 | 53.4 | 9.5 |
| TOTAL FTE STAFF | 3,071.4 | 3,076.4 | 5.0 |

REVENUE BUDGET SUMMARY

CORPORATE SUPPORT SERVICES BOUGHT IN

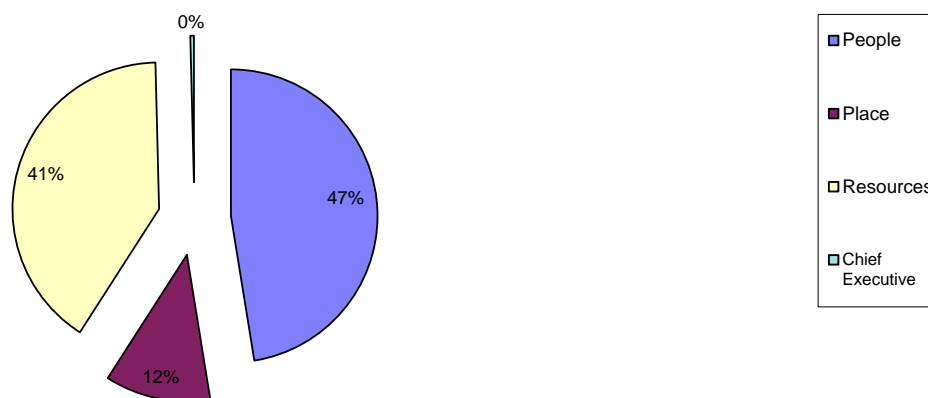
| DESCRIPTION | People | Place | Central Departments - Chief Executives & Resources | HRA | TOTAL |
|--|---------------|--------------|---|--------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Financial Services | 929 | 271 | 84 | 200 | 1,484 |
| Treasury and Pensions | 190 | 38 | 12 | 28 | 268 |
| Governance | 629 | 183 | 57 | 135 | 1,004 |
| Insurance, Risk & CPO | 764 | 224 | 70 | 63 | 1,121 |
| Asset Management & Estates | 628 | 183 | 56 | 135 | 1,002 |
| HR & Finance Service Centre | 1,435 | 718 | 351 | 396 | 2,900 |
| Facilities Management | 5,566 | 2,155 | 1,477 | 1,239 | 10,437 |
| Strategy and Performance | 64 | 18 | 6 | 13 | 101 |
| Procurement and Commissioning | 503 | 161 | 50 | 118 | 832 |
| Commissioning, Commercialism and Improvement | 629 | 109 | (61) | 253 | 930 |
| Exchequer | (25) | (33) | (3) | (17) | (78) |
| Contact Centre | 699 | 1,457 | 229 | 318 | 2,703 |
| Communications and Engagement | 138 | 40 | 12 | 30 | 220 |
| Information Communication Technology | 6,827 | 2,644 | 1,812 | 1,666 | 12,949 |
| Transformation | 190 | 55 | 17 | 41 | 303 |
| Business Support | 3,355 | 338 | 135 | 168 | 3,996 |
| HR Consultancy | 1,086 | 422 | 287 | 242 | 2,037 |
| Total | 23,607 | 8,983 | 4,591 | 5,028 | 42,209 |

REVENUE BUDGET SUMMARY

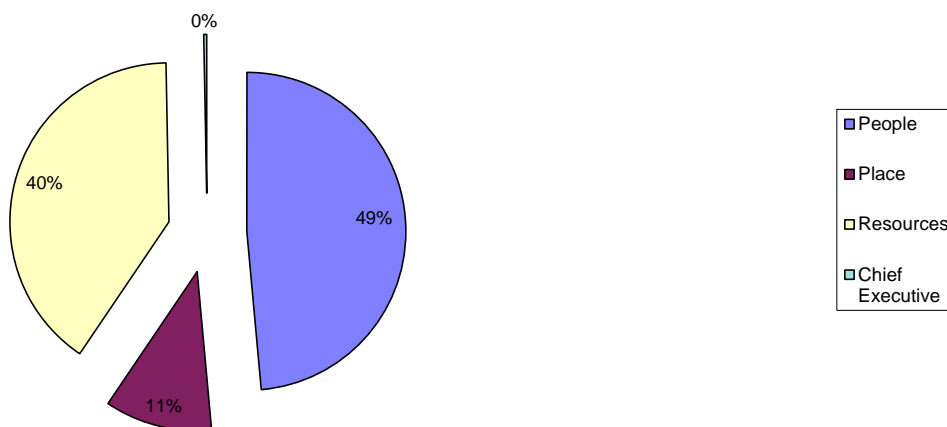
DEPARTMENTAL GROSS EXPENDITURE

| ACTUAL 2016/17 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) |
|-----------------------------|--|--|--|------------------------|--|--------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | SERVICE BUDGETS | | | | | |
| 584,902 | People | 392,661 | 2,392 | 18,552 | 413,605 | 5 |
| 116,736 | Place | 96,298 | 1,139 | (4,411) | 93,026 | (3) |
| 397,980 | Resources | 326,769 | 965 | 7,835 | 335,569 | 3 |
| 4,297 | Chief Executive Department | 3,285 | 60 | (781) | 2,564 | (22) |
| 2,144 | Contribution to Provision for Doubtful Debts | 180 | - | - | 180 | - |
| - | National Insurance Changes | 1,434 | - | (1,434) | - | (100) |
| - | Pensions Contribution | 8,097 | - | - | 8,097 | - |
| 332 | Carbon Credits | 255 | - | - | 255 | - |
| - | Apprentice Levy | 600 | - | - | 600 | - |
| - | Contracts Review | (2,000) | - | - | (2,000) | - |
| - | Community Initiative Fund | | | 650 | 650 | |
| 1,106,391 | GROSS DEPARTMENTAL COST OF SERVICE | 827,579 | 4,556 | 20,411 | 852,546 | 3 |

2017/18 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



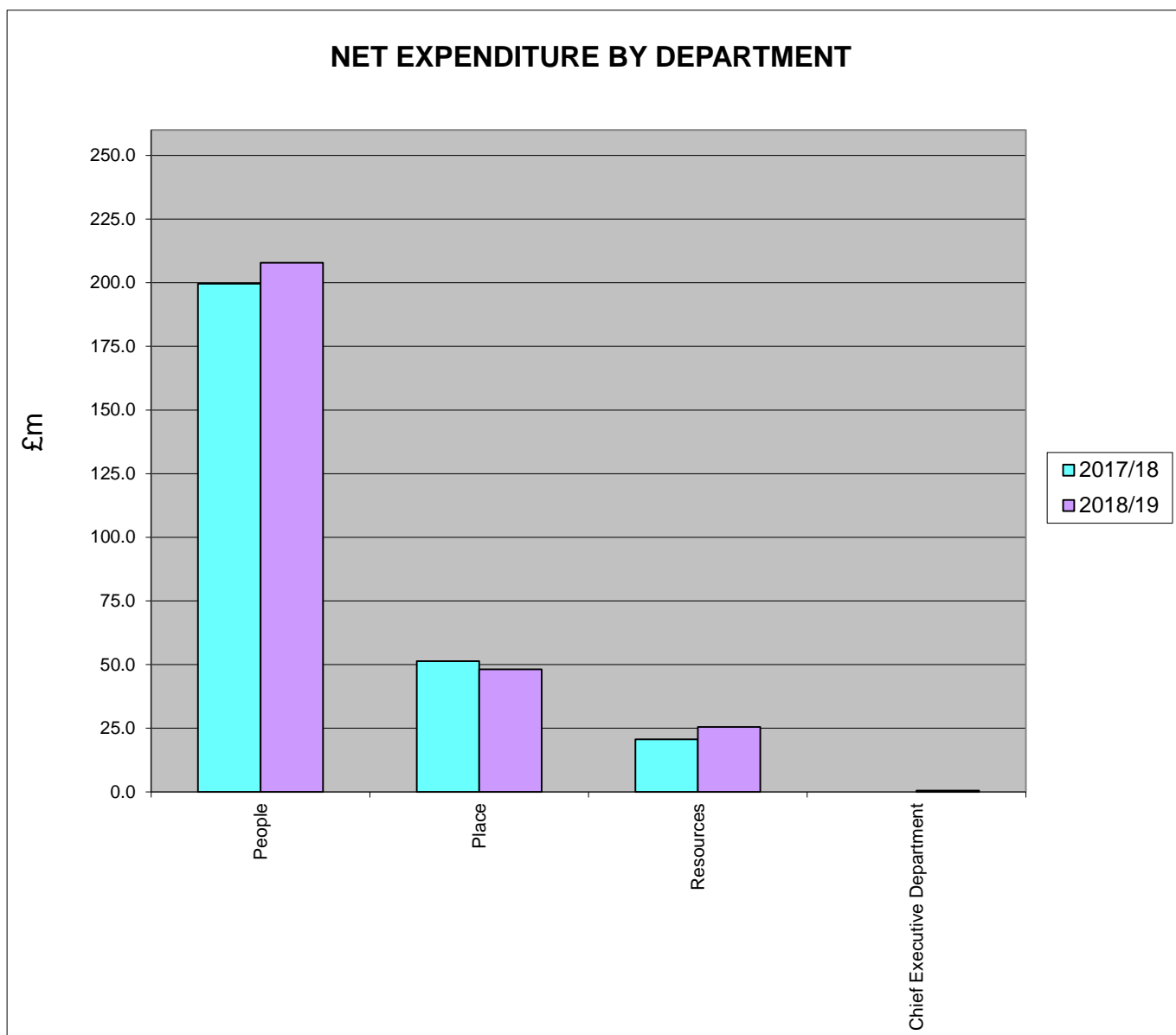
2018/19 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

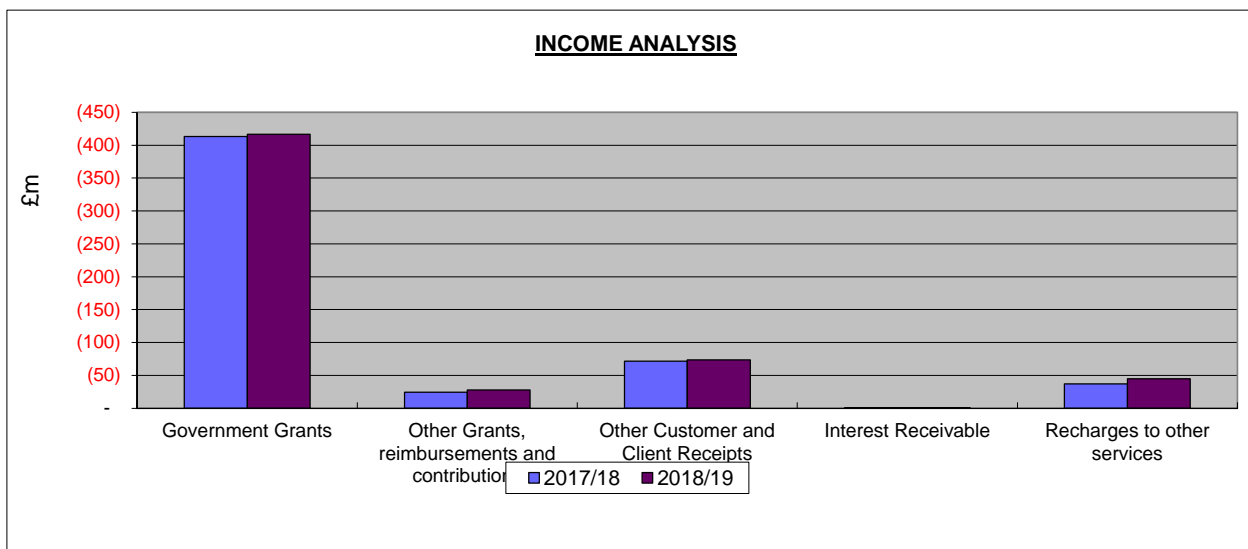
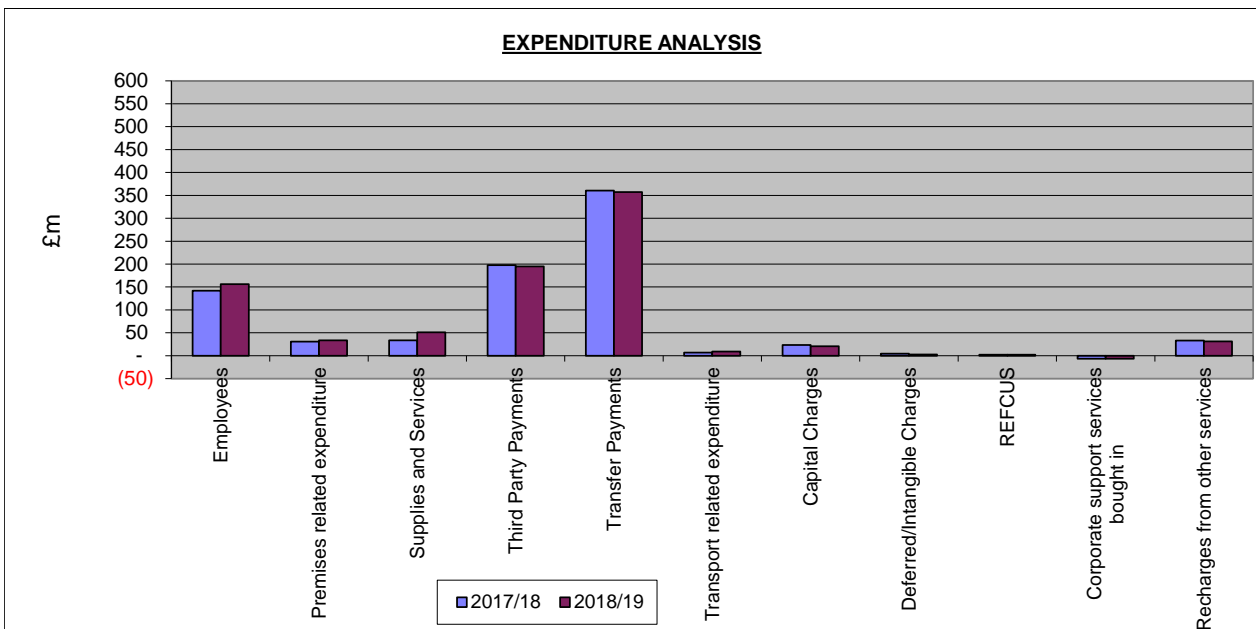
| ACTUAL 2016/17 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) |
|---------------------------------|--|--|--|------------------------|--|--------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | SERVICE BUDGETS | | | | | |
| 204,090 | People | 199,630 | 2,342 | 5,878 | 207,850 | 4 |
| 54,057 | Place | 51,376 | 1,093 | (4,336) | 48,133 | (6) |
| 41,030 | Resources | 20,685 | 934 | 3,912 | 25,531 | 23 |
| 1,745 | Chief Executive Department | 1,181 | 60 | (683) | 558 | (53) |
| 2,144 | Contribution to Provision for Doubtful Debts | 180 | - | - | 180 | - |
| - | National Insurance Changes | 1,434 | - | (1,434) | - | (100) |
| - | Pensions Contribution | 8,097 | - | - | 8,097 | - |
| 332 | Carbon Credits | 255 | - | - | 255 | - |
| - | Apprentice Levy | 600 | - | - | 600 | - |
| - | Contracts Review | (2,000) | - | - | (2,000) | - |
| | Community Initiative Fund | - | | 650 | 650 | 100 |
| 303,398 | NET COST OF SERVICES | 281,438 | 4,429 | 3,987 | 289,854 | 3 |



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

| ACTUAL 2016/17 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) |
|-----------------------------|--|--|--|------------------------|--|--------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | EXPENDITURE | | | | | |
| 225,157 | Employees | 142,093 | 2,606 | 11,319 | 156,018 | 10 |
| 74,086 | Premises related expenditure | 30,735 | 96 | 2,902 | 33,733 | 10 |
| 155,776 | Supplies and Services | 33,499 | 93 | 17,473 | 51,065 | 52 |
| 163,229 | Third Party Payments | 197,884 | 1,595 | (5,095) | 195,034 | (1) |
| 263,950 | Transfer Payments | 360,375 | 105 | (3,252) | 357,228 | (1) |
| 9,378 | Transport related expenditure | 6,771 | 61 | 2,531 | 9,363 | 38 |
| 24,389 | Capital Charges | 23,239 | - | (2,687) | 20,552 | (12) |
| 3,717 | Deferred/Intangible Charges | 4,540 | - | (1,858) | 2,682 | (41) |
| 85,311 | REFCUS | 2,100 | - | - | 2,100 | - |
| 35,915 | Corporate support services bought in | (6,703) | - | (2) | (6,705) | 0 |
| 65,483 | Recharges from other services | 33,046 | - | (1,570) | 31,476 | (5) |
| 1,106,391 | TOTAL EXPENDITURE | 827,579 | 4,556 | 19,761 | 852,546 | 3 |
| | INCOME | | | | | |
| (469,166) | Government Grants | (413,141) | - | (3,658) | (416,799) | 1 |
| (103,332) | Other Grants, reimbursements and contributions | (24,243) | - | (3,386) | (27,629) | 14 |
| (95,981) | Other Customer and Client Receipts | (71,556) | (127) | (1,613) | (73,296) | 2 |
| (96,555) | Interest Receivable | (28) | - | - | (28) | - |
| (37,959) | Recharges to other services | (37,173) | - | (7,767) | (44,940) | 21 |
| (802,993) | TOTAL INCOME | (546,141) | (127) | (16,424) | (562,692) | 3 |
| 303,398 | NET EXPENDITURE | 281,438 | 4,429 | 3,337 | 289,854 | 3 |



PEOPLE

CONTENTS

| | Page |
|--|----------|
| DEPARTMENT OVERVIEW | PD1 |
| DEPARTMENT SUMMARY | PD2 |
| DEPARTMENT SUBJECTIVE SUMMARY | PD3 |
| DIVISION AND SERVICE REVENUE BUDGETS | |
| EARLY HELP AND CHILDREN'S SOCIAL CARE | PED 1.1 |
| Early Help And Children'S Social Care Summary | PED 1.2 |
| Safeguarding and Looked After Children Quality Assurance | PED 1.3 |
| Early Help and Children's Social Care Directorate | PED 1.4 |
| Assessment and Care Planning Service | PED 1.5 |
| Looked After Children and Resources | PED 1.6 |
| Early Help and MASH | PED 1.7 |
| Children's Integrated Commissioning | PED 1.8 |
| Targeted Services | PED 1.9 |
| EDUCATION AND YOUTH ENGAGEMENT | PED 2.1 |
| Education And Youth Engagement Summary | PED 2.2 |
| Education and Youth Engagement Directorate | PED 2.3 |
| Place Planning Admissions and Learning Access | PED 2.4 |
| Education Commission & Post-16 Participation | PED 2.5 |
| Standards Safeguarding & Youth Engagement | PED 2.6 |
| 0-25 SEND Service Special Education GF | PED 2.7 |
| 0-25 SEND Service DSG Block | PED 2.8 |
| PEOPLE DIRECTORATE | PED 3.1 |
| People Directorate Summary | PED 3.2 |
| GATEWAY AND WELFARE | PED 4.1 |
| Gateway and Welfare Summary | PED 4.2 |
| Enabling and Welfare | PED 4.3 |
| Bereavement | PED 4.4 |
| Gateway and Welfare Services Directorate | PED 4.5 |
| Emergency Accommodation | PED 4.6 |
| Gateway and Welfare Service Improvements | PED 4.7 |
| ADULT SOCIAL CARE AND ALL-AGE DISABILITY | PED 5.1 |
| Adult Social Care and All-Age Disability Summary | PED 5.2 |
| 0-25 SEND Service CWD | PED 5.3 |
| Adult Social Care and All-Age Disability Directorate | PED 5.4 |
| Adult Safeguarding and Quality Assurance | PED 5.5 |
| Disability Commissioning and Brokerage | PED 5.6 |
| 25-65 Disability | PED 5.7 |
| Transformation and Clienting | PED 5.8 |
| Adult Mental Health Social Care | PED 5.9 |
| Day and Employment Services | PED 5.10 |
| OBC Commissioning | PED 5.11 |
| OBC Provider Services - Social Care | PED 5.12 |
| HOUSING NEED | PED 6.1 |
| Housing Need Summary | PED 6.2 |
| Housing Renewal | PED 6.3 |
| Service Development | PED 6.4 |
| Housing Need Directorate | PED 6.5 |
| Temporary Accommodation and Housing Solutions | PED 6.6 |
| Garage Commercial And Miscellaneous Properties Income | PED 6.7 |
| DSG - DEDICATED SCHOOLS GRANT | PED 7.1 |
| Dedicated Schools Budget | PED 7.2 |
| DSG Schools | PED 7.3 |
| PUBLIC HEALTH | PED 8.1 |
| Public Health Summary | PED 8.2 |
| Public Health Management | PED 8.3 |
| Public Health Contracts and Funding | PED 8.4 |

KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthen efficiencies. In particular:
- Deliver adult social care transformation, based on the principles of personalisation and demand management
 - Further strengthen the integration of health and care
 - Further develop joined up, preventative working across services through the further development of the Gateway approach
 - Develop and implement an Early Help strategy for children's services to provide support to children sooner and reduce demand on higher tariff services
2. Deliver the Independence Strategy and the promises therein, for example:
- Support communities to achieve their own aspirations by building on their own assets
 - Work with partners to tackle attitudes to domestic violence and child sexual exploitation
 - Use information, advice and guidance to more effectively help people to live independent and healthy lives
 - Continue to improve the proportion of schools judged good or better by OFSTED
 - Give children and better start in life through the implementation of the Early Provision
3. Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards. To improve outcomes for children through our targeted interventions.
4. To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and remain fitter and healthier for longer.

COST CENTRE: C1200N

| DESCRIPTION | ACTUAL 2016/17 £000 | ORIGINAL 2017/18 £000 | FORECAST 2017/18 £000 | BUDGET 2018/19 £000 | % CHANGE % |
|---|---------------------------|-----------------------------|-----------------------------|---------------------------|------------------|
| Employees | 156,792 | 68,980 | 57,156 | 74,651 | 31 |
| Premises related expenditure | 36,711 | 18,640 | 21,100 | 18,015 | (15) |
| Supplies and Services | 74,261 | 9,378 | 12,519 | 12,151 | (3) |
| Third Party Payments | 155,462 | 151,853 | 161,818 | 170,517 | 5 |
| Transfer Payments | 33,119 | 82,506 | 172,947 | 79,359 | (54) |
| Transport related expenditure | 70 | 489 | 160 | 250 | 56 |
| Capital Charges | 7,196 | 7,714 | 7,751 | 6,885 | (11) |
| Intangible Charges | 46 | - | - | - | n/a |
| REFCUS | 56,125 | 2,100 | 2,100 | 2,100 | - |
| Corporate support services bought in | 22,705 | 23,785 | 23,318 | 22,599 | (3) |
| Recharges from other services | 42,415 | 27,216 | 42,553 | 27,078 | (36) |
| TOTAL EXPENDITURE | 584,902 | 392,661 | 501,422 | 413,605 | (18) |
| Government Grants | (231,063) | (129,446) | (220,150) | (132,351) | (40) |
| Other Grants, reimbursements and contributions | (75,953) | (17,318) | (18,975) | (17,515) | (8) |
| Customer and Client Receipts | (53,212) | (35,664) | (40,852) | (38,556) | (6) |
| Interest Receivable | - | - | - | - | n/a |
| Recharges from other services | (20,584) | (10,603) | (10,490) | (17,332) | 65 |
| TOTAL INCOME | (380,812) | (193,031) | (290,467) | (205,754) | (29) |
| NET EXPENDITURE | 204,090 | 199,630 | 210,955 | 207,851 | (1) |
| Contributions to / (from) Reserves | (10,758) | - | (1,450) | - | (100) |
| CURRENT BUDGET | 183,344 | | 204,811 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | 9,988 | | 4,694 | | |

TOP FINANCIAL RISKS 2018/19

The changing social housing policy context continues to increase the pressure on the Housing Revenue Account (HRA) budget and could significantly alter the way the Council delivers housing services including the way it maintains and invests in existing Council stock, delivers a range of services on estates and our ability to invest in building new affordable homes.

The government's Welfare reforms, particularly the roll out of Universal Credit, impacts on the level of demand for housing need services including for Emergency and Temporary Accommodation. Financial pressure arises from the increased rate of rent arrears

CABINET MEMBER

| | |
|---------------------|--|
| Cllr Alisa Flemming | Cabinet Member for Children, Young People & Learning |
| Cllr Louisa Woodley | Cabinet Member for Families, Health and Social Care |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-----------------|--|----------|
| Barbara Peacock | Executive Director People Department | 60531 |
| Philip Segurolo | Director (interim) - Early Help and Children's Social Care | 88481 |
| David Butler | Director - Education and Youth Engagement | 65671 |
| Julia Pitt | Interim Director - Gateway and Welfare | 65636 |
| Guy Van Dichele | Interim Director - Adult Social Care and 0-65 Disability | 50193 |
| Pratima Solanki | Director - Adult Social Care and All-Age Disability | 65416 |
| Mark Meehan | Director - Housing Need | 65474 |
| Rachel Flowers | Director - Public Health | 65596 |

| COST CENTRE | DIVISION |
|-------------|--|
| C1210P | Early Help and Children's Social Care |
| C1220P | Education and Youth Engagement |
| C1245P | People Directorate |
| C1250P | Gateway and Welfare |
| C1410P | Adult Social Care and All-Age Disability |
| C1420P | Housing Need |
| C1215P | Dedicated Schools Grant (DSG) |
| C1662P | Public Health |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2017/18 £000's | DIVISION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|------------------------|--|-------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| 55,693 | Early Help and Children's Social Care | 50,194 | 731 | 9,434 | 60,359 | 20 |
| 11,936 | Education and Youth Engagement | 7,387 | 109 | (3,774) | 3,722 | (50) |
| 1,034 | People Directorate | 5,921 | 13 | (249) | 5,685 | (4) |
| 30,183 | Gateway and Welfare | 29,966 | 142 | (2,434) | 27,674 | (8) |
| 107,110 | Adult Social Care and All-Age Disability | 102,513 | 1,305 | 3,155 | 106,973 | 4 |
| 3,635 | Housing Need | 3,649 | 21 | (232) | 3,438 | (6) |
| (86) | Dedicated Schools Grant (DSG) | - | - | - | - | n/a |
| - | Public Health | - | 21 | (21) | - | n/a |
| 209,505 | TOTAL NET SPEND | 199,630 | 2,342 | 5,879 | 207,851 | 4 |

STAFF ESTABLISHMENT NUMBERS

| DIVISION | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE FTE STAFF |
|--|--|--|----------------------------------|
| Early Help and Children's Social Care | 481.1 | 496.3 | 15.2 |
| Education and Youth Engagement | 246.0 | 189.3 | (56.7) |
| People Directorate | 1.0 | 1.0 | - |
| Gateway and Welfare | 166.6 | 187.8 | 21.2 |
| Adult Social Care and All-Age Disability (AAD) | 618.1 | 616.8 | (1.3) |
| Housing Need | 28.4 | 28.3 | (0.1) |
| Dedicated Schools Grant (DSG) | - | - | - |
| Public Health | 21.2 | 22.9 | 1.8 |
| TOTAL FTE STAFF | 1,562.4 | 1,542.4 | (20.0) |

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Gateway and Welfare additional - 20.6 staff to fulfil requirements of the Homelessness Reduction Act; other staff changes with a net impact of 0.6 FTEs

Early Help and Children's Social Care - staff changes are due to a decrease of 19.2 FTE which transferred to Education and Youth Engagement, an increase of three new teams which consist of 21 FTE within the Care Planning team, an increase of 12 FTE within the Assessment Team, an increase of 3 FTE across Safeguarding and Targeted Services teams and a net decrease of 1.59 FTE within Early Help and Children's Social Care.

Education and Youth Engagement - transfer of 84.8 FTE to CALAT, growth of 10.4 FTE in 0-25 in SEND and other staff changes with a net impact of 5.8 FTE

Adult Social Care and AAD - 3.7 due to movement of Services from Gateway, less 5 posts transferred to Resources.

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 57,156 | Employees | 68,980 | 1,330 | 4,341 | 74,651 | 8 |
| 21,100 | Premises related expenditure | 18,640 | 4 | (629) | 18,015 | (3) |
| 12,519 | Supplies and Services | 9,378 | 9 | 2,764 | 12,151 | 30 |
| 161,818 | Third Party Payments | 151,853 | 944 | 17,720 | 170,517 | 12 |
| 172,947 | Transfer Payments | 82,506 | 105 | (3,252) | 79,359 | (4) |
| 160 | Transport related expenditure | 489 | - | (239) | 250 | (49) |
| 42,553 | Recharges from other services | 27,216 | - | (138) | 27,078 | (1) |
| 468,253 | TOTAL EXPENDITURE | 359,062 | 2,392 | 20,567 | 382,021 | 6 |
| (220,150) | Government Grants | (129,446) | - | (2,905) | (132,351) | 2 |
| (18,975) | Other Grants, reimbursements and contributions | (17,318) | - | (197) | (17,515) | 1 |
| (40,852) | Customer and Client Receipts | (35,664) | (50) | (2,842) | (38,556) | 8 |
| - | Interest Receivable | - | - | - | - | n/a |
| (10,490) | Recharges to other services | (10,603) | - | (6,729) | (17,332) | 63 |
| (290,467) | TOTAL INCOME | (193,031) | (50) | (12,673) | (205,754) | 7 |
| 177,786 | NET CONTROLLABLE COST | 166,031 | 2,342 | 7,894 | 176,267 | 6 |
| 7,751 | Capital Charges | 7,714 | - | (829) | 6,885 | (11) |
| - | Intangible Charges | - | - | - | - | n/a |
| 2,100 | REFCUS | 2,100 | - | - | 2,100 | - |
| 23,318 | Corporate support services bought in | 23,785 | - | (1,186) | 22,599 | (5) |
| 33,169 | TOTAL UNCONTROLLABLE COST | 33,599 | - | (2,015) | 31,584 | (6) |
| 210,955 | NET COST OF SERVICE | 199,630 | 2,342 | 5,879 | 207,851 | 4 |
| (1,450) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (1,450) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 209,505 | TOTAL NET EXPENDITURE | 199,630 | 2,342 | 5,879 | 207,851 | 4 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | 19,763 |
| Strategic budget - agreed additional income / savings | | | | | | (7,209) |
| Other resource changes | | | | | | (8,954) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 3,600 |

SERVICE DESCRIPTION

The Safeguarding and Looked after Children Quality Assurance Service has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked after Children. The Service co-ordinates the business management of the Local Safeguarding Children's Board ensuring that the Board's accountability in relation to multi-agency understanding of their responsibilities are fulfilled and that the appropriate action is taken where safeguarding concerns are raised. The Service is also responsible for the Learning and Development Service for Children's Social Care, and provides logistical support to the Safeguarding Board's training programmes. The Service further manages the implementation and maintenance of the electronic Children's Recording System throughout Children Social Care (CSC). The service contains the LADO function (Local Authority Designated Officer) whose purpose is to coordinate investigations where there are allegations of abuse by professionals working with children. The service has the lead function for the roll-out and implementation of new ways of working including for example the "Strengthening Families" systemic model and the Graded Care Profile targeting neglect. The Quality Assurance service has a key role to play in benchmarking quality and compliance with a range of local and national indicators that together underpin the quality of services to children, young people and their families.

The **Assessment and Care Planning Service** is responsible for the assessment and on-going care planning and support for all children in need, including children in need of protection, some looked after children and those subject to Court Proceedings. The Assessment Teams are employed to undertake assessments on new cases referred to Children's Social Care, including child protection investigations. The Care Planning Teams work with cases where children are on child protection plans and those who have longer term needs. These teams are responsible, in the main, for applications to court when children are assessed as requiring a Court Order for their protection. Moreover, they provide reports to the Court for private proceedings in relation to children. Other services within Assessment and Care Planning include Private Fostering and the Family Group Conferences.

The **Looked after Children and Resources** is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years, placed for adoption, cared for in fostering placements, residential homes, or placed with family and friends carers, and care leavers aged 18-25 years. Approximately 330 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector. The Service also includes the Fostering Service, supporting over 200 foster placements, and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults.

Early Help and MASH - there are a range of **Early Help** services for children, young people and families in Croydon; some of these are run by the Local Authority and some are commissioned by the Local Authority and delivered by local and national organisations. To support practitioners and agencies across the Borough, Croydon's Early Help Hub delivers access, advice and support for families and for professionals. Croydon's **MASH** (Multi-Agency Safeguarding Hub) brings together a range of partner agencies, and their data, and is the 'Front Door' for residents and children's practitioners who have concerns about a child or young person's welfare and where they believe a child has suffered or is at risk of suffering significant harm. Croydon's MASH includes: Children's Social Care, The Police, Health agencies, Probation, Early Help and the YOS. Through multi-agency information sharing the MASH make decisions and assessments on the most appropriate intervention, decisions and timescales depend on statutory need, child protection or Early Help.

Targeted Services - the services work with risky and vulnerable adolescents, as well as providing domestic abuse services. This includes two social work teams for young people (aged 13 years plus) who are experiencing difficulties at home and often display challenging behaviour. Sitting alongside these are a team that manages children who go missing and provide return home interviews. This team will also support and give advice on children who are being exploited, either sexually or criminally, they are also specialists in trafficking and processes around this. The Youth Offending Service is within Targeted Services, they offer a range of services including diversion from the system (for eligible first time offences), as well as supervising statutory court orders both within the community and in custody. This is a multi-agency service and includes the local authority, police, education, health, probation, substance misuse and housing. The gangs team also sits within this service. Domestic abuse services sit within the family justice centre providing help, support and advice to professionals as well as working directly with survivors of abuse.

Children's integrated commissioning, working on behalf of Croydon Council, oversees the commissioning and contract management of children's health services including health visiting, family nurse partnership, speech and language therapy, school nursing, weight management and open access counselling. Additionally, the service oversees Best Start commissioning and the Troubled Families programme. The service also leads the commissioning of all children's health services funded by the CCG (including CAMHS, hospital based acute paediatrics and children's community health services) and maternity services. It is held to account by the Joint Commissioning Executive (Council and CCG).

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|------------------------|--|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1210Q | Safeguarding and Looked after Children Quality Assurance | 3,014 | 44 | (770) | 2,288 | (24) |
| C1212Q | Early Help and Children's Social Care Directorate | 3,211 | 4 | 9,162 | 12,377 | 285 |
| C1214Q | Assessment and Care Planning Service | 8,843 | 140 | 971 | 9,954 | 13 |
| C1216Q | Looked after Children And Resources | 22,765 | 376 | 2,473 | 25,614 | 13 |
| C1218Q | Early Help and Mash | 6,044 | 88 | (2,238) | 3,894 | (36) |
| C1236Q | Children's Integrated Commissioning | 3,910 | 20 | (153) | 3,777 | (3) |
| C1260Q | Targeted Services | 2,407 | 59 | (11) | 2,455 | 2 |
| TOTAL NET SPEND | | 50,194 | 731 | 9,434 | 60,359 | 20 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|--|-----------------------------------|-----------------------------------|---------------------|
| Safeguarding and Looked after Children Quality Assurance | 41.1 | 38.1 | (3.0) |
| Early Help and Children's Social Care Directorate | 1.0 | 6.0 | 5.0 |
| Assessment and Care Planning Service | 138.6 | 147.0 | 8.4 |
| Looked after Children And Resources | 124.8 | 115.8 | (9.0) |
| Early Help and Mash | 172.7 | 104.2 | (68.5) |
| Children's Integrated Commissioning | 2.9 | 23.4 | 20.5 |
| Targeted Services | - | 61.8 | 61.8 |
| TOTAL FTE STAFF | 481.1 | 496.3 | 15.2 |

COST CENTRE: C1210P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 19,098 | Employees | 24,441 | 476 | 3,269 | 28,186 | 15 |
| 123 | Premises related expenditure | (98) | - | (12) | (110) | 12 |
| 3,978 | Supplies and Services | 2,997 | - | (22) | 2,975 | (1) |
| 35,225 | Third Party Payments | 33,413 | 256 | 12,960 | 46,629 | 40 |
| 24,737 | Transfer Payments | 25,416 | - | (343) | 25,073 | (1) |
| 54 | Transport related expenditure | 63 | - | - | 63 | - |
| 12,898 | Recharges from other services | 5,860 | - | (521) | 5,339 | (9) |
| 96,113 | TOTAL EXPENDITURE | 92,092 | 732 | 15,331 | 108,155 | 17 |
| (44,811) | Government Grants | (47,746) | - | 746 | (47,000) | (2) |
| (1,356) | Other Grants, reimbursements and contributions | (278) | - | 10 | (268) | (4) |
| 261 | Customer and Client Receipts | (52) | (1) | - | (53) | 2 |
| - | Interest Receivable | - | - | - | - | n/a |
| (3,635) | Recharges to other services | (3,715) | - | (6,404) | (10,119) | 172 |
| (49,541) | TOTAL INCOME | (51,791) | (1) | (5,648) | (57,440) | 11 |
| 46,572 | NET CONTROLLABLE COST | 40,301 | 731 | 9,683 | 50,715 | 26 |
| 232 | Capital Charges | 232 | - | (42) | 190 | (18) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 9,372 | Corporate support services bought in | 9,661 | - | (207) | 9,454 | (2) |
| 9,604 | TOTAL UNCONTROLLABLE COST | 9,893 | - | (249) | 9,644 | (3) |
| 56,176 | NET COST OF SERVICE | 50,194 | 731 | 9,434 | 60,359 | 20 |
| (483) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (483) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 55,693 | TOTAL NET EXPENDITURE | 50,194 | 731 | 9,434 | 60,359 | 20 |

PEOPLE
EARLY HELP AND CHILDREN'S SOCIAL CARE
SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1210Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,126 | Employees | 2,518 | 44 | (192) | 2,370 | (6) |
| 12 | Premises related expenditure | 11 | - | - | 11 | - |
| 613 | Supplies and Services | 358 | - | (90) | 268 | (25) |
| 6 | Third Party Payments | 188 | - | (73) | 115 | (39) |
| - | Transfer Payments | - | - | - | - | n/a |
| 4 | Transport related expenditure | 1 | - | - | 1 | - |
| 725 | Recharges from other services | 60 | - | - | 60 | - |
| 3,486 | TOTAL EXPENDITURE | 3,136 | 44 | (355) | 2,825 | (10) |
| (44) | Government Grants | (71) | - | 27 | (44) | (38) |
| (89) | Other Grants, reimbursements and contributions | (90) | - | - | (90) | - |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (741) | Recharges to other services | (741) | - | 338 | (403) | (46) |
| (874) | TOTAL INCOME | (902) | - | 365 | (537) | (40) |
| 2,612 | NET CONTROLLABLE COST | 2,234 | 44 | 10 | 2,288 | 2 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 756 | Corporate support services bought in | 780 | - | (780) | - | (100) |
| 756 | TOTAL UNCONTROLLABLE COST | 780 | - | (780) | - | (100) |
| 3,368 | NET COST OF SERVICE | 3,014 | 44 | (770) | 2,288 | (24) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,368 | TOTAL NET EXPENDITURE | 3,014 | 44 | (770) | 2,288 | (24) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Increase in staffing to deal with demand | | | | | | 133 |
| Growth for Advocacy contracts | | | | | | 60 |
| | | | | | | 193 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4) | | | | | | (106) |
| Funding for national insurance costs (PED 4.2) | | | | | | 17 |
| Allocation of corporate charges in year (PED 4.2) | | | | | | (24) |
| Movement in corporate charges and internal recharges | | | | | | (418) |
| Transfer of ICT budget to Care Planning Service (PED 1.5) | | | | | | (150) |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | | | | | | (282) |
| | | | | | | (963) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (770) |

COST CENTRE: C1212Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 591 | Employees | 328 | 4 | 567 | 899 | 174 |
| 3 | Premises related expenditure | (80) | - | - | (80) | - |
| 1,019 | Supplies and Services | 162 | - | - | 162 | - |
| 24 | Third Party Payments | 620 | - | (600) | 20 | (97) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 2,517 | Recharges from other services | 2,171 | - | 650 | 2,821 | 30 |
| 4,155 | TOTAL EXPENDITURE | 3,202 | 4 | 617 | 3,823 | 19 |
| - | Government Grants | - | - | - | - | n/a |
| (282) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (100) | Recharges to other services | (100) | - | (800) | (900) | 800 |
| (382) | TOTAL INCOME | (100) | - | (800) | (900) | 800 |
| 3,773 | NET CONTROLLABLE COST | 3,102 | 4 | (183) | 2,923 | (6) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 105 | Corporate support services bought in | 109 | - | 9,345 | 9,454 | 8,573 |
| 105 | TOTAL UNCONTROLLABLE COST | 109 | - | 9,345 | 9,454 | 8,573 |
| 3,878 | NET COST OF SERVICE | 3,211 | 4 | 9,162 | 12,377 | 285 |
| (122) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (122) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,756 | TOTAL NET EXPENDITURE | 3,211 | 4 | 9,162 | 12,377 | 285 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Increased demand in legal fees | | | | | | 500 |
| Increase in staffing to deal with demand | | | | | | 36 |
| | | | | | | 536 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of Heads of Service budgets to Early Help and Social Care Directorate (PED 1.3, 1.5, 1.6, 1.7 and 1.9) | | | | | | 530 |
| Movement in corporate charges and internal recharges | | | | | | 29 |
| Centralisation of corporate charges for Early Help and Children's Social Care | | | | | | 9,454 |
| Transfer of commissioning budgets to Children's Integrated Commissioning (PED 1.8) | | | | | | (600) |
| Children's Improvement funded by Reserves | | | | | | (784) |
| Other minor changes | | | | | | (3) |
| | | | | | | 8,626 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 9,162 |

COST CENTRE: C1214Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,826 | Employees | 6,596 | 140 | 2,877 | 9,613 | 46 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 28 | Supplies and Services | (124) | - | 151 | 27 | (122) |
| 932 | Third Party Payments | 228 | - | 120 | 348 | 53 |
| - | Transfer Payments | 75 | - | - | 75 | - |
| 2 | Transport related expenditure | 22 | - | - | 22 | - |
| 3,354 | Recharges from other services | 4 | - | - | 4 | - |
| 8,142 | TOTAL EXPENDITURE | 6,801 | 140 | 3,148 | 10,089 | 48 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (419) | Recharges to other services | (419) | - | 284 | (135) | (68) |
| (419) | TOTAL INCOME | (419) | - | 284 | (135) | (68) |

| | | | | | | |
|-------|------------------------------|-------|-----|-------|-------|----|
| 7,723 | NET CONTROLLABLE COST | 6,382 | 140 | 3,432 | 9,954 | 56 |
|-------|------------------------------|-------|-----|-------|-------|----|

| | | | | | | |
|-------|--------------------------------------|-------|---|---------|---|-------|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,389 | Corporate support services bought in | 2,461 | - | (2,461) | - | (100) |
| 2,389 | TOTAL UNCONTROLLABLE COST | 2,461 | - | (2,461) | - | (100) |

| | | | | | | |
|--------|----------------------------|-------|-----|-----|-------|----|
| 10,112 | NET COST OF SERVICE | 8,843 | 140 | 971 | 9,954 | 13 |
|--------|----------------------------|-------|-----|-----|-------|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|-------|-----|-----|-------|----|
| 10,112 | TOTAL NET EXPENDITURE | 8,843 | 140 | 971 | 9,954 | 13 |
|--------|------------------------------|-------|-----|-----|-------|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Increase in staffing to deal with demand | 2,631 |
| Growth for Pan London Drug and Alcohol Court Service (FDAC) contracts | 115 |
| | 2,746 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4) | (113) |
| Funding for national insurance costs (PED 4.2) | 50 |
| Allocation of corporate charges (PED 4.2) | (72) |
| Movement in corporate charges and internal recharges | (2,105) |
| Transfer of ICT budget from Safeguarding and Looked After Children Quality Assurance (PED 1.3) | 150 |
| Transfer of 4 consultant practitioners from Looked after Children and Resources (PED 1.6) | 219 |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | 96 |
| | (1,775) |
| TOTAL OTHER VARIATIONS IN RESOURCE | 971 |

COST CENTRE: C1216Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 5,309 | Employees | 6,565 | 120 | (248) | 6,437 | (2) |
| - | Premises related expenditure | 4 | - | (2) | 2 | (50) |
| 85 | Supplies and Services | 261 | - | (81) | 180 | (31) |
| 29,907 | Third Party Payments | 28,400 | 256 | 6,740 | 35,396 | 25 |
| - | Transfer Payments | 463 | - | (149) | 314 | (32) |
| 4 | Transport related expenditure | - | - | - | - | n/a |
| 5,080 | Recharges from other services | 3,556 | - | (1,173) | 2,383 | (33) |
| 40,385 | TOTAL EXPENDITURE | 39,249 | 376 | 5,087 | 44,712 | 14 |
| (15,689) | Government Grants | (17,949) | - | - | (17,949) | - |
| (503) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| 8 | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,653) | Recharges to other services | (1,653) | - | 504 | (1,149) | (30) |
| (17,837) | TOTAL INCOME | (19,602) | - | 504 | (19,098) | (3) |
| 22,548 | NET CONTROLLABLE COST | 19,647 | 376 | 5,591 | 25,614 | 30 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 3,025 | Corporate support services bought in | 3,118 | - | (3,118) | - | (100) |
| 3,025 | TOTAL UNCONTROLLABLE COST | 3,118 | - | (3,118) | - | (100) |
| 25,573 | NET COST OF SERVICE | 22,765 | 376 | 2,473 | 25,614 | 13 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 25,573 | TOTAL NET EXPENDITURE | 22,765 | 376 | 2,473 | 25,614 | 13 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| NRPF due to delays in Central Government implementation of the Immigration Act | | | | | | 1,000 |
| Increased demand in Looked After Children placements | | | | | | 3,900 |
| Revised asylum recharges | | | | | | 1,143 |
| Increased demand in Contact and Assessments contracts | | | | | | 640 |
| | | | | | | 6,683 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4) | | | | | | (107) |
| Funding for national insurance costs (PED 4.2) | | | | | | 44 |
| Allocation of corporate charges in year (PED 4.2) | | | | | | (93) |
| Movement in corporate charges and internal recharges | | | | | | (3,664) |
| Transfer of 4 consultant practitioners to Care Planning Service (PED 1.5) | | | | | | (219) |
| Transfer of CAYSH budget to Gateway and Welfare (PED 5.7) | | | | | | (45) |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | | | | | | (126) |
| | | | | | | (4,210) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 2,473 |

COST CENTRE: C1218Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,388 | Employees | 4,459 | 88 | 198 | 4,745 | 6 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 156 | Supplies and Services | 149 | - | 27 | 176 | 18 |
| 246 | Third Party Payments | 175 | - | 17 | 192 | 10 |
| - | - Transfer Payments | 150 | - | (150) | - | (100) |
| 35 | Transport related expenditure | 31 | - | - | 31 | - |
| 783 | Recharges from other services | 1 | - | - | 1 | - |
| 4,608 | TOTAL EXPENDITURE | 4,965 | 88 | 92 | 5,145 | 4 |
| (1,202) | Government Grants | (1,352) | - | 150 | (1,202) | (11) |
| (2) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (208) | Recharges to other services | (158) | - | 109 | (49) | (69) |
| (1,412) | TOTAL INCOME | (1,510) | - | 259 | (1,251) | (17) |
| 3,196 | NET CONTROLLABLE COST | 3,455 | 88 | 351 | 3,894 | 13 |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 2,510 | Corporate support services bought in | 2,589 | - | (2,589) | - | (100) |
| 2,510 | TOTAL UNCONTROLLABLE COST | 2,589 | - | (2,589) | - | (100) |
| 5,706 | NET COST OF SERVICE | 6,044 | 88 | (2,238) | 3,894 | (36) |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 5,706 | TOTAL NET EXPENDITURE | 6,044 | 88 | (2,238) | 3,894 | (36) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4) | | | | | | (103) |
| Funding for national insurance costs (PED 4.2) | | | | | | 33 |
| Allocation of corporate charges in year (PED 4.2) | | | | | | (79) |
| Movement in corporate charges and internal recharges | | | | | | (2,371) |
| Transfer of Public Health budget from Education Commissioning (PED 3.5) | | | | | | (30) |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | | | | | | 312 |
| | | | | | | (2,238) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (2,238) |

COST CENTRE: C1236Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,215 | Employees | 1,353 | 21 | (357) | 1,017 | (25) |
| 87 | Premises related expenditure | - | - | - | - | n/a |
| 1,997 | Supplies and Services | 1,906 | - | (54) | 1,852 | (3) |
| 3,836 | Third Party Payments | 3,649 | - | 6,576 | 10,225 | 180 |
| 24,737 | Transfer Payments | 24,728 | - | (44) | 24,684 | (0) |
| 3 | Transport related expenditure | 4 | - | - | 4 | - |
| 108 | Recharges from other services | - | - | - | - | n/a |
| 31,983 | TOTAL EXPENDITURE | 31,640 | 21 | 6,121 | 37,782 | 19 |
| (27,439) | Government Grants | (27,937) | - | 569 | (27,368) | (2) |
| (296) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| 253 | Customer and Client Receipts | (52) | (1) | - | (53) | 2 |
| - | Interest Receivable | - | - | - | - | n/a |
| (12) | Recharges to other services | - | - | (6,733) | (6,733) | n/a |
| (27,494) | TOTAL INCOME | (27,989) | (1) | (6,164) | (34,154) | 22 |
| 4,489 | NET CONTROLLABLE COST | 3,651 | 20 | (43) | 3,628 | (1) |
| 192 | Capital Charges | 192 | - | (43) | 149 | (22) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 66 | Corporate support services bought in | 67 | - | (67) | - | (100) |
| 258 | TOTAL UNCONTROLLABLE COST | 259 | - | (110) | 149 | (42) |
| 4,747 | NET COST OF SERVICE | 3,910 | 20 | (153) | 3,777 | (3) |
| (361) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (361) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 4,386 | TOTAL NET EXPENDITURE | 3,910 | 20 | (153) | 3,777 | (3) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of commissioning budgets from Early Help and Children's Social Care Directorate (PED 1.4) | | | | | | 600 |
| Movement in corporate recharges, capital charges and internal recharges | | | | | | (109) |
| Transfer of staffing budget to Standards Safeguarding and Youth Engagement (PED 3.6) | | | | | | (62) |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | | | | | | (584) |
| Other minor changes | | | | | | 2 |
| | | | | | | (153) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (153) |

COST CENTRE: C1260Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,643 | Employees | 2,622 | 59 | 424 | 3,105 | 18 |
| 21 | Premises related expenditure | (33) | - | (10) | (43) | 30 |
| 80 | Supplies and Services | 285 | - | 25 | 310 | 9 |
| 274 | Third Party Payments | 153 | - | 180 | 333 | 118 |
| - | Transfer Payments | - | - | - | - | n/a |
| 5 | Transport related expenditure | 4 | - | - | 4 | - |
| 331 | Recharges from other services | 68 | - | 2 | 70 | 3 |
| 3,354 | TOTAL EXPENDITURE | 3,099 | 59 | 621 | 3,779 | 22 |
| (437) | Government Grants | (437) | - | - | (437) | - |
| (184) | Other Grants, reimbursements and contributions | (188) | - | 10 | (178) | (5) |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (502) | Recharges to other services | (644) | - | (106) | (750) | 16 |
| (1,123) | TOTAL INCOME | (1,269) | - | (96) | (1,365) | 8 |

| | | | | | | |
|-------|------------------------------|-------|----|-----|-------|----|
| 2,231 | NET CONTROLLABLE COST | 1,830 | 59 | 525 | 2,414 | 32 |
|-------|------------------------------|-------|----|-----|-------|----|

| | | | | | | |
|-----|--------------------------------------|-----|---|-------|----|-------|
| 40 | Capital Charges | 40 | - | 1 | 41 | 3 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 521 | Corporate support services bought in | 537 | - | (537) | - | (100) |
| 561 | TOTAL UNCONTROLLABLE COST | 577 | - | (536) | 41 | (93) |

| | | | | | | |
|-------|----------------------------|-------|----|------|-------|---|
| 2,792 | NET COST OF SERVICE | 2,407 | 59 | (11) | 2,455 | 2 |
|-------|----------------------------|-------|----|------|-------|---|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|------|-------|---|
| 2,792 | TOTAL NET EXPENDITURE | 2,407 | 59 | (11) | 2,455 | 2 |
|-------|------------------------------|-------|----|------|-------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Increase in staffing to deal with demand | 126 |
| | 126 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4) | (101) |
| Funding for national insurance costs (PED 4.2) | 22 |
| Allocation of corporate charges in year (PED 4.2) | (16) |
| Movement in corporate charges and internal recharges | (626) |
| Movement of budgets due to in year restructure within Early Help and Children's Social Care | 584 |
| | (137) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (11) |

SERVICE DESCRIPTION

The Education and Youth Engagement service provide support and services to education establishments to ensure the best possible provision for children and young people throughout the borough.

The service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements to ensure each child is allocated an appropriate place at a local school and co-ordinating supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough.

The School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate. They work closely with the School Delivery team in the Place Department, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places.

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.

This service also delivers targeted and specialist group work interventions for young people aged 8 - 18 through a variety of models and settings.

The team also has specialist outreach workers for young people who are socially excluded and/or vulnerable, for example working with young people in the Town Centre or hotspots identified by the police and community safety teams. They also work with children and young people in our estates and in temporary accommodation. The team facilitates a network of youth providers who are commissioned and independently funded across the Borough to deliver services for young people.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 | % CHANGE (E) % |
|------------------------|--|-------------------------|---|------------------|-------------------------|----------------|
| | | (A) £000's | Inflation (B) £000's | Other (C) £000's | (D) £000's | |
| C1235Q | Education and Youth Engagement Directorate | 2,099 | 3 | (1,722) | 380 | (82) |
| C1240Q | Place Planning Admissions and Learning Access | 132 | 37 | 14 | 183 | 39 |
| C1241Q | Education Commissioning & Post-16 Participation | 1,455 | 29 | (186) | 1,298 | (11) |
| C1242Q | Standards Safeguarding & Youth Engagement | 1,125 | 32 | 77 | 1,234 | 10 |
| C1219Q | 0-25 SEND Service Special Education General Fund | 2,576 | 8 | (1,957) | 627 | (76) |
| C1220Q | 0-25 SEND Service DSG Block | - | - | - | - | n/a |
| TOTAL NET SPEND | | 7,387 | 109 | (3,774) | 3,722 | (50) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|--|-----------------------------------|-----------------------------------|---------------------|
| Education and Youth Engagement Directorate | 85.8 | 1.0 | (84.8) |
| Place Planning Admissions and Learning Access | 31.0 | 43.1 | 12.1 |
| Education Commission & Post-16 Participation | 6.8 | 24.0 | 17.2 |
| Standards Safeguarding & Youth Engagement | 61.1 | 49.6 | (11.5) |
| 0-25 SEND Service Special Education General Fund | 9.6 | 20 | 10.4 |
| 0-25 SEND Service DSG Block | 51.6 | 51.6 | - |
| TOTAL FTE STAFF | 246.0 | 189.3 | (56.7) |

COST CENTRE: C1220P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 9,234 | Employees | 9,100 | 107 | 388 | 9,595 | 5 |
| 114 | Premises related expenditure | 86 | - | - | 86 | - |
| 3,761 | Supplies and Services | 2,687 | 8 | 2 | 2,697 | 0 |
| 14,157 | Third Party Payments | 10,992 | - | 3,992 | 14,984 | 36 |
| 39,994 | Transfer Payments | 38,620 | - | (3,501) | 35,119 | (9) |
| 26 | Transport related expenditure | 33 | - | - | 33 | - |
| 685 | Recharges from other services | 906 | - | 680 | 1,586 | 75 |
| 67,971 | TOTAL EXPENDITURE | 62,424 | 115 | 1,561 | 64,100 | 3 |
| (57,034) | Government Grants | (56,631) | - | (887) | (57,518) | 2 |
| (1,060) | Other Grants, reimbursements and contributions | (627) | - | (387) | (1,014) | 62 |
| (770) | Customer and Client Receipts | (728) | (6) | - | (734) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,299) | Recharges to other services | (1,329) | - | 40 | (1,289) | (3) |
| (60,163) | TOTAL INCOME | (59,315) | (6) | (1,234) | (60,555) | 2 |
| 7,808 | NET CONTROLLABLE COST | 3,109 | 109 | 327 | 3,545 | 14 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 4,149 | Corporate support services bought in | 4,278 | - | (4,101) | 177 | (96) |
| 4,149 | TOTAL UNCONTROLLABLE COST | 4,278 | - | (4,101) | 177 | (96) |
| 11,957 | NET COST OF SERVICE | 7,387 | 109 | (3,774) | 3,722 | (50) |
| (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 |
| (21) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 11,936 | TOTAL NET EXPENDITURE | 7,387 | 109 | (3,774) | 3,722 | (50) |

COST CENTRE: C1235Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 162 | Employees | 126 | 3 | 3 | 132 | 5 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| - | - Supplies and Services | - | - | - | - | n/a |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 34 | Recharges from other services | 32 | - | 39 | 71 | 122 |
| 196 | TOTAL EXPENDITURE | 158 | 3 | 42 | 203 | 28 |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| - | - Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 196 | NET CONTROLLABLE COST | 158 | 3 | 42 | 203 | 28 |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 1,883 | Corporate support services bought in | 1,941 | - | (1,764) | 177 | (91) |
| 1,883 | TOTAL UNCONTROLLABLE COST | 1,941 | - | (1,764) | 177 | (91) |
| 2,079 | NET COST OF SERVICE | 2,099 | 3 | (1,722) | 380 | (82) |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,079 | TOTAL NET EXPENDITURE | 2,099 | 3 | (1,722) | 380 | (82) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | |
| Movement in corporate charges (SeRCOP) and internal recharges (PED 4.2) | | | | | | (32) |
| Allocation of corporate charges in year (PED 4.2) | | | | | | 71 |
| Movement of corporate charges (SeRCOP) budgets due to in year restructure within Education and Youth Engagement | | | | | | (1,764) |
| Other minor changes | | | | | | 3 |
| | | | | | | (1,722) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (1,722) |

**PEOPLE
EDUCATION AND YOUTH ENGAGEMENT
PLACE PLANNING ADMISSIONS AND LEARNING ACCESS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1240Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,906 | Employees | 1,909 | 37 | 14 | 1,960 | 3 |
| 15 | Premises related expenditure | (10) | - | - | (10) | - |
| 765 | Supplies and Services | 870 | - | - | 870 | - |
| 1,292 | Third Party Payments | 1,674 | - | (560) | 1,114 | (33) |
| 10,212 | Transfer Payments | 4,464 | - | 3,895 | 8,359 | 87 |
| 4 | Transport related expenditure | 4 | - | - | 4 | - |
| 137 | Recharges from other services | 131 | - | - | 131 | - |
| 14,331 | TOTAL EXPENDITURE | 9,042 | 37 | 3,349 | 12,428 | 37 |
| (11,772) | Government Grants | (8,437) | - | (3,335) | (11,772) | 40 |
| (22) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (111) | Customer and Client Receipts | (102) | - | - | (102) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (371) | Recharges to other services | (371) | - | - | (371) | - |
| (12,276) | TOTAL INCOME | (8,910) | - | (3,335) | (12,245) | 37 |

| | | | | | | |
|-------|------------------------------|-----|----|----|-----|----|
| 2,055 | NET CONTROLLABLE COST | 132 | 37 | 14 | 183 | 39 |
|-------|------------------------------|-----|----|----|-----|----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|-------|----------------------------|-----|----|----|-----|----|
| 2,055 | NET COST OF SERVICE | 132 | 37 | 14 | 183 | 39 |
|-------|----------------------------|-----|----|----|-----|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|----|----|-----|----|
| 2,055 | TOTAL NET EXPENDITURE | 132 | 37 | 14 | 183 | 39 |
|-------|------------------------------|-----|----|----|-----|----|

| * 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> | | |
| Allocation of additional national insurance contributions | | 14 |
| | | 14 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 14 |

COST CENTRE: C1241Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,018 | Employees | 1,130 | 21 | (76) | 1,075 | (5) |
| 63 | Premises related expenditure | 60 | - | - | 60 | - |
| 879 | Supplies and Services | 925 | 8 | 2 | 935 | 1 |
| 52 | Third Party Payments | 192 | - | (142) | 50 | (74) |
| - | Transfer Payments | - | - | - | - | n/a |
| 7 | Transport related expenditure | 14 | - | - | 14 | - |
| 35 | Recharges from other services | 12 | - | - | 12 | - |
| 2,054 | TOTAL EXPENDITURE | 2,333 | 29 | (216) | 2,146 | (8) |
| - | Government Grants | - | - | - | - | n/a |
| (43) | Other Grants, reimbursements and contributions | (29) | - | - | (29) | - |
| (28) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (819) | Recharges to other services | (849) | - | 30 | (819) | (4) |
| (890) | TOTAL INCOME | (878) | - | 30 | (848) | (3) |
| 1,164 | NET CONTROLLABLE COST | 1,455 | 29 | (186) | 1,298 | (11) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 1,164 | NET COST OF SERVICE | 1,455 | 29 | (186) | 1,298 | (11) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,164 | TOTAL NET EXPENDITURE | 1,455 | 29 | (186) | 1,298 | (11) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| UNICEF grant for Child Friendly Community works | | | | | | 25 |
| | | | | | | 25 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Staff movement - 1.8FTE has transferred to Employment and Investment (PL 3.3) - (PLACE) | | | | | | (104) |
| Professional services budget transferred to Employment and Investment (PL 3.3) - (PLACE) | | | | | | (3) |
| Allocation of additional national insurance contributions (PED 4.2) | | | | | | 8 |
| Transfer of CAYSH budget to Gateway and Welfare (PED 5.7) | | | | | | (142) |
| Transfer of Public Health budget (PED 1.7) | | | | | | 30 |
| | | | | | | (211) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (186) |

COST CENTRE: C1242Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,141 | Employees | 3,003 | 38 | 67 | 3,108 | 3 |
| 43 | Premises related expenditure | 43 | - | - | 43 | - |
| 397 | Supplies and Services | 354 | - | - | 354 | - |
| 273 | Third Party Payments | 91 | - | - | 91 | - |
| 24 | Transfer Payments | - | - | - | - | n/a |
| 3 | Transport related expenditure | 3 | - | - | 3 | - |
| 24 | Recharges from other services | 24 | - | - | 24 | - |
| 3,905 | TOTAL EXPENDITURE | 3,518 | 38 | 67 | 3,623 | 3 |
| (1,234) | Government Grants | (1,060) | - | - | (1,060) | - |
| (598) | Other Grants, reimbursements and contributions | (598) | - | - | (598) | - |
| (631) | Customer and Client Receipts | (626) | (6) | - | (632) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (109) | Recharges to other services | (109) | - | 10 | (99) | (9) |
| (2,572) | TOTAL INCOME | (2,393) | (6) | 10 | (2,389) | (0) |

| | | | | | | |
|-------|------------------------------|-------|----|----|-------|----|
| 1,333 | NET CONTROLLABLE COST | 1,125 | 32 | 77 | 1,234 | 10 |
|-------|------------------------------|-------|----|----|-------|----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|-------|----------------------------|-------|----|----|-------|----|
| 1,333 | NET COST OF SERVICE | 1,125 | 32 | 77 | 1,234 | 10 |
|-------|----------------------------|-------|----|----|-------|----|

| | | | | | | |
|------|--|---|---|---|---|-----|
| (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 |
| (21) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|----|-------|----|
| 1,312 | TOTAL NET EXPENDITURE | 1,125 | 32 | 77 | 1,234 | 10 |
|-------|------------------------------|-------|----|----|-------|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Transfer of staffing budget from Children's Integrated Commissioning (PED 1.8) | | 62 |
| Allocation of additional national insurance contributions (4.2) | | 15 |
| | | 77 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 77 |

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1219Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 393 | Employees | 383 | 8 | 380 | 771 | 101 |
| (8) | Premises related expenditure | (8) | - | - | (8) | - |
| 100 | Supplies and Services | 100 | - | - | 100 | - |
| 57 | Third Party Payments | 57 | - | - | 57 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 3 | Recharges from other services | 2 | - | - | 2 | - |
| 545 | TOTAL EXPENDITURE | 534 | 8 | 380 | 922 | 73 |
| (295) | Government Grants | (295) | - | - | (295) | - |
| (10) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (305) | TOTAL INCOME | (295) | - | - | (295) | - |
| 240 | NET CONTROLLABLE COST | 239 | 8 | 380 | 627 | 162 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,266 | Corporate support services bought in | 2,337 | - | (2,337) | - | (100) |
| 2,266 | TOTAL UNCONTROLLABLE COST | 2,337 | - | (2,337) | - | (100) |
| 2,506 | NET COST OF SERVICE | 2,576 | 8 | (1,957) | 627 | (76) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,506 | TOTAL NET EXPENDITURE | 2,576 | 8 | (1,957) | 627 | (76) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Special Education Needs and Disability: Service growth - To accommodate current increase in demand and high case loads | | | | | | 377 |
| | | | | | | 377 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Allocation of corporate overheads (PED 4.2) | | | | | | (2,337) |
| Other minor changes | | | | | | 3 |
| | | | | | | (2,334) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (1,957) |

COST CENTRE: C1220Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,614 | Employees | 2,549 | - | - | 2,549 | - |
| 1 | Premises related expenditure | 1 | - | - | 1 | - |
| 1,620 | Supplies and Services | 438 | - | - | 438 | - |
| 12,483 | Third Party Payments | 8,978 | - | 4,694 | 13,672 | 52 |
| 29,758 | Transfer Payments | 34,156 | - | (7,396) | 26,760 | (22) |
| 12 | Transport related expenditure | 12 | - | - | 12 | - |
| 452 | Recharges from other services | 705 | - | 641 | 1,346 | 91 |
| 46,940 | TOTAL EXPENDITURE | 46,839 | - | (2,061) | 44,778 | (4) |
| (43,733) | Government Grants | (46,839) | - | 2,448 | (44,391) | (5) |
| (387) | Other Grants, reimbursements and contributions | - | - | (387) | (387) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (44,120) | TOTAL INCOME | (46,839) | - | 2,061 | (44,778) | (4) |

| | | | | | | |
|-------|------------------------------|---|---|---|---|-----|
| 2,820 | NET CONTROLLABLE COST | - | - | - | - | n/a |
|-------|------------------------------|---|---|---|---|-----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|-------|----------------------------|---|---|---|---|-----|
| 2,820 | NET COST OF SERVICE | - | - | - | - | n/a |
|-------|----------------------------|---|---|---|---|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|---|---|---|---|-----|
| 2,820 | TOTAL NET EXPENDITURE | - | - | - | - | n/a |
|-------|------------------------------|---|---|---|---|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|--------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | - |

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 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1245P | People Directorate | 5,921 | 13 | (249) | 5,685 | (4) |
| | TOTAL NET SPEND | 5,921 | 13 | (249) | 5,685 | (4) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| People Directorate | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 1.0 | 1.0 | - |

COST CENTRE: C1245P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 539 | Employees | 226 | 13 | 2 | 241 | 7 |
| 1 | Premises related expenditure | 1 | - | - | 1 | - |
| (609) | Supplies and Services | 54 | - | - | 54 | - |
| 169 | Third Party Payments | 319 | - | - | 319 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 182 | Recharges from other services | 7 | - | - | 7 | - |
| 283 | TOTAL EXPENDITURE | 608 | 13 | 2 | 623 | 2 |
| (5,268) | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (601) | Recharges to other services | (601) | - | (13) | (614) | 2 |
| (5,869) | TOTAL INCOME | (601) | - | (13) | (614) | 2 |
| (5,586) | NET CONTROLLABLE COST | 7 | 13 | (11) | 9 | 29 |
| 6,412 | Capital Charges | 6,412 | - | (736) | 5,676 | (11) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 208 | Corporate support services bought in | (498) | - | 498 | - | (100) |
| 6,620 | TOTAL UNCONTROLLABLE COST | 5,914 | - | (238) | 5,676 | (4) |
| 1,034 | NET COST OF SERVICE | 5,921 | 13 | (249) | 5,685 | (4) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,034 | TOTAL NET EXPENDITURE | 5,921 | 13 | (249) | 5,685 | (4) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Allocation of additional national insurance contributions from Resources | | | | | | 462 |
| Reallocation of additional national insurance contributions across People | | | | | | (460) |
| Allocation of corporate charges in year across People | | | | | | 706 |
| Movement in capital charges | | | | | | (736) |
| Movement in corporate charges and internal recharges | | | | | | (221) |
| | | | | | | (249) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (249) |

SERVICE DESCRIPTION

The Gateway and Welfare division comprises of 5 services areas. These include:

Enablement and Welfare - responsible for financial stability and housing sustainability for residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 42,000 residents per annum. This service is critical in shaping the councils response to welfare reforms, including Universal credit, Benefit cap, Local Housing Allowance freeze-approx. 16,000 residents affected by these changes are supported by Enablement and Welfare.

Bereavement & Registrars - responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1800 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 £3.2m per year in income.

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

Gateway Service Improvement - responsible for the co-ordination of the people departments approach to ICT, community empowerment and work with the third sector focusing in particular around the areas of information and advice, managing demand and street homelessness. The service also leads on Family Link, a service that was established to work collaboratively to reduce costs to the council, improve residents' outcomes and promote independence.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|------------------------|--|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1248Q | Enablement and Welfare | 22,509 | 65 | (384) | 22,190 | (1) |
| C1252Q | Bereavement and Registrars | (680) | 11 | (46) | (715) | 5 |
| C1256Q | Gateway and Welfare Services Directorate | 56 | 3 | 40 | 99 | 77 |
| C1258Q | Emergency Accommodation | 5,033 | 29 | (2,104) | 2,958 | (41) |
| C1259Q | Gateway Service Improvement | 3,048 | 34 | 60 | 3,142 | 3 |
| TOTAL NET SPEND | | 29,966 | 142 | (2,434) | 27,674 | (8) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|--|-----------------------------------|-----------------------------------|---------------------|
| Enablement and Welfare | 90.4 | 83.0 | (7.4) |
| Bereavement and Registrars | 32.9 | 35.9 | 3.0 |
| Gateway and Welfare Services Directorate | 1.0 | 1.0 | - |
| Emergency Accommodation | 34.6 | 55.2 | 20.6 |
| Gateway Service Improvement | 7.7 | 12.7 | 5.0 |
| TOTAL FTE STAFF | 166.6 | 187.8 | 21.2 |

COST CENTRE: C1250P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 7,334 | Employees | 6,549 | 133 | 1,225 | 7,907 | 21 |
| 13,853 | Premises related expenditure | 12,348 | 4 | (118) | 12,234 | (1) |
| 920 | Supplies and Services | 1,046 | 1 | 2,055 | 3,102 | 197 |
| 20,755 | Third Party Payments | 20,644 | 26 | (224) | 20,446 | (1) |
| 60 | Transfer Payments | 71 | - | - | 71 | - |
| 49 | Transport related expenditure | 53 | - | 3 | 56 | 6 |
| 560 | Recharges from other services | 173 | - | 289 | 462 | 167 |
| 43,531 | TOTAL EXPENDITURE | 40,884 | 164 | 3,230 | 44,278 | 8 |
| (1,094) | Government Grants | - | - | (5,334) | (5,334) | n/a |
| (263) | Other Grants, reimbursements and contributions | (138) | - | 88 | (50) | (64) |
| (12,896) | Customer and Client Receipts | (12,227) | (22) | (24) | (12,273) | 0 |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,229) | Recharges to other services | (1,156) | - | (68) | (1,224) | 6 |
| (15,482) | TOTAL INCOME | (13,521) | (22) | (5,338) | (18,881) | 40 |
| 28,049 | NET CONTROLLABLE COST | 27,363 | 142 | (2,108) | 25,397 | (7) |
| 141 | Capital Charges | 141 | - | 28 | 169 | 20 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,389 | Corporate support services bought in | 2,462 | - | (354) | 2,108 | (14) |
| 2,530 | TOTAL UNCONTROLLABLE COST | 2,603 | - | (326) | 2,277 | (13) |
| 30,579 | NET COST OF SERVICE | 29,966 | 142 | (2,434) | 27,674 | (8) |
| (396) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (396) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 30,183 | TOTAL NET EXPENDITURE | 29,966 | 142 | (2,434) | 27,674 | (8) |

COST CENTRE: C1248Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,888 | Employees | 3,357 | 66 | 68 | 3,491 | 4 |
| (3) | Premises related expenditure | - | - | - | - | n/a |
| 385 | Supplies and Services | 466 | - | 51 | 517 | 11 |
| 17,655 | Third Party Payments | 18,010 | - | (326) | 17,684 | (2) |
| 60 | Transfer Payments | 71 | - | - | 71 | - |
| 2 | Transport related expenditure | 6 | - | 3 | 9 | 50 |
| 403 | Recharges from other services | 8 | - | 300 | 308 | 3,750 |
| 22,390 | TOTAL EXPENDITURE | 21,918 | 66 | 96 | 22,080 | 1 |
| (291) | Government Grants | - | - | (352) | (352) | n/a |
| (103) | Other Grants, reimbursements and contributions | (138) | - | 88 | (50) | (64) |
| (310) | Customer and Client Receipts | (261) | (1) | 26 | (236) | (10) |
| - | Interest Receivable | - | - | - | - | n/a |
| (223) | Recharges to other services | (192) | - | (56) | (248) | 29 |
| (927) | TOTAL INCOME | (591) | (1) | (294) | (886) | 50 |
| 21,463 | NET CONTROLLABLE COST | 21,327 | 65 | (198) | 21,194 | (1) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,147 | Corporate support services bought in | 1,182 | - | (186) | 996 | (16) |
| 1,147 | TOTAL UNCONTROLLABLE COST | 1,182 | - | (186) | 996 | (16) |
| 22,610 | NET COST OF SERVICE | 22,509 | 65 | (384) | 22,190 | (1) |
| (195) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (195) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 22,415 | TOTAL NET EXPENDITURE | 22,509 | 65 | (384) | 22,190 | (1) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Increase in concessionary fare payment to Transport for London | | | | | | 150 |
| | | | | | | 150 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| No Recourse to Public Funds - introduction of new immigration regulations | | | | | | (50) |
| No Recourse to Public Funds - improved case work | | | | | | (90) |
| Restructure of four teams to align functions with future legislative changes in Universal Credit, Discretionary Support, Employment Support and Debt. | | | | | | (149) |
| | | | | | | (289) |
| <u>Other resource changes</u> | | | | | | |
| Transfer of Home Visits Officer from Gateway to Resources (RED) | | | | | | (32) |
| Transfer of Housing Demand Staff to Emergency Accommodation - (PED 5.6) | | | | | | (123) |
| Transfer of Employment Service to Gateway - (PED 6.13) | | | | | | 96 |
| Movement in corporate charges (SeRCOP) and Internal Recharges | | | | | | (186) |
| | | | | | | (245) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (384) |

COST CENTRE: C1252Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,355 | Employees | 1,323 | 27 | 103 | 1,453 | 10 |
| 414 | Premises related expenditure | 330 | 4 | 10 | 344 | 4 |
| 247 | Supplies and Services | 364 | 1 | (10) | 355 | (2) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 44 | Transport related expenditure | 44 | - | - | 44 | - |
| 98 | Recharges from other services | 130 | - | (53) | 77 | (41) |
| 2,158 | TOTAL EXPENDITURE | 2,191 | 32 | 50 | 2,273 | 4 |
| - | Government Grants | - | - | - | - | n/a |
| (155) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (3,185) | Customer and Client Receipts | (3,473) | (21) | (50) | (3,544) | 2 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (3,340) | TOTAL INCOME | (3,473) | (21) | (50) | (3,544) | 2 |
| (1,182) | NET CONTROLLABLE COST | (1,282) | 11 | - | (1,271) | (1) |
| 141 | Capital Charges | 141 | - | 28 | 169 | 20 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 446 | Corporate support services bought in | 461 | - | (74) | 387 | (16) |
| 587 | TOTAL UNCONTROLLABLE COST | 602 | - | (46) | 556 | (8) |
| (595) | NET COST OF SERVICE | (680) | 11 | (46) | (715) | 5 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (595) | TOTAL NET EXPENDITURE | (680) | 11 | (46) | (715) | 5 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | |
| Movement in corporate charges (SeRCOP) and Internal Recharges | | | | | | (74) |
| Movement in capital charges | | | | | | 28 |
| | | | | | | (46) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (46) |

COST CENTRE: C1256Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 139 | Employees | 136 | 3 | - | 139 | 2 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| (2) | Supplies and Services | 1 | - | - | 1 | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 35 | Recharges from other services | 35 | - | 42 | 77 | 120 |
| 172 | TOTAL EXPENDITURE | 172 | 3 | 42 | 217 | 26 |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (133) | Recharges to other services | (133) | - | - | (133) | - |
| (133) | TOTAL INCOME | (133) | - | - | (133) | - |

| | | | | | | |
|----|------------------------------|----|---|----|----|-----|
| 39 | NET CONTROLLABLE COST | 39 | 3 | 42 | 84 | 115 |
|----|------------------------------|----|---|----|----|-----|

| | | | | | | |
|----|--------------------------------------|----|---|-----|----|------|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 17 | Corporate support services bought in | 17 | - | (2) | 15 | (12) |
| 17 | TOTAL UNCONTROLLABLE COST | 17 | - | (2) | 15 | (12) |

| | | | | | | |
|----|----------------------------|----|---|----|----|----|
| 56 | NET COST OF SERVICE | 56 | 3 | 40 | 99 | 77 |
|----|----------------------------|----|---|----|----|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|----|------------------------------|----|---|----|----|----|
| 56 | TOTAL NET EXPENDITURE | 56 | 3 | 40 | 99 | 77 |
|----|------------------------------|----|---|----|----|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Movement in corporate charges (SeRCOP) and Internal Recharges | 40 |
| | 40 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 40 |

COST CENTRE: C1258Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,408 | Employees | 1,355 | 29 | 774 | 2,158 | 59 |
| 13,437 | Premises related expenditure | 12,018 | - | (128) | 11,890 | (1) |
| 286 | Supplies and Services | 213 | - | 2,014 | 2,227 | 946 |
| 27 | Third Party Payments | 16 | - | - | 16 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 110 | Recharges from other services | - | - | 20 | 20 | n/a |
| 15,269 | TOTAL EXPENDITURE | 13,603 | 29 | 2,680 | 16,312 | 20 |
| (609) | Government Grants | - | - | (4,768) | (4,768) | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (9,400) | Customer and Client Receipts | (8,492) | - | - | (8,492) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (781) | Recharges to other services | (739) | - | 61 | (678) | (8) |
| (10,790) | TOTAL INCOME | (9,231) | - | (4,707) | (13,938) | 51 |
| 4,479 | NET CONTROLLABLE COST | 4,372 | 29 | (2,027) | 2,374 | (46) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 642 | Corporate support services bought in | 661 | - | (77) | 584 | (12) |
| 642 | TOTAL UNCONTROLLABLE COST | 661 | - | (77) | 584 | (12) |
| 5,121 | NET COST OF SERVICE | 5,033 | 29 | (2,104) | 2,958 | (41) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 5,121 | TOTAL NET EXPENDITURE | 5,033 | 29 | (2,104) | 2,958 | (41) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | (2,200) |
| Emergency accommodation saving by use of Flexible Homelessness Support Grant | | | | | | (2,200) |
| Other resource changes | | | | | | |
| Transfer of Housing Demand Staff from Enablement and Welfare - (PED 5.3) | | | | | | 123 |
| Movement in corporate charges (SeRCOP) and Internal Recharges | | | | | | (77) |
| Allocation of additional National Insurance contributions (PED 4.2) | | | | | | 50 |
| | | | | | | 96 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (2,104) |

**PEOPLE
GATEWAY AND WELFARE
GATEWAY AND WELFARE SERVICE IMPROVEMENTS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1259Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 544 | Employees | 378 | 8 | 280 | 666 | 76 |
| 5 | Premises related expenditure | - | - | - | - | n/a |
| 4 | Supplies and Services | 2 | - | - | 2 | - |
| 3,073 | Third Party Payments | 2,618 | 26 | 102 | 2,746 | 5 |
| - | Transfer Payments | - | - | - | - | n/a |
| 2 | Transport related expenditure | 2 | - | - | 2 | - |
| (86) | Recharges from other services | - | - | (20) | (20) | n/a |
| 3,542 | TOTAL EXPENDITURE | 3,000 | 34 | 362 | 3,396 | 13 |
| (194) | Government Grants | - | - | (214) | (214) | n/a |
| (5) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (1) | Customer and Client Receipts | (1) | - | - | (1) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (92) | Recharges to other services | (92) | - | (73) | (165) | 79 |
| (292) | TOTAL INCOME | (93) | - | (287) | (380) | 309 |
| 3,250 | NET CONTROLLABLE COST | 2,907 | 34 | 75 | 3,016 | 4 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 137 | Corporate support services bought in | 141 | - | (15) | 126 | (11) |
| 137 | TOTAL UNCONTROLLABLE COST | 141 | - | (15) | 126 | (11) |
| 3,387 | NET COST OF SERVICE | 3,048 | 34 | 60 | 3,142 | 3 |
| (201) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (201) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,186 | TOTAL NET EXPENDITURE | 3,048 | 34 | 60 | 3,142 | 3 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | (112) |
| Review of commissioned services for young people | | | | | | (112) |
| Other resource changes | | | | | | 187 |
| Transfer of budget for a commissioned service from Looked After Children - (PED 1.6) & Education Commission (PED 3.5) | | | | | | (15) |
| Movement in corporate charges (SeRCOP) and Internal Recharges | | | | | | 172 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 60 |

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 commencement of One Croydon, an alliance with Croydon Clinical Commissioning Group, Croydon Health Services, South London and Maudsley NHS Foundation Trust, Age UK – Croydon and Croydon GP Collaborative which began providing a unified service for the over 65s from September 2017.

Our priority is to use resources that enable individuals and communities to be safe, prevent care and support needs by promoting independence and resilience, provide care and support to those who need it in a timely and appropriate way and enhance quality of life.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % CHANGE (E) % |
|-------------|---|--------------------|---|------------------|--------------------|----------------|
| | | 2017/18 (A) £000's | Inflation (B) £000's | Other (C) £000's | 2018/19 (D) £000's | |
| C1221Q | 0-25 SEND Service CWD | 9,481 | 46 | 1,607 | 11,134 | 17 |
| C1410Q | Adult Social Care and All-Age Disability Staffing | 8,372 | 17 | 1,911 | 10,300 | 23 |
| C1412Q | Adult Safeguarding and Quality Assurance | 2,689 | 52 | 1,123 | 3,864 | |
| C1415Q | Disability Commissioning and Brokerage | 4,947 | 49 | (4,304) | 692 | (86) |
| C1416Q | 25-65 Disability | 38,802 | 476 | (62) | 39,216 | 1 |
| C1420Q | Transformation and Clienting | 448 | 3 | 2,792 | 3,243 | 624 |
| C1430Q | Adult Mental Health Social Care | 6,917 | 107 | 308 | 7,332 | 6 |
| C1431Q | Day and Employment Services | 2,085 | 66 | (239) | 1,912 | (8) |
| C1432Q | One Croydon Commissioning | 9,184 | 124 | 52 | 9,360 | 2 |
| C1433Q | One Croydon Provider Services - Social Care | 19,588 | 365 | (33) | 19,920 | 2 |
| | TOTAL NET SPEND | 102,513 | 1,305 | 3,155 | 106,973 | 581 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET | ORIGINAL BUDGET | CHANGE IN |
|---|-------------------|-------------------|-----------|
| | 2017/18 FTE STAFF | 2018/19 FTE STAFF | FTE STAFF |
| 0-25 SEND Service CWD | 45.4 | 45.4 | - |
| Adult Social Care and All-Age Disability Staffing | 26.7 | 19.5 | (7.2) |
| Adult Safeguarding and Quality Assurance | 33.2 | 43.4 | 10.2 |
| Disability Commissioning and Brokerage | 22.6 | 32.2 | 9.6 |
| 25-65 Disability | 81.4 | 72.4 | (9.0) |
| Transformation and Clienting | 26.0 | 15.0 | (11.0) |
| Adult Mental Health Social Care | 64.5 | 64.5 | 0.0 |
| Day and Employment Services | 78.7 | 82.7 | 4.0 |
| One Croydon Commissioning | 34.0 | 34.0 | - |
| One Croydon Provider Services - Social Care | 205.7 | 207.7 | 2.0 |
| TOTAL FTE STAFF | 618.1 | 616.8 | (1.3) |

COST CENTRE: C1410P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 18,532 | Employees | 26,114 | 556 | (591) | 26,079 | (92) |
| 533 | Premises related expenditure | 391 | - | (454) | (63) | (152) |
| 3,979 | Supplies and Services | 2,294 | - | 786 | 3,080 | 450 |
| 77,368 | Third Party Payments | 75,732 | 662 | (1,340) | 75,054 | (249) |
| 19,799 | Transfer Payments | 18,399 | 105 | 592 | 19,096 | 219 |
| 21 | Transport related expenditure | 322 | - | (240) | 82 | (357) |
| 17,361 | Recharges from other services | 9,253 | - | (1,519) | 7,734 | 7,333 |
| 137,593 | TOTAL EXPENDITURE | 132,505 | 1,323 | (2,766) | 131,062 | (1) |
| (1,496) | Government Grants | (3,066) | - | 2,022 | (1,044) | (205) |
| (16,026) | Other Grants, reimbursements and contributions | (16,224) | - | 662 | (15,562) | (138) |
| (15,666) | Customer and Client Receipts | (14,510) | (18) | 502 | (14,026) | (289) |
| - | Interest Receivable | - | - | - | - | - |
| (3,208) | Recharges to other services | (3,146) | - | (284) | (3,430) | 72 |
| (36,396) | TOTAL INCOME | (36,946) | (18) | 2,902 | (34,062) | (8) |
| 101,197 | NET CONTROLLABLE COST | 95,559 | 1,305 | 136 | 97,000 | 2 |
| 179 | Capital Charges | 142 | - | (9) | 133 | (52) |
| - | Intangible Charges | - | - | - | - | - |
| - | REFCUS | - | - | - | - | - |
| 6,284 | Corporate support services bought in | 6,812 | - | 3,028 | 9,840 | 44 |
| 6,463 | TOTAL UNCONTROLLABLE COST | 6,954 | - | 3,019 | 9,973 | 43 |
| 107,660 | NET COST OF SERVICE | 102,513 | 1,305 | 3,155 | 106,973 | 4 |
| (550) | Contributions to / (from) Earmarked Reserves | - | - | - | - | - |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | - |
| - | Financing of Capital Expenditure | - | - | - | - | - |
| - | Provision for Repayment of External Loans | - | - | - | - | - |
| - | Contribution to / (from) General Balances | - | - | - | - | - |
| (550) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 107,110 | TOTAL NET EXPENDITURE | 102,513 | 1,305 | 3,155 | 106,973 | 4 |

COST CENTRE: C1221Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,688 | Employees | 2,106 | 43 | 1,017 | 3,166 | 50 |
| (2) | Premises related expenditure | 1 | - | - | 1 | - |
| 132 | Supplies and Services | 35 | - | - | 35 | - |
| 6,302 | Third Party Payments | 5,274 | 3 | 388 | 5,665 | 7 |
| 3,480 | Transfer Payments | 2,449 | - | 200 | 2,649 | 8 |
| 12 | Transport related expenditure | 12 | - | - | 12 | - |
| 1,284 | Recharges from other services | 52 | - | - | 52 | - |
| 12,896 | TOTAL EXPENDITURE | 9,929 | 46 | 1,605 | 11,580 | 17 |
| (398) | Government Grants | (398) | - | 398 | - | (100) |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (132) | Customer and Client Receipts | (60) | - | - | (60) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | (398) | (398) | n/a |
| (530) | TOTAL INCOME | (458) | - | - | (458) | - |

| | | | | | | |
|--------|------------------------------|-------|----|-------|--------|----|
| 12,366 | NET CONTROLLABLE COST | 9,471 | 46 | 1,605 | 11,122 | 17 |
|--------|------------------------------|-------|----|-------|--------|----|

| | | | | | | |
|----|--------------------------------------|----|---|---|----|-----|
| 10 | Capital Charges | 10 | - | 2 | 12 | 20 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| 10 | TOTAL UNCONTROLLABLE COST | 10 | - | 2 | 12 | 20 |

| | | | | | | |
|--------|----------------------------|-------|----|-------|--------|----|
| 12,376 | NET COST OF SERVICE | 9,481 | 46 | 1,607 | 11,134 | 17 |
|--------|----------------------------|-------|----|-------|--------|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|-------|----|-------|--------|----|
| 12,376 | TOTAL NET EXPENDITURE | 9,481 | 46 | 1,607 | 11,134 | 17 |
|--------|------------------------------|-------|----|-------|--------|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|--------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Children With Disabilities - Demand Growth | 1,623 |
| Pilot for alternative provision of the Post 19 Transition Programme | 175 |
| | 1,798 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Transfer of autism one-to-one sessions cost to Day service (PED 6.13) | (10) |
| Allocation of Income from partners efficiency budget to Children with Disability £200k (PED 6.11) | (200) |
| Other minor changes | 2 |
| Funding for national insurance costs (PED 4.2) | 17 |
| Transfer of income budget from the Grant Income code (PED 6.4) | 398 |
| Transfer of income budget to Recharge to others code (PED 6.4) | (398) |
| | (191) |
| TOTAL OTHER VARIATIONS IN RESOURCE | 1,607 |

COST CENTRE: C1410Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 363 | Employees | 1,360 | 9 | (802) | 567 | (58) |
| - | Premises related expenditure | - | - | - | - | n/a |
| (35) | Supplies and Services | (666) | - | 18 | (648) | (3) |
| 719 | Third Party Payments | 711 | 8 | (392) | 327 | (54) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 771 | Recharges from other services | 444 | - | (230) | 214 | (52) |
| 1,818 | TOTAL EXPENDITURE | 1,849 | 17 | (1,406) | 460 | (75) |
| (75) | Government Grants | - | - | - | - | n/a |
| (176) | Other Grants, reimbursements and contributions | (176) | - | 176 | - | (100) |
| (113) | Customer and Client Receipts | (113) | - | 113 | - | (100) |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (364) | TOTAL INCOME | (289) | - | 289 | - | (100) |
| 1,454 | NET CONTROLLABLE COST | 1,560 | 17 | (1,117) | 460 | (71) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 6,609 | Corporate support services bought in | 6,812 | - | 3,028 | 9,840 | 44 |
| 6,609 | TOTAL UNCONTROLLABLE COST | 6,812 | - | 3,028 | 9,840 | 44 |
| 8,063 | NET COST OF SERVICE | 8,372 | 17 | 1,911 | 10,300 | 23 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 8,063 | TOTAL NET EXPENDITURE | 8,372 | 17 | 1,911 | 10,300 | 23 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Salary re-alignment for Head of Service to Day Services (PED 6.13) | | | | | | (105) |
| Salary re-alignment for Centralised Duty Team to Adult Safeguarding and Quality Assurance (PED 6.7) | | | | | | (718) |
| Transfer of post from Older People Commissioning (PED 6.14) | | | | | | 80 |
| Allocation of corporate overheads (PED 4.2) | | | | | | (203) |
| Change in corporate charges | | | | | | 3,231 |
| Change in internal recharges | | | | | | (225) |
| 2017/18 Inflationary growth transfer to 25-65 Disability (PED 6.10) | | | | | | (152) |
| Other minor changes | | | | | | 3 |
| | | | | | | 1,911 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 1,911 |

COST CENTRE: C1412Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,726 | Employees | 1,888 | 52 | 882 | 2,822 | 49 |
| 10 | Premises related expenditure | 7 | - | - | 7 | - |
| 888 | Supplies and Services | 896 | - | 238 | 1,134 | 27 |
| (53) | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | - | - | 3 | 3 | n/a |
| 1,018 | Recharges from other services | 58 | - | - | 58 | - |
| 3,590 | TOTAL EXPENDITURE | 2,849 | 52 | 1,123 | 4,024 | 41 |
| - | Government Grants | - | - | - | - | n/a |
| (235) | Other Grants, reimbursements and contributions | (160) | - | - | (160) | - |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (235) | TOTAL INCOME | (160) | - | - | (160) | - |
| 3,355 | NET CONTROLLABLE COST | 2,689 | 52 | 1,123 | 3,864 | 44 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 3,355 | NET COST OF SERVICE | 2,689 | 52 | 1,123 | 3,864 | 44 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,355 | TOTAL NET EXPENDITURE | 2,689 | 52 | 1,123 | 3,864 | 44 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Deprivation of Liberty Safeguards (DOLS) Adults - Demand Growth | | | | | | 123 |
| Deprivation of Liberty Safeguards (DOLS) Children's - Demand growth and New Legislation | | | | | | 113 |
| | | | | | | 236 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Safeguarding salary Budgets from Transformation (PED 6.11) | | | | | | 152 |
| Salary re-alignment for Centralised Duty from Adults Social Care and All - Age Disability Directorate (PED 6.6) | | | | | | 718 |
| Funding for national insurance costs (PED 4.2) | | | | | | 17 |
| | | | | | | 887 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 1,123 |

COST CENTRE: C1415Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 892 | Employees | 1,250 | 29 | (759) | 520 | (58) |
| 52 | Premises related expenditure | - | - | - | - | n/a |
| (23) | Supplies and Services | 66 | - | (42) | 24 | (64) |
| 2,438 | Third Party Payments | 2,880 | 20 | (2,424) | 476 | (83) |
| 3 | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | 3 | - | (3) | - | (100) |
| 1,656 | Recharges from other services | 1,463 | - | (1,791) | (328) | (122) |
| 5,018 | TOTAL EXPENDITURE | 5,662 | 49 | (5,019) | 692 | (88) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | (1) | - | 1 | - | (100) |
| (20) | Customer and Client Receipts | (55) | - | 55 | - | (100) |
| - | Interest Receivable | - | - | - | - | n/a |
| (129) | Recharges to other services | (659) | - | 659 | - | (100) |
| (149) | TOTAL INCOME | (715) | - | 715 | - | (100) |

| | | | | | | |
|-------|------------------------------|-------|----|---------|-----|------|
| 4,869 | NET CONTROLLABLE COST | 4,947 | 49 | (4,304) | 692 | (86) |
|-------|------------------------------|-------|----|---------|-----|------|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|-------|----------------------------|-------|----|---------|-----|------|
| 4,869 | NET COST OF SERVICE | 4,947 | 49 | (4,304) | 692 | (86) |
|-------|----------------------------|-------|----|---------|-----|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|---------|-----|------|
| 4,869 | TOTAL NET EXPENDITURE | 4,947 | 49 | (4,304) | 692 | (86) |
|-------|------------------------------|-------|----|---------|-----|------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|----------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Contract Efficiencies | (95) |
| | (95) |
| <u>Other resource changes</u> | |
| Respite Care to 25-65 Disability (PED 6.10) | (59) |
| Direct Payments Team salary Budgets from Transformation (PED 6.11) | 542 |
| Community Fund transfer from Voluntary Sector (RED 2.13) | 100 |
| Movement of Assistive Technology to 25-65 Disability (PED 6.10) | (14) |
| Transfer of Services to Transformation (PED 6.11) | (774) |
| Funding for national insurance costs (PED 4.2) | 11 |
| Centralisation of Commissioning Budgets to C&I Adults Health and Housing (RED 2.12) | (4,015) |
| | (4,209) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (4,304) |

COST CENTRE: C1416Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,901 | Employees | 2,405 | 109 | 16 | 2,530 | 5 |
| - | Premises related expenditure | - | - | - | - | n/a |
| (15) | Supplies and Services | 21 | - | (12) | 9 | (57) |
| 28,092 | Third Party Payments | 27,486 | 276 | 1,673 | 29,435 | 7 |
| 14,634 | Transfer Payments | 14,793 | 105 | (57) | 14,841 | 0 |
| 4 | Transport related expenditure | 4 | - | - | 4 | - |
| 1,204 | Recharges from other services | 5 | - | 199 | 204 | 3,980 |
| 45,820 | TOTAL EXPENDITURE | 44,714 | 490 | 1,819 | 47,023 | 5 |
| (1,011) | Government Grants | (1,011) | - | 32 | (979) | (3) |
| (1,154) | Other Grants, reimbursements and contributions | (1,629) | - | (1,733) | (3,362) | 106 |
| (3,566) | Customer and Client Receipts | (3,272) | (14) | (180) | (3,466) | 6 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (5,731) | TOTAL INCOME | (5,912) | (14) | (1,881) | (7,807) | 32 |

| | | | | | | |
|--------|------------------------------|--------|-----|------|--------|---|
| 40,089 | NET CONTROLLABLE COST | 38,802 | 476 | (62) | 39,216 | 1 |
|--------|------------------------------|--------|-----|------|--------|---|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|--------|----------------------------|--------|-----|------|--------|---|
| 40,089 | NET COST OF SERVICE | 38,802 | 476 | (62) | 39,216 | 1 |
|--------|----------------------------|--------|-----|------|--------|---|

| | | | | | | |
|-------|--|---|---|---|---|-----|
| (550) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| (550) | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|--------|-----|------|--------|---|
| 39,539 | TOTAL NET EXPENDITURE | 38,802 | 476 | (62) | 39,216 | 1 |
|--------|------------------------------|--------|-----|------|--------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Demand - To manage growth in demand for care and support. | 1,552 |
| Implications of new HMRC rules in relation to the costs for Sleeping nights workers | 500 |
| | 2,052 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| 25-65 Disability transformation - Efficiencies through care package savings | (750) |
| | (750) |
| <u>Other resource changes</u> | |
| Respite Care from Disability Commissioning (PED 6.9) | 59 |
| Transfer of autism one-to-one sessions costs to Day service (PED 6.13) | (94) |
| Income from partners efficiency savings from Transformation (PED 6.11) | (400) |
| Better Care Fund income from Transformation (PED 6.11) | (1,111) |
| Movement of Assistive Technology Budget from Disability Commissioning (PED 6.9) | 14 |
| Movement of 17-18 Inflation from Directorate (PED 6.6) | 152 |
| Funding for national insurance costs (PED 4.2) | 16 |
| | (1,364) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (62) |

COST CENTRE: C1420Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 224 | Employees | 847 | 3 | (585) | 265 | (69) |
| 1 | Premises related expenditure | - | - | - | - | n/a |
| 189 | Supplies and Services | 1,462 | - | - | 1,462 | - |
| 137 | Third Party Payments | 1,591 | - | 75 | 1,666 | 5 |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 8,160 | Recharges from other services | 7,317 | - | - | 7,317 | - |
| 8,711 | TOTAL EXPENDITURE | 11,217 | 3 | (510) | 10,710 | (5) |
| - | Government Grants | (1,591) | - | 1,591 | - | (100) |
| (9,207) | Other Grants, reimbursements and contributions | (9,178) | - | 1,711 | (7,467) | (19) |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (9,207) | TOTAL INCOME | (10,769) | - | 3,302 | (7,467) | (31) |

| | | | | | | |
|-------|------------------------------|-----|---|-------|-------|-----|
| (496) | NET CONTROLLABLE COST | 448 | 3 | 2,792 | 3,243 | 624 |
|-------|------------------------------|-----|---|-------|-------|-----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|-------|----------------------------|-----|---|-------|-------|-----|
| (496) | NET COST OF SERVICE | 448 | 3 | 2,792 | 3,243 | 624 |
|-------|----------------------------|-----|---|-------|-------|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|---|-------|-------|-----|
| (496) | TOTAL NET EXPENDITURE | 448 | 3 | 2,792 | 3,243 | 624 |
|-------|------------------------------|-----|---|-------|-------|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|--------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Out of Hospital Business Cases - Council contribution to the wider One Croydon Partnership Alliance | 2,000 |
| | 2,000 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Workforce reform and transformation. | (1,000) |
| | (1,000) |
| <u>Other resource changes</u> | |
| Salary budgets moved to Safeguarding £152k (PED 6.7) & Direct Payments Team £542k (PED 6.9) | (694) |
| Allocation of Income from partners efficiency budget to 25- 65 Disability £400k (PED 6.10) & Children with Disability £200k (PED 6.5) | 600 |
| Better Care Fund income budget moved to 25-65 Disability (PED 6.10) | 1,111 |
| Centralisation of Commissioning Budgets from 25-65 Disability Commissioning (PED 6.9) | 774 |
| Other minor changes | 1 |
| | 1,792 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 2,792 |

COST CENTRE: C1430Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,085 | Employees | 2,835 | 57 | 26 | 2,918 | 3 |
| - | Premises related expenditure | 3 | - | (3) | - | (100) |
| 202 | Supplies and Services | 102 | - | (86) | 16 | (84) |
| 7,055 | Third Party Payments | 5,765 | 50 | 492 | 6,307 | 9 |
| 780 | Transfer Payments | 213 | - | 449 | 662 | 211 |
| - | Transport related expenditure | 40 | - | (14) | 26 | (35) |
| 149 | Recharges from other services | 14 | - | (4) | 10 | (29) |
| 10,271 | TOTAL EXPENDITURE | 8,972 | 107 | 860 | 9,939 | 11 |
| (12) | Government Grants | (66) | - | 1 | (65) | (2) |
| (1,422) | Other Grants, reimbursements and contributions | (857) | - | (312) | (1,169) | 36 |
| (445) | Customer and Client Receipts | (529) | - | 79 | (450) | (15) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,019) | Recharges to other services | (628) | - | (295) | (923) | 47 |
| (2,898) | TOTAL INCOME | (2,080) | - | (527) | (2,607) | 25 |

| | | | | | | |
|-------|------------------------------|-------|-----|-----|-------|---|
| 7,373 | NET CONTROLLABLE COST | 6,892 | 107 | 333 | 7,332 | 6 |
|-------|------------------------------|-------|-----|-----|-------|---|

| | | | | | | |
|---|--------------------------------------|----|---|------|---|-------|
| 2 | Capital Charges | 25 | - | (25) | - | (100) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| 2 | TOTAL UNCONTROLLABLE COST | 25 | - | (25) | - | (100) |

| | | | | | | |
|-------|----------------------------|-------|-----|-----|-------|---|
| 7,375 | NET COST OF SERVICE | 6,917 | 107 | 308 | 7,332 | 6 |
|-------|----------------------------|-------|-----|-----|-------|---|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|-----|-----|-------|---|
| 7,375 | TOTAL NET EXPENDITURE | 6,917 | 107 | 308 | 7,332 | 6 |
|-------|------------------------------|-------|-----|-----|-------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|---|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| Growth in demand for care and support | | 438 |
| | | 438 |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| Commissioning efficiencies through reducing expensive care packages | | (125) |
| | | (125) |
| <u>Other resource changes</u> | | |
| Other minor changes | | (5) |
| | | (5) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 308 |

COST CENTRE: C1431Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,422 | Employees | 3,225 | 64 | (285) | 3,004 | (7) |
| 45 | Premises related expenditure | - | - | (261) | (261) | n/a |
| 42 | Supplies and Services | (90) | - | (317) | (407) | 352 |
| 78 | Third Party Payments | (205) | 2 | 273 | 70 | (134) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 7 | - | (3) | 4 | (43) |
| 582 | Recharges from other services | (268) | - | 302 | 34 | (113) |
| 3,170 | TOTAL EXPENDITURE | 2,669 | 66 | (291) | 2,444 | (8) |
| - | Government Grants | - | - | - | - | n/a |
| (170) | Other Grants, reimbursements and contributions | (75) | - | - | (75) | - |
| (178) | Customer and Client Receipts | (368) | - | 293 | (75) | (80) |
| - | Interest Receivable | - | - | - | - | n/a |
| (217) | Recharges to other services | (200) | - | (250) | (450) | 125 |
| (565) | TOTAL INCOME | (643) | - | 43 | (600) | (7) |
| 2,605 | NET CONTROLLABLE COST | 2,026 | 66 | (248) | 1,844 | (9) |
| 59 | Capital Charges | 59 | - | 9 | 68 | 15 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (325) | Corporate support services bought in | - | - | - | - | n/a |
| (266) | TOTAL UNCONTROLLABLE COST | 59 | - | 9 | 68 | 15 |
| 2,339 | NET COST OF SERVICE | 2,085 | 66 | (239) | 1,912 | (8) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,339 | TOTAL NET EXPENDITURE | 2,085 | 66 | (239) | 1,912 | (8) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | (125) |
| Reconfiguring service enhancing life and well-being opportunities | | | | | | (125) |
| Other resource changes | | | | | | |
| Salary re-alignment for Head of service from Adult Social Care Directorate (PED 6.6) | | | | | | 105 |
| Autism service budget transfer £10k 0-25 Special Education Needs (PED 6.5), £94k 25-65 Disability (PED 6.10) | | | | | | 104 |
| Employment Service budget transfer to Gateway Enablement and Welfare (PED 5.3) | | | | | | (96) |
| Change in capital charges | | | | | | 9 |
| Transfer of Local Authority Trading Company 4-month budget to Resources Department | | | | | | (260) |
| Funding for national insurance costs (PED 4.2) | | | | | | 24 |
| | | | | | | (114) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (239) |

COST CENTRE: C1432Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 846 | Employees | 1,432 | 27 | (183) | 1,276 | (11) |
| 402 | Premises related expenditure | 346 | - | (191) | 155 | (55) |
| 2,570 | Supplies and Services | 372 | - | 969 | 1,341 | 260 |
| 9,543 | Third Party Payments | 10,650 | 98 | (314) | 10,434 | (2) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 82 | - | (79) | 3 | (96) |
| 503 | Recharges from other services | 165 | - | (107) | 58 | (65) |
| 13,865 | TOTAL EXPENDITURE | 13,047 | 125 | 95 | 13,267 | 2 |
| - | Government Grants | - | - | - | - | n/a |
| (174) | Other Grants, reimbursements and contributions | (65) | - | 28 | (37) | (43) |
| (3,782) | Customer and Client Receipts | (3,177) | (1) | (76) | (3,254) | 2 |
| - | Interest Receivable | - | - | - | - | n/a |
| (775) | Recharges to other services | (659) | - | - | (659) | - |
| (4,731) | TOTAL INCOME | (3,901) | (1) | (48) | (3,950) | 1 |

| | | | | | | |
|-------|------------------------------|-------|-----|----|-------|---|
| 9,134 | NET CONTROLLABLE COST | 9,146 | 124 | 47 | 9,317 | 2 |
|-------|------------------------------|-------|-----|----|-------|---|

| | | | | | | |
|----|--------------------------------------|----|---|---|----|-----|
| 98 | Capital Charges | 38 | - | 5 | 43 | 13 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| 98 | TOTAL UNCONTROLLABLE COST | 38 | - | 5 | 43 | 13 |

| | | | | | | |
|-------|----------------------------|-------|-----|----|-------|---|
| 9,232 | NET COST OF SERVICE | 9,184 | 124 | 52 | 9,360 | 2 |
|-------|----------------------------|-------|-----|----|-------|---|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|-----|----|-------|---|
| 9,232 | TOTAL NET EXPENDITURE | 9,184 | 124 | 52 | 9,360 | 2 |
|-------|------------------------------|-------|-----|----|-------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|---|--|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| Council contribution to the wider One Croydon Partnership Alliance | | 300 |
| | | 300 |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| One Croydon Alliance -Efficiencies through better partnership working within the Alliance | | (183) |
| | | (183) |
| <u>Other resource changes</u> | | |
| Transfer of post to Adult Social Care Directorate (PED 6.6) | | (80) |
| Change in capital charges | | 5 |
| Funding for national insurance costs (PED 4.2) | | 10 |
| | | (65) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 52 |

**PEOPLE
ADULT SOCIAL CARE AND ALL-AGE DISABILITY
ONE CROYDON PROVIDER SERVICES - SOCIAL CARE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1433Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 6,385 | Employees | 8,766 | 163 | 82 | 9,011 | 3 |
| 25 | Premises related expenditure | 34 | - | 1 | 35 | 3 |
| 29 | Supplies and Services | 96 | - | 18 | 114 | 19 |
| 23,057 | Third Party Payments | 21,580 | 205 | (1,111) | 20,674 | (4) |
| 902 | Transfer Payments | 944 | - | - | 944 | - |
| 2 | Transport related expenditure | 174 | - | (144) | 30 | (83) |
| 2,034 | Recharges from other services | 3 | - | 112 | 115 | 3,733 |
| 32,434 | TOTAL EXPENDITURE | 31,597 | 368 | (1,042) | 30,923 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| (3,488) | Other Grants, reimbursements and contributions | (4,083) | - | 791 | (3,292) | (19) |
| (7,430) | Customer and Client Receipts | (6,936) | (3) | 218 | (6,721) | (3) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,068) | Recharges to other services | (1,000) | - | - | (1,000) | - |
| (11,986) | TOTAL INCOME | (12,019) | (3) | 1,009 | (11,013) | (8) |
| 20,448 | NET CONTROLLABLE COST | 19,578 | 365 | (33) | 19,910 | 2 |
| 10 | Capital Charges | 10 | - | - | 10 | - |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| 10 | TOTAL UNCONTROLLABLE COST | 10 | - | - | 10 | - |
| 20,458 | NET COST OF SERVICE | 19,588 | 365 | (33) | 19,920 | 2 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 20,458 | TOTAL NET EXPENDITURE | 19,588 | 365 | (33) | 19,920 | 2 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Council contribution to the wider One Croydon Partnership Alliance | | | | | | 2,000 |
| | | | | | | 2,000 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| One Croydon Alliance - Managing demand through better partnership working within the Alliance. □ | | | | | | (2,100) |
| | | | | | | (2,100) |
| <u>Other resource changes</u> | | | | | | |
| Funding for national insurance costs (PED 4.2) | | | | | | 67 |
| | | | | | | 67 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (33) |

SERVICE DESCRIPTION

The Housing Needs Service (General Fund) includes the following sections:

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 handyman services. The service also provides loans for vulnerable home owners who are on low incomes for repairs and improvements to bring their homes up to the Decent Homes Standard. Together with the Major Adaptations Unit, provides the disabled adaptation service for all private sector tenures, including processing of Disabled Facilities Grants applications, approvals and completion of works on site. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice, enforcement and where required compulsory purchase on long term vacant homes to increase available housing supply.

Service Development

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

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

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 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|---|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | | | | | | |
| C1440Q | Housing Renewal | (97) | 10 | 66 | (21) | (78) |
| C1444Q | Service Development | 1 | 2 | 1 | 4 | 300 |
| C1446Q | Housing Needs Directorate | 3,362 | - | (113) | 3,249 | (3) |
| C1448Q | Temporary Accommodation and Housing Solutions | 433 | 9 | (183) | 259 | (40) |
| C1464Q | Garage Commercial And Miscellaneous Properties Income | (50) | - | (3) | (53) | 6 |
| | TOTAL NET SPEND | 3,649 | 21 | (232) | 3,438 | (6) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|---|-------------------------|-------------------------|---------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Housing Renewal | 14.2 | 15.8 | 1.6 |
| Service Development | 1.0 | 1.0 | - |
| Housing Needs Directorate | 0.4 | 0.3 | (0.1) |
| Temporary Accommodation and Housing Solutions | 12.8 | 11.2 | (1.7) |
| Garage Commercial And Miscellaneous Properties Income | - | - | - |
| TOTAL FTE STAFF | 28.4 | 28.3 | (0.1) |

COST CENTRE: C1420P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,085 | Employees | 1,167 | 24 | 61 | 1,252 | 7 |
| 6,478 | Premises related expenditure | 5,872 | - | (5) | 5,867 | (0) |
| 228 | Supplies and Services | 188 | - | 5 | 193 | 3 |
| 5,054 | Third Party Payments | 1,840 | - | 3,143 | 4,983 | 171 |
| - | Transfer Payments | - | - | - | - | n/a |
| 9 | Transport related expenditure | 17 | - | (2) | 15 | (12) |
| 59 | Recharges from other services | 41 | - | 6 | 47 | 15 |
| 12,913 | TOTAL EXPENDITURE | 9,125 | 24 | 3,208 | 12,357 | 35 |
| (92) | Government Grants | (91) | - | - | (91) | - |
| (203) | Other Grants, reimbursements and contributions | (51) | - | - | (51) | - |
| (11,781) | Customer and Client Receipts | (8,147) | (3) | (3,320) | (11,470) | 41 |
| - | Interest Receivable | - | - | - | - | n/a |
| (402) | Recharges to other services | (541) | - | - | (541) | - |
| (12,478) | TOTAL INCOME | (8,830) | (3) | (3,320) | (12,153) | 38 |
| 435 | NET CONTROLLABLE COST | 295 | 21 | (112) | 204 | (31) |
| 787 | Capital Charges | 787 | - | (70) | 717 | (9) |
| - | Intangible Charges | - | - | - | - | n/a |
| 2,100 | REFCUS | 2,100 | - | - | 2,100 | - |
| 313 | Corporate support services bought in | 467 | - | (50) | 417 | (11) |
| 3,200 | TOTAL UNCONTROLLABLE COST | 3,354 | - | (120) | 3,234 | (4) |
| 3,635 | NET COST OF SERVICE | 3,649 | 21 | (232) | 3,438 | (6) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,635 | TOTAL NET EXPENDITURE | 3,649 | 21 | (232) | 3,438 | (6) |

COST CENTRE: C1440Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 486 | Employees | 595 | 13 | 67 | 675 | 13 |
| 1 | Premises related expenditure | - | - | - | - | n/a |
| 16 | Supplies and Services | - | - | 2 | 2 | n/a |
| 186 | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 9 | Transport related expenditure | 16 | - | (2) | 14 | (13) |
| 9 | Recharges from other services | 1 | - | (1) | - | (100) |
| 707 | TOTAL EXPENDITURE | 612 | 13 | 66 | 691 | 13 |
| (1) | Government Grants | - | - | - | - | n/a |
| (203) | Other Grants, reimbursements and contributions | (51) | - | - | (51) | - |
| (248) | Customer and Client Receipts | (307) | (3) | - | (310) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (212) | Recharges to other services | (351) | - | - | (351) | - |
| (664) | TOTAL INCOME | (709) | (3) | - | (712) | 0 |
| 43 | NET CONTROLLABLE COST | (97) | 10 | 66 | (21) | (78) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (140) | Corporate support services bought in | - | - | - | - | n/a |
| (140) | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| (97) | NET COST OF SERVICE | (97) | 10 | 66 | (21) | (78) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (97) | TOTAL NET EXPENDITURE | (97) | 10 | 66 | (21) | (78) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| An additional officer and manager who will generate savings through reducing void periods and standardising delivery | | | | | | 103 |
| | | | | | | 103 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Savings to be delivered by finding efficiencies in running costs | | | | | | (41) |
| | | | | | | (41) |
| <u>Other resource changes</u> | | | | | | |
| Other minor changes | | | | | | 4 |
| | | | | | | 4 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 66 |

COST CENTRE: C1444Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 97 | Employees | 97 | 2 | 1 | 100 | 3 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 55 | Supplies and Services | 55 | - | - | 55 | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 16 | Recharges from other services | 16 | - | - | 16 | - |
| 168 | TOTAL EXPENDITURE | 168 | 2 | 1 | 171 | 2 |
| (91) | Government Grants | (91) | - | - | (91) | - |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (76) | Recharges to other services | (76) | - | - | (76) | - |
| (167) | TOTAL INCOME | (167) | - | - | (167) | - |

| | | | | | | |
|---|------------------------------|---|---|---|---|-----|
| 1 | NET CONTROLLABLE COST | 1 | 2 | 1 | 4 | 300 |
|---|------------------------------|---|---|---|---|-----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|---|----------------------------|---|---|---|---|-----|
| 1 | NET COST OF SERVICE | 1 | 2 | 1 | 4 | 300 |
|---|----------------------------|---|---|---|---|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|---|------------------------------|---|---|---|---|-----|
| 1 | TOTAL NET EXPENDITURE | 1 | 2 | 1 | 4 | 300 |
|---|------------------------------|---|---|---|---|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Other minor changes | | 1 |
| | | 1 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 1 |

COST CENTRE: C1446Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 22 | Employees | 22 | - | - | 22 | - |
| - | - Premises related expenditure | - | - | - | - | n/a |
| - | - Supplies and Services | - | - | - | - | n/a |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 7 | Recharges from other services | 7 | - | 7 | 14 | 100 |
| 29 | TOTAL EXPENDITURE | 29 | - | 7 | 36 | 24 |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (21) | Recharges to other services | (21) | - | - | (21) | - |
| (21) | TOTAL INCOME | (21) | - | - | (21) | - |
| 8 | NET CONTROLLABLE COST | 8 | - | 7 | 15 | 88 |
| 787 | Capital Charges | 787 | - | (70) | 717 | (9) |
| - | - Intangible Charges | - | - | - | - | n/a |
| 2,100 | REFCUS | 2,100 | - | - | 2,100 | - |
| 453 | Corporate support services bought in | 467 | - | (50) | 417 | (11) |
| 3,340 | TOTAL UNCONTROLLABLE COST | 3,354 | - | (120) | 3,234 | (4) |
| 3,348 | NET COST OF SERVICE | 3,362 | - | (113) | 3,249 | (3) |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 3,348 | TOTAL NET EXPENDITURE | 3,362 | - | (113) | 3,249 | (3) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Reduction of Capital Charges | | | | | | (70) |
| Movement in corporate charges (SeRCOP) and internal recharges | | | | | | (43) |
| | | | | | | (113) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (113) |

**PEOPLE
HOUSING NEED
TEMPORARY ACCOMMODATION AND HOUSING SOLUTIONS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1448Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 480 | Employees | 453 | 9 | (7) | 455 | 0 |
| 6,345 | Premises related expenditure | 5,740 | - | (2) | 5,738 | (0) |
| 120 | Supplies and Services | 96 | - | 3 | 99 | 3 |
| 4,868 | Third Party Payments | 1,840 | - | 3,143 | 4,983 | 171 |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | 1 | - | - | 1 | - |
| 26 | Recharges from other services | 16 | - | - | 16 | - |
| 11,839 | TOTAL EXPENDITURE | 8,146 | 9 | 3,137 | 11,292 | 39 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (11,313) | Customer and Client Receipts | (7,620) | - | (3,320) | (10,940) | 44 |
| - | Interest Receivable | - | - | - | - | n/a |
| (93) | Recharges to other services | (93) | - | - | (93) | - |
| (11,406) | TOTAL INCOME | (7,713) | - | (3,320) | (11,033) | 43 |
| 433 | NET CONTROLLABLE COST | 433 | 9 | (183) | 259 | (40) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 433 | NET COST OF SERVICE | 433 | 9 | (183) | 259 | (40) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 433 | TOTAL NET EXPENDITURE | 433 | 9 | (183) | 259 | (40) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Additional empty property officer who will increase income through reducing void periods | | | | | | (137) |
| Savings to be delivered by making efficiencies on running costs | | | | | | (10) |
| Savings to be delivered by minimising void periods | | | | | | (39) |
| | | | | | | (186) |
| <u>Other resource changes</u> | | | | | | |
| Other minor changes | | | | | | 3 |
| | | | | | | 3 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (183) |

**PEOPLE
HOUSING NEED
GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1464Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| 132 | Premises related expenditure | 132 | - | (3) | 129 | (2) |
| 37 | Supplies and Services | 37 | - | - | 37 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 1 | Recharges from other services | 1 | - | - | 1 | - |
| 170 | TOTAL EXPENDITURE | 170 | - | (3) | 167 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (220) | Customer and Client Receipts | (220) | - | - | (220) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (220) | TOTAL INCOME | (220) | - | - | (220) | - |
| (50) | NET CONTROLLABLE COST | (50) | - | (3) | (53) | 6 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| (50) | NET COST OF SERVICE | (50) | - | (3) | (53) | 6 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (50) | TOTAL NET EXPENDITURE | (50) | - | (3) | (53) | 6 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (3) |
| Savings to be delivered by minimising void periods | | | | | | (3) |
| <u>Other resource changes</u> | | | | | | (3) |
| | | | | | | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (3) |

SERVICE DESCRIPTION

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

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

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

ii) Schools block – this includes funding for primary and secondary schools/academies and Growth Funding for items such as expansions and bulge classes.

Note most funding for academies is passed directly to the academies by the Education Funding Agency (EFA).

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

Other funding streams from the EFA include:

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

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

2) Of the £337m DSG allocation, £243m is Schools Block, £6m is Central Block, £59m is High Needs (PED 6.3), £29m is Early Years (PED 1.7) of this an estimated £154m is recouped by the EFA to fund academies within the Borough, there are also Central amounts of DSG held within Corporate (for Prudential Borrowing) and Universal Services (for Admissions and Servicing of the School Forum)

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

i) PVI - currently 155 (note settings close and open throughout the year)

ii) Child minders – currently 97 (note child minders join and leave throughout the year)

iii) Nursery and early years centres - 5

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

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

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

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

viii) All Through Schools – 1 (1 Academy)

Note numbers above are projected as at December 2017 and are subject to change due to academy conversions.

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

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

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|-------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | Schools | 93,896 | - | (6,287) | 87,609 | (7) |
| | Dedicated Schools Grant | (93,896) | - | 6,287 | (87,609) | (7) |
| | TOTAL NET SPEND | - | - | - | - | n/a |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|---|-----------------------------------|-----------------------------------|---------------------|
| The budgets are delegated and information on staffing levels is not available | N/A | N/A | N/A |
| TOTAL FTE STAFF | - | - | - |

PEOPLE
SCHOOLS BUDGET
DEDICATED SCHOOLS BUDGET

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1215P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--------------------------|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| | Schools | | | | | |
| 64,051 | Primary | 69,172 | - | (7,267) | 61,905 | (11) |
| 19,000 | Secondary | 19,332 | - | (139) | 19,193 | (1) |
| 5,306 | Central | 5,392 | - | 1,119 | 6,511 | 21 |
| 88,357 | TOTAL EXPENDITURE | 93,896 | - | (6,287) | 87,609 | (7) |
| (88,443) | Dedicated Schools Grant | (93,896) | - | 6,287 | (87,609) | (7) |
| (88,443) | TOTAL INCOME | (93,896) | - | 6,287 | (87,609) | (7) |
| (86) | NET EXPENDITURE | - | - | - | - | n/a |

COST CENTRE: C1215P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (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 |
| 88,357 | Transfer Payments | 93,896 | - | (6,287) | 87,609 | (7) |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 88,357 | TOTAL EXPENDITURE | 93,896 | - | (6,287) | 87,609 | (7) |
| (88,443) | Government Grants | (93,896) | - | 6,287 | (87,609) | (7) |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (88,443) | TOTAL INCOME | (93,896) | - | 6,287 | (87,609) | (7) |
| (86) | NET CONTROLLABLE COST | - | - | - | - | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| (86) | NET COST OF SERVICE | - | - | - | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (86) | TOTAL NET EXPENDITURE | - | - | - | - | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Reduction of DSG Expenditure due to several maintained school converting to academies. | | | | | | (6,287) |
| Reduction of DSG Income due to several maintained schools converting to academies. | | | | | | 6,287 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | - |

SERVICE DESCRIPTION

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

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

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

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

Public Health Contracts and Funding covers the following areas:

- ~ Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS
- ~ Health protection covers services to protect the health of the population including environmental health
- ~ Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.
- ~ Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.
- ~ Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and 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.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|--|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1691Q | Public Health Management | (20,698) | - | 556 | (20,142) | (3) |
| C1692Q | Public Health Contracts and Management | 20,698 | 21 | (577) | 20,142 | (3) |
| | TOTAL NET SPEND | - | 21 | (21) | - | n/a |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| Public Health | 21.2 | 22.9 | 1.8 |
| TOTAL FTE STAFF | 21.2 | 22.9 | 1.8 |

COST CENTRE: C1662P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,334 | Employees | 1,383 | 21 | (13) | 1,391 | 1 |
| (2) | Premises related expenditure | 40 | - | (40) | - | (100) |
| 262 | Supplies and Services | 112 | - | (62) | 50 | (55) |
| 9,090 | Third Party Payments | 8,913 | - | (811) | 8,102 | (9) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 10,808 | Recharges from other services | 10,976 | - | 927 | 11,903 | 8 |
| 21,492 | TOTAL EXPENDITURE | 21,424 | 21 | 1 | 21,446 | 0 |
| (21,912) | Government Grants | (21,912) | - | 548 | (21,364) | (3) |
| (67) | Other Grants, reimbursements and contributions | - | - | (570) | (570) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (116) | Recharges to other services | (115) | - | - | (115) | - |
| (22,095) | TOTAL INCOME | (22,027) | - | (22) | (22,049) | 0 |
| (603) | NET CONTROLLABLE COST | (603) | 21 | (21) | (603) | - |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 603 | Corporate support services bought in | 603 | - | - | 603 | - |
| 603 | TOTAL UNCONTROLLABLE COST | 603 | - | - | 603 | - |
| - | NET COST OF SERVICE | - | 21 | (21) | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| - | TOTAL NET EXPENDITURE | - | 21 | (21) | - | n/a |

COST CENTRE: C1691Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 22 | Employees | 18 | - | (18) | - | (100) |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 116 | Supplies and Services | 50 | - | - | 50 | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 1,919 | Recharges from other services | 543 | - | 596 | 1,139 | 110 |
| 2,057 | TOTAL EXPENDITURE | 611 | - | 578 | 1,189 | 95 |
| (21,912) | Government Grants | (21,912) | - | 548 | (21,364) | (3) |
| - | - Other Grants, reimbursements and contributions | - | - | (570) | (570) | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| - | - Recharges to other services | - | - | - | - | n/a |
| (21,912) | TOTAL INCOME | (21,912) | - | (22) | (21,934) | 0 |

| | | | | | | |
|----------|------------------------------|----------|---|-----|----------|-----|
| (19,855) | NET CONTROLLABLE COST | (21,301) | - | 556 | (20,745) | (3) |
|----------|------------------------------|----------|---|-----|----------|-----|

| | | | | | | |
|-----|--------------------------------------|-----|---|---|-----|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 603 | Corporate support services bought in | 603 | - | - | 603 | - |
| 603 | TOTAL UNCONTROLLABLE COST | 603 | - | - | 603 | - |

| | | | | | | |
|----------|----------------------------|----------|---|-----|----------|-----|
| (19,252) | NET COST OF SERVICE | (20,698) | - | 556 | (20,142) | (3) |
|----------|----------------------------|----------|---|-----|----------|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|----------|------------------------------|----------|---|-----|----------|-----|
| (19,252) | TOTAL NET EXPENDITURE | (20,698) | - | 556 | (20,142) | (3) |
|----------|------------------------------|----------|---|-----|----------|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Decrease in Department of Health funding | | 548 |
| Minor variance | | 8 |
| | | 556 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 556 |

COST CENTRE: C1692Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,312 | Employees | 1,365 | 21 | 5 | 1,391 | 2 |
| (2) | Premises related expenditure | 40 | - | (40) | - | (100) |
| 146 | Supplies and Services | 62 | - | (62) | - | (100) |
| 9,090 | Third Party Payments | 8,913 | - | (811) | 8,102 | (9) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 8,889 | Recharges from other services | 10,433 | - | 331 | 10,764 | 3 |
| 19,435 | TOTAL EXPENDITURE | 20,813 | 21 | (577) | 20,257 | (3) |
| - | Government Grants | - | - | - | - | n/a |
| (67) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (116) | Recharges to other services | (115) | - | - | (115) | - |
| (183) | TOTAL INCOME | (115) | - | - | (115) | - |

| | | | | | | |
|--------|------------------------------|--------|----|-------|--------|-----|
| 19,252 | NET CONTROLLABLE COST | 20,698 | 21 | (577) | 20,142 | (3) |
|--------|------------------------------|--------|----|-------|--------|-----|

| | | | | | | |
|---|--------------------------------------|---|---|---|---|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |

| | | | | | | |
|--------|----------------------------|--------|----|-------|--------|-----|
| 19,252 | NET COST OF SERVICE | 20,698 | 21 | (577) | 20,142 | (3) |
|--------|----------------------------|--------|----|-------|--------|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|--------|----|-------|--------|-----|
| 19,252 | TOTAL NET EXPENDITURE | 20,698 | 21 | (577) | 20,142 | (3) |
|--------|------------------------------|--------|----|-------|--------|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|--------------|
| Strategic budget - agreed pressures / service demands | - |
| Strategic budget - agreed additional income / savings | - |
| Other resource changes | - |
| Reduction in contract costs - Demand Management | (811) |
| Other minor variations | 234 |
| | (577) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (577) |

PLACE

CONTENTS

| | Page |
|---|--------|
| DEPARTMENT OVERVIEW | PLS1 |
| DEPARTMENT SUMMARY | PLS2 |
| DEPARTMENT SUBJECTIVE SUMMARY | PLS3 |
| DIVISION AND SERVICE REVENUE BUDGETS | |
| PLACE DIRECTORATE SUMMARY | PL 1.1 |
| Place Directorate Summary | PL 1.2 |
| STREETS | PL 2.1 |
| Streets Summary | PL 2.2 |
| Parking Infrastructure | PL 2.3 |
| Highways | PL 2.4 |
| Waste | PL 2.5 |
| ECONOMIC GROWTH | PL 3.1 |
| Economic Growth Summary | PL 3.2 |
| Employment & Investment | PL 3.3 |
| Adult Learning | PL 3.4 |
| CROYDON CULTURE | PL 4.1 |
| Croydon Culture Summary | PL 4.2 |
| Museums and Culture | PL 4.3 |
| Culture Growth | PL 4.4 |
| DEVELOPMENT | PL 5.1 |
| Development Summary | PL 5.2 |
| Development | PL 5.3 |
| Design & Feasibility | PL 5.4 |
| Development Directorate | PL 5.5 |
| CROYDON GROWTH ZONE | PL 6.1 |
| Croydon Growth Zone Summary | PL 6.2 |
| PLANNING | PL 7.1 |
| Planning Summary | PL 7.2 |
| Building Control | PL 7.3 |
| Development Management | PL 7.4 |
| Spatial Planning | PL 7.5 |
| Transport | PL 7.6 |
| DISTRICT CENTRES AND REGENERATION | PL 8.1 |
| District Centres and Regeneration Summary | PL 8.2 |
| Homes & School Improvement | PL 8.3 |
| Regeneration & Partnership | PL 8.4 |
| District Centres and Regeneration Directorate | PL 8.5 |
| Active Lifestyle | PL 8.6 |
| Libraries and Culture | PL 8.7 |
| SAFETY | PL 9.1 |
| Safety Summary | PL 9.2 |
| Parking | PL 9.3 |
| Public Protection | PL 9.4 |
| Partnership & Intelligence Support | PL 9.5 |
| Licensing | PL 9.6 |
| Neighbourhood Operations | PL 9.7 |

KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

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

- 1) Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.
- 2) Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Heath, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.
- 3) Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.
- 4) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- 5) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the uniqueness of the borough.
- 6) Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
- 7) Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and 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 2016/17 £000 | ORIGINAL 2017/18 £000 | FORECAST 2017/18 £000 | BUDGET 2018/19 £000 | % CHANGE % |
|---|---------------------------|-----------------------------|-----------------------------|---------------------------|------------------|
| Employees | 17,403 | 24,584 | 24,938 | 28,329 | 14 |
| Premises related expenditure | 9,496 | 1,711 | 1,807 | 3,456 | 91 |
| Supplies and Services | 37,672 | 15,405 | 16,678 | 29,722 | 78 |
| Third Party Payments | 6,893 | 28,901 | 27,132 | 8,149 | (70) |
| Transfer Payments | 6 | - | - | - | n/a |
| Transport related expenditure | 103 | 333 | 355 | 288 | (19) |
| Capital Charges | 13,347 | 11,752 | 11,745 | 10,480 | (11) |
| Intangible Charges | - | - | - | - | n/a |
| REFCUS | 10,138 | - | - | - | n/a |
| Corporate support services bought in | 8,074 | 7,594 | 7,616 | 8,540 | 12 |
| Recharges from other services | 13,604 | 6,018 | 7,195 | 4,062 | (44) |
| TOTAL EXPENDITURE | 116,736 | 96,298 | 97,466 | 93,026 | (5) |
| Government Grants | (7,908) | (4,053) | (3,833) | (4,208) | 10 |
| Other Grants, reimbursements and contributions | (13,673) | (695) | (1,047) | (3,558) | 240 |
| Customer and Client Receipts | (26,166) | (26,401) | (26,201) | (24,700) | (6) |
| Interest Receivable | - | - | - | - | n/a |
| Recharges to other services | (14,932) | (13,773) | (14,907) | (12,427) | (17) |
| TOTAL INCOME | (62,679) | (44,922) | (45,988) | (44,893) | (2) |
| NET EXPENDITURE | 54,057 | 51,376 | 51,478 | 48,133 | (6) |
| Contributions to / (from) Reserves | (4,417) | - | - | - | n/a |
| CURRENT BUDGET | 49,106 | | 51,478 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | 534 | | - | | |

TOP FINANCIAL RISKS 2018/19

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

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

The changing social Housing Policy context continues to increase the pressure on the HRA budget and could significantly alter the way the Council delivers housing services including the way it maintains and invests in Council stock and delivers a range of services on estates.

CABINET MEMBER

| | |
|--------------------------------|--|
| Councillor Stuart King | Cabinet Member for Transport and Environment |
| Councillor Alison Butler | Cabinet Member for Homes, Regeneration and |
| Councillor Stuart Collins | Cabinet Member for Clean Green Croydon |
| Councillor Hamida Ali | Cabinet Member for Communities, Safety and Justice |
| Councillor Timothy Godfrey | Cabinet Member for Culture, Leisure and Sport |
| Councillor Manju Shahul-Hameed | Cabinet Member for Economy and Jobs |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|---------------------|--|----------|
| Shifa Mustafa | Executive Director of Place | 47575 |
| Steve Iles | Director - Streets | 52821 |
| Emma Lindsell | Director - Economic Growth | 65626 |
| Colm Lacey | Director - Development | 47367 |
| Lee Parker | Director - Growth | 47052 |
| Heather Cheesbrough | Director - Planning & Strategic Transport | 65599 |
| Stephen Tate | Director - District Centres and Regeneration | 47446 |
| Andy Opie | Director - Safety | 65686 |
| Paula Murray | Creative Director | 47117 |

| COST CENTRE | DIVISION |
|-------------|-----------------------------------|
| C1100P | Place Directorate |
| C1110P | Streets |
| C1111P | Economic Growth |
| C1114P | Croydon Culture |
| C1115P | Development |
| C1116P | Croydon Growth Zone |
| C1120P | Planning |
| C1125P | District Centres and Regeneration |
| C1130P | Safety |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2017/18 £000's | DIVISION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|-----------------------------------|--|--|------------------------|--|-------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| (330) | Place Directorate | - | 8 | 55 | 63 | n/a |
| 45,181 | Streets | 46,020 | 655 | (6,059) | 40,616 | (12) |
| 721 | Economic Growth | 1,015 | 52 | (310) | 757 | (25) |
| 532 | Croydon Culture | 1,058 | 5 | 264 | 1,327 | 25 |
| 108 | Development | 112 | 18 | 28 | 158 | 41 |
| 2,496 | Planning | 2,141 | 81 | (29) | 2,193 | 2 |
| 6,291 | District Centres and Regeneration | 5,289 | 103 | 305 | 5,697 | 8 |
| (3,521) | Safety | (4,259) | 171 | 1,410 | (2,678) | (37) |
| 51,478 | TOTAL NET SPEND | 51,376 | 1,093 | (4,336) | 48,133 | (6) |

STAFF ESTABLISHMENT NUMBERS

| DIVISION | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|-----------------------------------|-------------------------------|-------------------------------|---------------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Place Directorate | 1.0 | 1.0 | - |
| Streets | 92.0 | 107.0 | 15.0 |
| Economic Growth | 96.8 | 101.1 | 4.3 |
| Croydon Culture | 6.8 | 8.1 | 1.3 |
| Development | 23.0 | 14.0 | (9.0) |
| Croydon Growth Zone | - | 5.0 | 5.0 |
| Planning | 89.0 | 98.3 | 9.3 |
| District Centres and Regeneration | 34.4 | 28.0 | (6.4) |
| Safety | 235.9 | 241.0 | 5.1 |
| TOTAL FTE STAFF | 578.9 | 603.5 | 24.5 |

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 24,938 | Employees | 24,584 | 482 | 3,263 | 28,329 | 15 |
| 1,807 | Premises related expenditure | 1,711 | - | 1,745 | 3,456 | 102 |
| 16,678 | Supplies and Services | 15,405 | 61 | 14,256 | 29,722 | 93 |
| 27,132 | Third Party Payments | 28,901 | 596 | (21,348) | 8,149 | (72) |
| - | Transfer Payments | - | - | - | - | n/a |
| 355 | Transport related expenditure | 333 | - | (45) | 288 | (14) |
| 7,195 | Recharges from other services | 6,018 | - | (1,956) | 4,062 | (33) |
| 78,105 | TOTAL EXPENDITURE | 76,952 | 1,139 | (4,085) | 74,006 | (4) |
| (3,833) | Government Grants | (4,053) | - | (155) | (4,208) | 4 |
| (1,047) | Other Grants, reimbursements and contributions | (695) | - | (2,863) | (3,558) | 412 |
| (26,201) | Customer and Client Receipts | (26,401) | (46) | 1,747 | (24,700) | (6) |
| - | Interest Receivable | - | - | - | - | n/a |
| (14,907) | Recharges to other services | (13,773) | - | 1,346 | (12,427) | (10) |
| (45,988) | TOTAL INCOME | (44,922) | (46) | 75 | (44,893) | (0) |
| 32,117 | NET CONTROLLABLE COST | 32,030 | 1,093 | (4,010) | 29,113 | (9) |
| 11,745 | Capital Charges | 11,752 | - | (1,272) | 10,480 | (11) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 7,616 | Corporate support services bought in | 7,594 | - | 946 | 8,540 | 12 |
| 19,361 | TOTAL UNCONTROLLABLE COST | 19,346 | - | (326) | 19,020 | (2) |
| 51,478 | NET COST OF SERVICE | 51,376 | 1,093 | (4,336) | 48,133 | (6) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 51,478 | TOTAL NET EXPENDITURE | 51,376 | 1,093 | (4,336) | 48,133 | (6) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | 1,471 |
| Strategic budget - agreed additional income / savings | | | | | | (5,974) |
| Other resource changes | | | | | | 112 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (4,391) |

SERVICE DESCRIPTION

This cost centre contains the Executive director associated costs, it 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.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1100Q | Place Directorate | - | 8 | 55 | 63 | n/a |
| | TOTAL NET SPEND | - | 8 | 55 | 63 | - |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|-------------------------|
| Place Directorate | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 1.0 | 1.0 | - |

COST CENTRE: C1100P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 360 | Employees | 178 | 8 | (3) | 183 | 3 |
| 5 | Premises related expenditure | (155) | - | - | (155) | - |
| 55 | Supplies and Services | 55 | - | - | 55 | - |
| 217 | Third Party Payments | 225 | - | - | 225 | - |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 52 | Recharges from other services | 52 | - | - | 52 | - |
| 689 | TOTAL EXPENDITURE | 355 | 8 | (3) | 360 | 1 |
| - | - Government Grants | - | - | - | - | n/a |
| (309) | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (949) | - Recharges to other services | (606) | - | (49) | (655) | 8 |
| (1,258) | TOTAL INCOME | (606) | - | (49) | (655) | 8 |
| (569) | NET CONTROLLABLE COST | (251) | 8 | (52) | (295) | 18 |
| - | - Capital Charges | 7 | - | 1 | 8 | 14 |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 239 | Corporate support services bought in | 244 | - | 106 | 350 | 43 |
| 239 | TOTAL UNCONTROLLABLE COST | 251 | - | 107 | 358 | 43 |
| (330) | NET COST OF SERVICE | - | 8 | 55 | 63 | n/a |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (330) | TOTAL NET EXPENDITURE | - | 8 | 55 | 63 | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| <u>Other resource changes</u> | | | | | | (3) |
| Other minor variations | | | | | | 43 |
| Corporate support services bought in | | | | | | (49) |
| Variations in directorate and intra departmental recharges | | | | | | 1 |
| Variations in capital charges | | | | | | 63 |
| Creation of Corporate support services bought in | | | | | | 55 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 55 |

SERVICE DESCRIPTION

The Streets Division is made up of Parking infrastructure, Highway services and Waste management. The Waste management cost centre also includes associated budgets for grounds maintenance of open spaces and leisure centres.

Parking Infrastructure implements and maintains parking schemes including new and extended CPZ's (Controlled Parking Zones), disabled parking and upkeep of the boroughs signs and lines. Additionally this area facilitate Traffic Management Orders on behalf of internal and external clients.

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

As part of the Waste management service:

- 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. Operates the Household Reuse and Recycling Centre and street cleansing contracts.

- The leisure contract management team manage Croydon's leisure centres and sports offer within parks and open space in partnership with Greenwich Leisure Limited ("GLL") GLL. An integrated approach to sports and physical activity that ensures we maximise the use of our leisure assets, parks, and green spaces to increase participation and improve health outcomes and build foundations for an active life for our residents. A key priority is to ensure that our parks and green spaces support and encourage active lifestyles, provide high quality sports facilities, give children a space to play in, address inequalities and host a range of well publicised activities for all (walks for health, outdoor gyms, etc.)

- 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, park buildings and games courts.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1102Q | Parking Infrastructure | 435 | 5 | (49) | 391 | (10) |
| C1103Q | Highways | 12,821 | 98 | (1,044) | 11,875 | (7) |
| C1104Q | Waste | 32,764 | 552 | (4,966) | 28,350 | (13) |
| | TOTAL NET SPEND | 46,020 | 655 | (6,059) | 40,616 | (12) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| Parking Infrastructure | 7.0 | 6.0 | (1.0) |
| Highways | 53.0 | 73.0 | 20.0 |
| Waste | 32.0 | 28.0 | (4.0) |
| TOTAL FTE STAFF | 92.0 | 107.0 | 15.0 |

COST CENTRE: C1110P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,643 | Employees | 4,161 | 81 | 828 | 5,070 | 22 |
| 1,240 | Premises related expenditure | 1,269 | - | 1,629 | 2,898 | 128 |
| 13,386 | Supplies and Services | 12,340 | 61 | 14,219 | 26,620 | 116 |
| 23,108 | Third Party Payments | 24,932 | 530 | (21,499) | 3,963 | (84) |
| - | Transfer Payments | - | - | - | - | n/a |
| 84 | Transport related expenditure | 96 | - | 23 | 119 | 24 |
| 1,751 | Recharges from other services | 1,112 | - | (920) | 192 | (83) |
| 43,212 | TOTAL EXPENDITURE | 43,910 | 672 | (5,720) | 38,862 | (11) |
| - | Government Grants | - | - | - | - | n/a |
| (102) | Other Grants, reimbursements and contributions | (102) | - | (1,367) | (1,469) | 1,340 |
| (6,554) | Customer and Client Receipts | (6,627) | (17) | 2,321 | (4,323) | (35) |
| - | Interest Receivable | - | - | - | - | n/a |
| (3,328) | Recharges to other services | (3,114) | - | 80 | (3,034) | (3) |
| (9,984) | TOTAL INCOME | (9,843) | (17) | 1,034 | (8,826) | (10) |
| 33,228 | NET CONTROLLABLE COST | 34,067 | 655 | (4,686) | 30,036 | (12) |
| 9,464 | Capital Charges | 9,464 | - | (1,771) | 7,693 | (19) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,489 | Corporate support services bought in | 2,489 | - | 398 | 2,887 | 16 |
| 11,953 | TOTAL UNCONTROLLABLE COST | 11,953 | - | (1,373) | 10,580 | (11) |
| 45,181 | NET COST OF SERVICE | 46,020 | 655 | (6,059) | 40,616 | (12) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 45,181 | TOTAL NET EXPENDITURE | 46,020 | 655 | (6,059) | 40,616 | (12) |

COST CENTRE: C1102Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 278 | Employees | 319 | 6 | (45) | 280 | (12) |
| 1 | Premises related expenditure | - | - | - | - | n/a |
| 129 | Supplies and Services | 112 | - | 20 | 132 | 18 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 3 | Transport related expenditure | 3 | - | (3) | - | (100) |
| 9 | Recharges from other services | 9 | - | 2 | 11 | 22 |
| 420 | TOTAL EXPENDITURE | 443 | 6 | (26) | 423 | (5) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (120) | Customer and Client Receipts | (80) | (1) | (26) | (107) | 34 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (120) | TOTAL INCOME | (80) | (1) | (26) | (107) | 34 |
| 300 | NET CONTROLLABLE COST | 363 | 5 | (52) | 316 | (13) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 72 | Corporate support services bought in | 72 | - | 3 | 75 | 4 |
| 72 | TOTAL UNCONTROLLABLE COST | 72 | - | 3 | 75 | 4 |
| 372 | NET COST OF SERVICE | 435 | 5 | (49) | 391 | (10) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 372 | TOTAL NET EXPENDITURE | 435 | 5 | (49) | 391 | (10) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Co-ordination and management of utility companies on the highway to minimise disruption/congestion. This will include coring, traffic management and new roads and Streets Works Act (NWSRA) inspections. | | | | | | (26) |
| | | | | | | (26) |
| <u>Other resource changes</u> | | | | | | |
| Streets restructure reduction in posts | | | | | | (45) |
| Other minor variations | | | | | | 17 |
| Corporate support services bought in | | | | | | 3 |
| Variations in directorate and intra departmental recharges | | | | | | 2 |
| | | | | | | (23) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (49) |

COST CENTRE: C1103Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,126 | Employees | 2,361 | 47 | 1,085 | 3,493 | 48 |
| 547 | Premises related expenditure | 594 | - | - | 594 | - |
| 532 | Supplies and Services | 532 | - | 743 | 1,275 | 140 |
| 658 | Third Party Payments | 3,049 | 55 | (268) | 2,836 | (7) |
| - | Transfer Payments | - | - | - | - | n/a |
| 53 | Transport related expenditure | 46 | - | (46) | - | (100) |
| 820 | Recharges from other services | 405 | - | (302) | 103 | (75) |
| 4,736 | TOTAL EXPENDITURE | 6,987 | 102 | 1,212 | 8,301 | 19 |
| - | Government Grants | - | - | - | - | n/a |
| (95) | Other Grants, reimbursements and contributions | (95) | - | (1,367) | (1,462) | 1,439 |
| (2,369) | Customer and Client Receipts | (2,448) | (4) | 1,116 | (1,336) | (45) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,092) | Recharges to other services | (860) | - | (452) | (1,312) | 53 |
| (3,556) | TOTAL INCOME | (3,403) | (4) | (703) | (4,110) | 21 |
| 1,180 | NET CONTROLLABLE COST | 3,584 | 98 | 509 | 4,191 | 17 |
| 8,314 | Capital Charges | 8,314 | - | (1,943) | 6,371 | (23) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 923 | Corporate support services bought in | 923 | - | 390 | 1,313 | 42 |
| 9,237 | TOTAL UNCONTROLLABLE COST | 9,237 | - | (1,553) | 7,684 | (17) |
| 10,417 | NET COST OF SERVICE | 12,821 | 98 | (1,044) | 11,875 | (7) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 10,417 | TOTAL NET EXPENDITURE | 12,821 | 98 | (1,044) | 11,875 | (7) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Co-ordination and management of utility companies on the highway to minimise disruption/congestion. This will include coring, traffic management and new roads and Streets Works Act (NWSRA) inspections. | | | | | | (166) |
| Traffic signals - Savings on charges from TFL for Signal Maintenance and Operational Costs | | | | | | (50) |
| | | | | | | (216) |
| <u>Other resource changes</u> | | | | | | |
| Streets restructure - Establishment increase for Growth Zone and TFL grant funded posts | | | | | | 452 |
| Streets restructure - Removal of staff turnover and additional management posts | | | | | | 633 |
| Streets restructure - Grant funded income to cover Growth Zone and TFL grant funded posts | | | | | | (452) |
| Realignment of Street Lighting PFI unitary charge | | | | | | 340 |
| Other minor variations | | | | | | 54 |
| Variations in capital charges | | | | | | (1,943) |
| Variations in directorate and intra departmental recharges | | | | | | (302) |
| Corporate support services bought in | | | | | | 390 |
| | | | | | | (828) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (1,044) |

COST CENTRE: C1104Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,239 | Employees | 1,481 | 28 | (212) | 1,297 | (12) |
| 692 | Premises related expenditure | 675 | - | 1,629 | 2,304 | 241 |
| 12,725 | Supplies and Services | 11,696 | 61 | 13,456 | 25,213 | 116 |
| 22,450 | Third Party Payments | 21,883 | 475 | (21,231) | 1,127 | (95) |
| - | Transfer Payments | - | - | - | - | n/a |
| 28 | Transport related expenditure | 47 | - | 72 | 119 | 153 |
| 922 | Recharges from other services | 698 | - | (620) | 78 | (89) |
| 38,056 | TOTAL EXPENDITURE | 36,480 | 564 | (6,906) | 30,138 | (17) |
| - | Government Grants | - | - | - | - | n/a |
| (7) | Other Grants, reimbursements and contributions | (7) | - | - | (7) | - |
| (4,065) | Customer and Client Receipts | (4,099) | (12) | 1,231 | (2,880) | (30) |
| - | Interest Receivable | - | - | - | - | n/a |
| (2,236) | Recharges to other services | (2,254) | - | 532 | (1,722) | (24) |
| (6,308) | TOTAL INCOME | (6,360) | (12) | 1,763 | (4,609) | (28) |

| | | | | | | |
|--------|------------------------------|--------|-----|---------|--------|------|
| 31,748 | NET CONTROLLABLE COST | 30,120 | 552 | (5,143) | 25,529 | (15) |
|--------|------------------------------|--------|-----|---------|--------|------|

| | | | | | | |
|-------|--------------------------------------|-------|---|-----|-------|-----|
| 1,150 | Capital Charges | 1,150 | - | 172 | 1,322 | 15 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,494 | Corporate support services bought in | 1,494 | - | 5 | 1,499 | 0 |
| 2,644 | TOTAL UNCONTROLLABLE COST | 2,644 | - | 177 | 2,821 | 7 |

| | | | | | | |
|--------|----------------------------|--------|-----|---------|--------|------|
| 34,392 | NET COST OF SERVICE | 32,764 | 552 | (4,966) | 28,350 | (13) |
|--------|----------------------------|--------|-----|---------|--------|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|--------|-----|---------|--------|------|
| 34,392 | TOTAL NET EXPENDITURE | 32,764 | 552 | (4,966) | 28,350 | (13) |
|--------|------------------------------|--------|-----|---------|--------|------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|----------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Landfill disposal tonnage increase | 1,000 |
| | 1,000 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| SLWP Contract saving as a result of new waste collection and street cleansing contract | (5,000) |
| Closure of Neighbourhood Recycling Centres (NRCs) | (170) |
| | (5,170) |
| <u>Other resource changes</u> | |
| Streets restructure - Leisure and Waste contract TUPE posts | (343) |
| Streets Restructure - Removal of staff turnover and additional posts to maximise income opportunities | 131 |
| Budget realignment removal of recycle waste disposal charge, processing superseded through new waste contract | (540) |
| Budget realignment in connection with new SLWP waste contract | (133) |
| Corporate support services bought in | 5 |
| Variations in capital charges | 172 |
| Variations in directorate and intra departmental recharges | (88) |
| | (796) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (4,966) |

SERVICE DESCRIPTION

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

The Economic Growth division:

- Links unemployed residents into jobs created by regeneration and growth through Croydon Works;
- Helps residents move into better paid jobs and out of poverty;
- Ensures that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training);
- Ensures that our schools and colleges are equipping their students with the skills and attitudes that employers want;
- Works with our business community to maximise growth – providing businesses with funding, support and networks to promote trade; and
- Brings new jobs to the borough through inward investment.

Priorities for 2018/19 include

- Croydon Means Business – a year-long programme designed to support existing businesses and attract new ones to the borough;
- Apprenticeships and Work Experience – developing programmes that support our residents, particularly our young people, into work; and
- Work & Health Programme – ensuring that this devolved funding from Department of Work & Pensions (DWP) supports the long term unemployed and those with disabilities and health conditions into meaningful work.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|-------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1105Q | Employment & Investment | 1,370 | 17 | (422) | 965 | (30) |
| C1234Q | Adult Learning | (355) | 35 | 112 | (208) | (41) |
| | TOTAL NET SPEND | 1,015 | 52 | (310) | 757 | (25) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|-------------------------|-------------------------|-------------------------|---------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Employment & Investment | 11.0 | 24.4 | 13.4 |
| Adult Learning | 85.8 | 76.7 | (9.1) |
| TOTAL FTE STAFF | 96.8 | 101.1 | 4.3 |

COST CENTRE: C1111P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,261 | Employees | 3,340 | 57 | 763 | 4,160 | 25 |
| 24 | Premises related expenditure | 34 | - | - | 34 | - |
| 338 | Supplies and Services | 467 | - | (7) | 460 | (1) |
| 7 | Third Party Payments | 259 | - | (251) | 8 | (97) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 2 | - | 1 | 3 | 50 |
| 1,001 | Recharges from other services | 1,106 | - | (70) | 1,036 | (6) |
| 4,632 | TOTAL EXPENDITURE | 5,208 | 57 | 436 | 5,701 | 9 |
| (3,833) | Government Grants | (4,053) | - | (155) | (4,208) | 4 |
| (2) | Other Grants, reimbursements and contributions | (29) | - | (64) | (93) | 221 |
| (607) | Customer and Client Receipts | (649) | (5) | (345) | (999) | 54 |
| - | Interest Receivable | - | - | - | - | n/a |
| (37) | Recharges to other services | (63) | - | (228) | (291) | 362 |
| (4,479) | TOTAL INCOME | (4,794) | (5) | (792) | (5,591) | 17 |
| 153 | NET CONTROLLABLE COST | 414 | 52 | (356) | 110 | (73) |
| 401 | Capital Charges | 401 | - | 20 | 421 | 5 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 167 | Corporate support services bought in | 200 | - | 26 | 226 | 13 |
| 568 | TOTAL UNCONTROLLABLE COST | 601 | - | 46 | 647 | 8 |
| 721 | NET COST OF SERVICE | 1,015 | 52 | (310) | 757 | (25) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 721 | TOTAL NET EXPENDITURE | 1,015 | 52 | (310) | 757 | (25) |

COST CENTRE: C1105Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 833 | Employees | 842 | 17 | 446 | 1,305 | 55 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 29 | Supplies and Services | 45 | - | (7) | 38 | (16) |
| 7 | Third Party Payments | 259 | - | (251) | 8 | (97) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | 1 | 1 | n/a |
| 85 | Recharges from other services | 87 | - | (18) | 69 | (21) |
| 954 | TOTAL EXPENDITURE | 1,233 | 17 | 171 | 1,421 | 15 |
| - | Government Grants | - | - | (155) | (155) | n/a |
| (11) | Other Grants, reimbursements and contributions | - | - | (64) | (64) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (37) | Recharges to other services | (63) | - | (228) | (291) | 362 |
| (48) | TOTAL INCOME | (63) | - | (447) | (510) | 710 |
| 906 | NET CONTROLLABLE COST | 1,170 | 17 | (276) | 911 | (22) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 167 | Corporate support services bought in | 200 | - | (146) | 54 | (73) |
| 167 | TOTAL UNCONTROLLABLE COST | 200 | - | (146) | 54 | (73) |
| 1,073 | NET COST OF SERVICE | 1,370 | 17 | (422) | 965 | (30) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,073 | TOTAL NET EXPENDITURE | 1,370 | 17 | (422) | 965 | (30) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Culture Growth budget movement to PL 4.4 | | | | | | (250) |
| New team created as part of Croydon Works and Works & Health Programme | | | | | | 339 |
| New Income from European Social Fund (ESF) & Growth Zone recharge | | | | | | (407) |
| Transfer of budget from People's Dept. | | | | | | 107 |
| Changes to the original Budget moved from Regeneration Division to Economic Division | | | | | | (65) |
| Corporate support services bought in | | | | | | (146) |
| | | | | | | (422) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (422) |

COST CENTRE: C1234Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,428 | Employees | 2,498 | 40 | 317 | 2,855 | 14 |
| 24 | Premises related expenditure | 34 | - | - | 34 | - |
| 309 | Supplies and Services | 422 | - | - | 422 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 2 | - | - | 2 | - |
| 916 | Recharges from other services | 1,019 | - | (52) | 967 | (5) |
| 3,678 | TOTAL EXPENDITURE | 3,975 | 40 | 265 | 4,280 | 8 |
| (3,833) | Government Grants | (4,053) | - | - | (4,053) | - |
| 9 | Other Grants, reimbursements and contributions | (29) | - | - | (29) | - |
| (607) | Customer and Client Receipts | (649) | (5) | (345) | (999) | 54 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (4,431) | TOTAL INCOME | (4,731) | (5) | (345) | (5,081) | 7 |
| (753) | NET CONTROLLABLE COST | (756) | 35 | (80) | (801) | 6 |
| 401 | Capital Charges | 401 | - | 20 | 421 | 5 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | 172 | 172 | n/a |
| 401 | TOTAL UNCONTROLLABLE COST | 401 | - | 192 | 593 | 48 |
| (352) | NET COST OF SERVICE | (355) | 35 | 112 | (208) | (41) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (352) | TOTAL NET EXPENDITURE | (355) | 35 | 112 | (208) | (41) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (80) |
| Increased Apprenticeship Levy income | | | | | | (80) |
| <u>Other resource changes</u> | | | | | | (52) |
| Realignment in recharges | | | | | | 94 |
| Increase in posts related to the Apprenticeship Levy Income | | | | | | (42) |
| Increase in Tuition Fees | | | | | | 172 |
| Corporate support services bought in | | | | | | 20 |
| Increase in Capital Charges | | | | | | 192 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 112 |

SERVICE DESCRIPTION

The Culture, Museums and Archives service area covers support for cultural development in Croydon including:
 The operational aspects of the Fairfield Halls development
 Support for cultural projects, programmes and events
 The Museum, Gallery and Archives services

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

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

Having recently achieved formal accreditation for the Archives Service, we are looking now to develop the case for the re-accreditation of our Museum Services. 2018/19 is the timeline to prepare our submission, initially for permission to apply and then for the application itself. All of this is in the context of the developing and changing role of the Croydon Clocktower as a more integrated cultural services hub.

Croydon will also be preparing to deliver a great cultural programme in line with its bid to be the first London Borough of Culture, whether it is successful in gaining the title or not.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1239Q | Museums and Culture | 1,058 | 5 | 14 | 1,077 | 2 |
| C1667Q | Culture Growth Summary | - | - | 250 | 250 | n/a |
| | TOTAL NET SPEND | 1,058 | 5 | 264 | 1,327 | 25 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| Museums and Culture | 6.8 | 7.1 | 0.3 |
| Culture Growth Summary | - | 1.0 | 1.0 |
| TOTAL FTE STAFF | 6.8 | 8.1 | 1.3 |

COST CENTRE: C1114P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 230 | Employees | 247 | 5 | 112 | 364 | 47 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 67 | Supplies and Services | 59 | - | 142 | 201 | 241 |
| 250 | Third Party Payments | (73) | - | 243 | 170 | (333) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 3 | Recharges from other services | - | - | - | - | n/a |
| 550 | TOTAL EXPENDITURE | 233 | 5 | 497 | 735 | 215 |
| - | Government Grants | - | - | - | - | n/a |
| (20) | Other Grants, reimbursements and contributions | (20) | - | (145) | (165) | 725 |
| (6) | Customer and Client Receipts | (7) | - | - | (7) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | (55) | (55) | n/a |
| (26) | TOTAL INCOME | (27) | - | (200) | (227) | 741 |
| 524 | NET CONTROLLABLE COST | 206 | 5 | 297 | 508 | 147 |
| - | Capital Charges | 852 | - | (166) | 686 | (19) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 8 | Corporate support services bought in | - | - | 133 | 133 | n/a |
| 8 | TOTAL UNCONTROLLABLE COST | 852 | - | (33) | 819 | (4) |
| 532 | NET COST OF SERVICE | 1,058 | 5 | 264 | 1,327 | 25 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 532 | TOTAL NET EXPENDITURE | 1,058 | 5 | 264 | 1,327 | 25 |

COST CENTRE: C1239Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 230 | Employees | 247 | 5 | 3 | 255 | 3 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 67 | Supplies and Services | 59 | - | (18) | 41 | (31) |
| - | Third Party Payments | (73) | - | 73 | - | (100) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 3 | Recharges from other services | - | - | - | - | n/a |
| 300 | TOTAL EXPENDITURE | 233 | 5 | 58 | 296 | 27 |
| - | Government Grants | - | - | - | - | n/a |
| (20) | Other Grants, reimbursements and contributions | (20) | - | 15 | (5) | (75) |
| (6) | Customer and Client Receipts | (7) | - | - | (7) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (26) | TOTAL INCOME | (27) | - | 15 | (12) | (56) |
| 274 | NET CONTROLLABLE COST | 206 | 5 | 73 | 284 | 38 |
| - | Capital Charges | 852 | - | (166) | 686 | (19) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | 107 | 107 | n/a |
| - | TOTAL UNCONTROLLABLE COST | 852 | - | (59) | 793 | (7) |
| 274 | NET COST OF SERVICE | 1,058 | 5 | 14 | 1,077 | 2 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 274 | TOTAL NET EXPENDITURE | 1,058 | 5 | 14 | 1,077 | 2 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Budget Adjustment Facilities Management costs | | | | | | 73 |
| Reduction in Supplies & Services | | | | | | (15) |
| Reduction in Arts Education Income | | | | | | 15 |
| Corporate support services bought in | | | | | | 107 |
| Capital Charges | | | | | | (166) |
| | | | | | | 14 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 14 |

COST CENTRE: C1667Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | 109 | 109 | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | - | - | 160 | 160 | n/a |
| 250 | Third Party Payments | - | - | 170 | 170 | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 250 | TOTAL EXPENDITURE | - | - | 439 | 439 | n/a |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (160) | (160) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | (55) | (55) | n/a |
| - | TOTAL INCOME | - | - | (215) | (215) | n/a |
| 250 | NET CONTROLLABLE COST | - | - | 224 | 224 | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 8 | Corporate support services bought in | - | - | 26 | 26 | n/a |
| 8 | TOTAL UNCONTROLLABLE COST | - | - | 26 | 26 | n/a |
| 258 | NET COST OF SERVICE | - | - | 250 | 250 | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 258 | TOTAL NET EXPENDITURE | - | - | 250 | 250 | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (26) |
| Reduction in Cultural Fund (reduce % of LBC contribution to partnership activity) | | | | | | (26) |
| <u>Other resource changes</u> | | | | | | |
| Budget recharge for Director of Culture salary | | | | | | 54 |
| Culture Third Party Payment Budget | | | | | | 196 |
| Corporate support services bought in | | | | | | 26 |
| | | | | | | 276 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 250 |

SERVICE DESCRIPTION

| |
|--|
| <p>The Development Division:</p> <ul style="list-style-type: none"> • 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. <p>In 2018/19 the Division's priorities are to:</p> <ul style="list-style-type: none"> • Oversee the completion of the first two phases of Brick-by-Brick construction activity that commenced in 2017 to deliver new homes across the first 14 sites; • Advance the remaining 12 Brick-by-Brick sites with planning approval to construction; • Progress additional development sites for which planning was submitted in 2017; • Support the transfer of affordable homes to the Council's LLP. |
|--|

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|-------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1106Q | Development | (282) | 13 | 315 | 46 | (116) |
| C1107Q | Design & Feasibility | 213 | 3 | (333) | (117) | (155) |
| C1126Q | Development Directorate | 181 | 2 | 46 | 229 | 27 |
| | TOTAL NET SPEND | 112 | 18 | 28 | 158 | 41 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|-------------------------|-----------------------------------|-----------------------------------|---------------------|
| Development | 8.0 | 7.0 | (1.0) |
| Design & Feasibility | 3.0 | 6.0 | 3.0 |
| Development Directorate | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 12.0 | 14.0 | 2.0 |

COST CENTRE: C1115P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,018 | Employees | 997 | 18 | (46) | 969 | (3) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 71 | Supplies and Services | 43 | - | 57 | 100 | 133 |
| 32 | Third Party Payments | 31 | - | 30 | 61 | 97 |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | (1) | - | (100) |
| 182 | Recharges from other services | 116 | - | 4 | 120 | 3 |
| 1,304 | TOTAL EXPENDITURE | 1,188 | 18 | 44 | 1,250 | 5 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (1,290) | (1,290) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,366) | Recharges to other services | (1,246) | - | 1,246 | - | (100) |
| (1,366) | TOTAL INCOME | (1,246) | - | (44) | (1,290) | 4 |
| (62) | NET CONTROLLABLE COST | (58) | 18 | - | (40) | (31) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 170 | Corporate support services bought in | 170 | - | 28 | 198 | 16 |
| 170 | TOTAL UNCONTROLLABLE COST | 170 | - | 28 | 198 | 16 |
| 108 | NET COST OF SERVICE | 112 | 18 | 28 | 158 | 41 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 108 | TOTAL NET EXPENDITURE | 112 | 18 | 28 | 158 | 41 |

COST CENTRE: C1106Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 711 | Employees | 686 | 13 | (210) | 489 | (29) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 60 | Supplies and Services | 32 | - | (32) | - | (100) |
| - | Third Party Payments | 19 | - | (19) | - | (100) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | (1) | - | (100) |
| 177 | Recharges from other services | 111 | - | (92) | 19 | (83) |
| 949 | TOTAL EXPENDITURE | 849 | 13 | (354) | 508 | (40) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (621) | (621) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,366) | Recharges to other services | (1,246) | - | 1,246 | - | (100) |
| (1,366) | TOTAL INCOME | (1,246) | - | 625 | (621) | (50) |
| (417) | NET CONTROLLABLE COST | (397) | 13 | 271 | (113) | (72) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 115 | Corporate support services bought in | 115 | - | 44 | 159 | 38 |
| 115 | TOTAL UNCONTROLLABLE COST | 115 | - | 44 | 159 | 38 |
| (302) | NET COST OF SERVICE | (282) | 13 | 315 | 46 | (116) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (302) | TOTAL NET EXPENDITURE | (282) | 13 | 315 | 46 | (116) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | (5) |
| Recharge from Brick by Brick | | | | | | (5) |
| Other resource changes | | | | | | |
| 2fte's moved to Growth Zone & 1fte budget deleted | | | | | | (210) |
| Supplies & Services Budget moved to Development Directorate PL 5.5 | | | | | | (52) |
| Recharges to other services - realigned to PL 5.4 & PL 5.5 and moved to Other Grants, reimbursements, contributions | | | | | | 630 |
| Recharges from other Services moved to Development Directorate PL 5.5 | | | | | | (92) |
| Corporate support services bought in | | | | | | 44 |
| | | | | | | 320 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 315 |

COST CENTRE: C1107Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 160 | Employees | 161 | 3 | 166 | 330 | 105 |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | 8 | - | (8) | - | (100) |
| - | Third Party Payments | 2 | - | (2) | - | (100) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 4 | Recharges from other services | 4 | - | (4) | - | (100) |
| 164 | TOTAL EXPENDITURE | 175 | 3 | 152 | 330 | 89 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (460) | (460) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | (460) | (460) | n/a |
| 164 | NET CONTROLLABLE COST | 175 | 3 | (308) | (130) | (174) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 38 | Corporate support services bought in | 38 | - | (25) | 13 | (66) |
| 38 | TOTAL UNCONTROLLABLE COST | 38 | - | (25) | 13 | (66) |
| 202 | NET COST OF SERVICE | 213 | 3 | (333) | (117) | (155) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 202 | TOTAL NET EXPENDITURE | 213 | 3 | (333) | (117) | (155) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Increase in 3 FTEs | | | | | | 166 |
| Supplies & Services moved to Development Directorate budget PL 5.5 | | | | | | (14) |
| Recharges to other services - realigned from PL 5.3 and moved to Other Grants, reimbursements, contributions | | | | | | (460) |
| Corporate support services bought in | | | | | | (25) |
| | | | | | | (333) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (333) |

COST CENTRE: C1126Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 147 | Employees | 150 | 2 | (2) | 150 | - |
| - | Premises related expenditure | - | - | - | - | n/a |
| 11 | Supplies and Services | 3 | - | 97 | 100 | 3,233 |
| 32 | Third Party Payments | 10 | - | 51 | 61 | 510 |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 1 | Recharges from other services | 1 | - | 100 | 101 | 10,000 |
| 191 | TOTAL EXPENDITURE | 164 | 2 | 246 | 412 | 151 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (209) | (209) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | (209) | (209) | n/a |

| | | | | | | |
|-----|------------------------------|-----|---|----|-----|----|
| 191 | NET CONTROLLABLE COST | 164 | 2 | 37 | 203 | 24 |
|-----|------------------------------|-----|---|----|-----|----|

| | | | | | | |
|----|--------------------------------------|----|---|---|----|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 17 | Corporate support services bought in | 17 | - | 9 | 26 | 53 |
| 17 | TOTAL UNCONTROLLABLE COST | 17 | - | 9 | 26 | 53 |

| | | | | | | |
|-----|----------------------------|-----|---|----|-----|----|
| 208 | NET COST OF SERVICE | 181 | 2 | 46 | 229 | 27 |
|-----|----------------------------|-----|---|----|-----|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|---|----|-----|----|
| 208 | TOTAL NET EXPENDITURE | 181 | 2 | 46 | 229 | 27 |
|-----|------------------------------|-----|---|----|-----|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Supplies & Services Budget moved from PL 5.3 & 5.4 | | 66 |
| Recharges from other Services moved from PL 5.3 | | 92 |
| Reduction in Employee Budget moved to Supplies & Services & Increase in BxB recharge | | 88 |
| Recharges to other services - realigned from PL 5.3 and moved to Other Grants, reimbursements, contributions | | (209) |
| Corporate support services bought in | | 9 |
| | | 46 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 46 |

SERVICE DESCRIPTION

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

Tasks include programme management, stakeholder engagement, scheme design, support and guidance to other directors, tracking progress and reporting to the steering group and Board.

In 2018/19 the programme will focus on feasibility and design of transport and public realm schemes, mitigating against construction related traffic, progressing the formal enactment and loan draw down of the Growth Zone and implementation of meanwhile projects.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1668Q | Growth Fund Summary | - | - | - | - | n/a |
| | TOTAL NET SPEND | - | - | - | - | n/a |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| Growth Fund Summary | - | 5.0 | 5.0 |
| TOTAL FTE STAFF | - | 5.0 | 5.0 |

COST CENTRE: C1116P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | 326 | 326 | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | - | - | - | - | n/a |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| - | TOTAL EXPENDITURE | - | - | 326 | 326 | 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 | - | - | (326) | (326) | n/a |
| - | TOTAL INCOME | - | - | (326) | (326) | n/a |
| - | NET CONTROLLABLE COST | - | - | - | - | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| - | NET COST OF SERVICE | - | - | - | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| - | TOTAL NET EXPENDITURE | - | - | - | - | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | - |

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.

Spatial Planning provides the functions of place making and plan making, which combined provide the councils spatial planning strategy over a future time horizon spanning twenty years. Plan making carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness through character appraisals, briefs, feasibility studies and master planning. It also integrates with Development Management through the pre-application process.

Transport is responsible for developing transport policy and translating local priorities and regional policies into delivery plans and programmes. As well as developing and managing the Local Implementation Plan (LIP), the team also 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 . The team also bids for funds through the LIP drawing funding from TfL, CIL and the Capital Programme to improve transport and infrastructure in Croydon and runs a large 'Active Travel' programme including School Travel Planning, Work Place Travel Planning and overseeing and reporting delivery of the Biking Borough programme.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|------------------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1108Q | Building Control | 415 | 9 | (53) | 371 | (11) |
| C1109Q | Development Management | 427 | 45 | 16 | 488 | 14 |
| C1110Q | Spatial Planning | 977 | 17 | (44) | 950 | (3) |
| C1111Q | Transport | 322 | 10 | 52 | 384 | 19 |
| TOTAL NET SPEND | | 2,141 | 81 | (29) | 2,193 | 2 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|------------------------|-------------------------|-------------------------|---------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Building Control | 22.0 | 22.0 | - |
| Development Management | 46.0 | 51.0 | 5.0 |
| Spatial Planning | 17.0 | 16.8 | (0.2) |
| Transport | 4.0 | 8.5 | 4.5 |
| TOTAL FTE STAFF | 89.0 | 98.3 | 9.3 |

COST CENTRE: C1120P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 5,132 | Employees | 4,576 | 93 | 266 | 4,935 | 8 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 466 | Supplies and Services | 352 | - | 17 | 369 | 5 |
| 25 | Third Party Payments | 25 | - | - | 25 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 37 | Transport related expenditure | 37 | - | - | 37 | - |
| 1,839 | Recharges from other services | 1,723 | - | 70 | 1,793 | 4 |
| 7,499 | TOTAL EXPENDITURE | 6,713 | 93 | 353 | 7,159 | 7 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (4,249) | Customer and Client Receipts | (3,890) | (12) | (416) | (4,318) | 11 |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,957) | Recharges to other services | (1,885) | - | 20 | (1,865) | (1) |
| (6,206) | TOTAL INCOME | (5,775) | (12) | (396) | (6,183) | 7 |
| 1,293 | NET CONTROLLABLE COST | 938 | 81 | (43) | 976 | 4 |
| 9 | Capital Charges | 9 | - | - | 9 | - |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,194 | Corporate support services bought in | 1,194 | - | 14 | 1,208 | 1 |
| 1,203 | TOTAL UNCONTROLLABLE COST | 1,203 | - | 14 | 1,217 | 1 |
| 2,496 | NET COST OF SERVICE | 2,141 | 81 | (29) | 2,193 | 2 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,496 | TOTAL NET EXPENDITURE | 2,141 | 81 | (29) | 2,193 | 2 |

COST CENTRE: C1108Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,103 | Employees | 1,103 | 21 | (55) | 1,069 | (3) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 83 | Supplies and Services | 83 | - | - | 83 | - |
| 3 | Third Party Payments | 3 | - | - | 3 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 28 | Transport related expenditure | 28 | - | - | 28 | - |
| 1,217 | Recharges from other services | 1,217 | - | (3) | 1,214 | (0) |
| 2,434 | TOTAL EXPENDITURE | 2,434 | 21 | (58) | 2,397 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (1,199) | Customer and Client Receipts | (1,199) | (12) | 50 | (1,161) | (3) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,138) | Recharges to other services | (1,138) | - | 5 | (1,133) | (0) |
| (2,337) | TOTAL INCOME | (2,337) | (12) | 55 | (2,294) | (2) |

| | | | | | | |
|----|------------------------------|----|---|-----|-----|---|
| 97 | NET CONTROLLABLE COST | 97 | 9 | (3) | 103 | 6 |
|----|------------------------------|----|---|-----|-----|---|

| | | | | | | |
|-----|--------------------------------------|-----|---|------|-----|------|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 318 | Corporate support services bought in | 318 | - | (50) | 268 | (16) |
| 318 | TOTAL UNCONTROLLABLE COST | 318 | - | (50) | 268 | (16) |

| | | | | | | |
|-----|----------------------------|-----|---|------|-----|------|
| 415 | NET COST OF SERVICE | 415 | 9 | (53) | 371 | (11) |
|-----|----------------------------|-----|---|------|-----|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|---|------|-----|------|
| 415 | TOTAL NET EXPENDITURE | 415 | 9 | (53) | 371 | (11) |
|-----|------------------------------|-----|---|------|-----|------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Agreed additional income | (5) |
| | (5) |
| <u>Other resource changes</u> | |
| Re-alignment of Salaries | (55) |
| Re-alignment of Income | 55 |
| Re-alignment of recharges to/from other services | 2 |
| Corporate support services bought in | (50) |
| | (48) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (53) |

COST CENTRE: C1109Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,576 | Employees | 2,117 | 45 | 354 | 2,516 | 19 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 215 | Supplies and Services | 141 | - | 35 | 176 | 25 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 7 | Transport related expenditure | 7 | - | - | 7 | - |
| 527 | Recharges from other services | 411 | - | 65 | 476 | 16 |
| 3,325 | TOTAL EXPENDITURE | 2,676 | 45 | 454 | 3,175 | 19 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (2,970) | Customer and Client Receipts | (2,640) | - | (466) | (3,106) | 18 |
| - | Interest Receivable | - | - | - | - | n/a |
| (206) | Recharges to other services | (206) | - | - | (206) | - |
| (3,176) | TOTAL INCOME | (2,846) | - | (466) | (3,312) | 16 |
| 149 | NET CONTROLLABLE COST | (170) | 45 | (12) | (137) | (19) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 597 | Corporate support services bought in | 597 | - | 28 | 625 | 5 |
| 597 | TOTAL UNCONTROLLABLE COST | 597 | - | 28 | 625 | 5 |
| 746 | NET COST OF SERVICE | 427 | 45 | 16 | 488 | 14 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 746 | TOTAL NET EXPENDITURE | 427 | 45 | 16 | 488 | 14 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Increased Planning Fee recovery | | | | | | (9) |
| Supplies & Services Savings | | | | | | (13) |
| | | | | | | (22) |
| <u>Other resource changes</u> | | | | | | |
| Increase in 4fte's for Planning Performance Agreements & other staff changes | | | | | | 354 |
| Increase in Consultant Fees & External Legal Fees | | | | | | 35 |
| Increase in Internal Legal Budget | | | | | | 78 |
| Increase in income to recover costs for Planning Performance Agreements, Consultants & Legal | | | | | | (457) |
| Corporate support services bought in | | | | | | 28 |
| | | | | | | 38 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 16 |

COST CENTRE: C1110Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 919 | Employees | 822 | 17 | - | 839 | 2 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 139 | Supplies and Services | 99 | - | (18) | 81 | (18) |
| 22 | Third Party Payments | 22 | - | - | 22 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 63 | Recharges from other services | 63 | - | 2 | 65 | 3 |
| 1,144 | TOTAL EXPENDITURE | 1,007 | 17 | (16) | 1,008 | 0 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (80) | Customer and Client Receipts | (51) | - | - | (51) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (381) | Recharges to other services | (202) | - | (18) | (220) | 9 |
| (461) | TOTAL INCOME | (253) | - | (18) | (271) | 7 |

| | | | | | | |
|-----|------------------------------|-----|----|------|-----|-----|
| 683 | NET CONTROLLABLE COST | 754 | 17 | (34) | 737 | (2) |
|-----|------------------------------|-----|----|------|-----|-----|

| | | | | | | |
|-----|--------------------------------------|-----|---|------|-----|-----|
| 6 | Capital Charges | 6 | - | - | 6 | - |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 217 | Corporate support services bought in | 217 | - | (10) | 207 | (5) |
| 223 | TOTAL UNCONTROLLABLE COST | 223 | - | (10) | 213 | (4) |

| | | | | | | |
|-----|----------------------------|-----|----|------|-----|-----|
| 906 | NET COST OF SERVICE | 977 | 17 | (44) | 950 | (3) |
|-----|----------------------------|-----|----|------|-----|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|----|------|-----|-----|
| 906 | TOTAL NET EXPENDITURE | 977 | 17 | (44) | 950 | (3) |
|-----|------------------------------|-----|----|------|-----|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| Additional income recovery | | (18) |
| Supplies & Services Savings | | (18) |
| | | (36) |
| <u>Other resource changes</u> | | |
| Corporate support services bought in | | (8) |
| | | (8) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | (44) |

COST CENTRE: C1111Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 534 | Employees | 534 | 10 | (33) | 511 | (4) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 29 | Supplies and Services | 29 | - | - | 29 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 32 | Recharges from other services | 32 | - | 6 | 38 | 19 |
| 596 | TOTAL EXPENDITURE | 596 | 10 | (27) | 579 | (3) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (232) | Recharges to other services | (339) | - | 33 | (306) | (10) |
| (232) | TOTAL INCOME | (339) | - | 33 | (306) | (10) |
| 364 | NET CONTROLLABLE COST | 257 | 10 | 6 | 273 | 6 |
| 3 | Capital Charges | 3 | - | - | 3 | - |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 62 | Corporate support services bought in | 62 | - | 46 | 108 | 74 |
| 65 | TOTAL UNCONTROLLABLE COST | 65 | - | 46 | 111 | 71 |
| 429 | NET COST OF SERVICE | 322 | 10 | 52 | 384 | 19 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 429 | TOTAL NET EXPENDITURE | 322 | 10 | 52 | 384 | 19 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Increase in Recharges from other services | | | | | | 6 |
| Corporate support services bought in | | | | | | 46 |
| | | | | | | 52 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 52 |

SERVICE DESCRIPTION

| |
|---|
| <p>District Centres and Regeneration</p> <p>The District Centre & Regeneration division makes places where people want to be by helping create district centres that are places that residents choose to stay by ensuring that they include high quality homes, schools, leisure facilities and parks /open spaces with vibrant and attractive high streets and well-used community spaces.</p> <p>The services in the division encompass the following functions: Homes & School Improvement - Schools Capital Delivery & Housing Planned Maintenance & Improvement, regeneration capital delivery programmes Regeneration - Regeneration & Development Active Lifestyles – Parks, Sports and Physical Activity Libraries</p> <p>The key objectives of the division are to:</p> <ul style="list-style-type: none"> - Work in partnership with local people to develop and regenerate our district centres - To encourage business to invest in our district centres and to employ local people. - Work towards increasing employment and reducing poverty across all our communities. - Support our colleagues in the People department to deliver the necessary additional school places through our schools delivery programme. - Ensure that all residents have the right to a decent home. - Undertaking several significant procurement projects for improvement work on our housing estates. - Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations. - Through sport and physical activity, promote health and wellbeing across the borough. - Integrating the new division – bringing together different parts of the Council that have not worked together before. |
|---|

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|---|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1114Q | Homes & School Improvement | 42 | 12 | 100 | 154 | 267 |
| C1115Q | Regeneration & Partnership | 429 | 14 | 112 | 555 | 29 |
| C1127Q | District Centres & Regeneration Directorate | 162 | 2 | 16 | 180 | 11 |
| C1128Q | Active Lifestyle | 854 | 8 | (102) | 760 | (11) |
| C1138Q | Libraries | 3,802 | 67 | 179 | 4,048 | 6 |
| | TOTAL NET SPEND | 5,289 | 103 | 305 | 5,697 | 8 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE |
|---|-----------------------------------|-----------------------------------|---------------|
| Homes & School Improvement | 10.0 | 10.0 | - |
| Regeneration & Partnership | 23.4 | 12.0 | (11.4) |
| District Centres & Regeneration Directorate | - | 1.0 | 1.0 |
| Active Lifestyle | - | 4.0 | 4.0 |
| Libraries and Culture | 1.4 | 1.0 | (0.4) |
| TOTAL FTE STAFF | 34.8 | 28.0 | (6.8) |

COST CENTRE: C1125P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,003 | Employees | 1,890 | 37 | 118 | 2,045 | 8 |
| 232 | Premises related expenditure | 229 | - | - | 229 | - |
| 151 | Supplies and Services | 85 | - | 61 | 146 | 72 |
| 3,389 | Third Party Payments | 3,393 | 66 | (44) | 3,415 | 1 |
| - | Transfer Payments | - | - | - | - | n/a |
| 4 | Transport related expenditure | 4 | - | - | 4 | - |
| 318 | Recharges from other services | 293 | - | (77) | 216 | (26) |
| 6,097 | TOTAL EXPENDITURE | 5,894 | 103 | 58 | 6,055 | 3 |
| - | Government Grants | - | - | - | - | n/a |
| (468) | Other Grants, reimbursements and contributions | (403) | - | - | (403) | - |
| (99) | Customer and Client Receipts | (25) | - | - | (25) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,351) | Recharges to other services | (1,411) | - | (20) | (1,431) | 1 |
| (1,918) | TOTAL INCOME | (1,839) | - | (20) | (1,859) | 1 |
| 4,179 | NET CONTROLLABLE COST | 4,055 | 103 | 38 | 4,196 | 3 |
| 1,756 | Capital Charges | 904 | - | 45 | 949 | 5 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 356 | Corporate support services bought in | 330 | - | 222 | 552 | 67 |
| 2,112 | TOTAL UNCONTROLLABLE COST | 1,234 | - | 267 | 1,501 | 22 |
| 6,291 | NET COST OF SERVICE | 5,289 | 103 | 305 | 5,697 | 8 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 6,291 | TOTAL NET EXPENDITURE | 5,289 | 103 | 305 | 5,697 | 8 |

COST CENTRE: C1114Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 647 | Employees | 647 | 12 | (6) | 653 | 1 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| - | - Supplies and Services | - | - | - | - | n/a |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 13 | Recharges from other services | 13 | - | 1 | 14 | 8 |
| 660 | TOTAL EXPENDITURE | 660 | 12 | (5) | 667 | 1 |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (641) | Recharges to other services | (641) | - | - | (641) | - |
| (641) | TOTAL INCOME | (641) | - | - | (641) | - |

| | | | | | | |
|----|------------------------------|----|----|-----|----|----|
| 19 | NET CONTROLLABLE COST | 19 | 12 | (5) | 26 | 37 |
|----|------------------------------|----|----|-----|----|----|

| | | | | | | |
|----|--------------------------------------|----|---|-----|-----|-----|
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 23 | Corporate support services bought in | 23 | - | 105 | 128 | 457 |
| 23 | TOTAL UNCONTROLLABLE COST | 23 | - | 105 | 128 | 457 |

| | | | | | | |
|----|----------------------------|----|----|-----|-----|-----|
| 42 | NET COST OF SERVICE | 42 | 12 | 100 | 154 | 267 |
|----|----------------------------|----|----|-----|-----|-----|

| | | | | | | |
|---|---|---|---|---|---|-----|
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|----|------------------------------|----|----|-----|-----|-----|
| 42 | TOTAL NET EXPENDITURE | 42 | 12 | 100 | 154 | 267 |
|----|------------------------------|----|----|-----|-----|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | (6) |
| Efficiency savings (incl. capitalisation opportunities) | | (6) |
| <u>Other resource changes</u> | | |
| Corporate support services bought in | | 105 |
| Recharges from Other services | | 1 |
| | | 106 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 100 |

COST CENTRE: C1115Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 767 | Employees | 613 | 14 | 120 | 747 | 22 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 84 | Supplies and Services | 20 | - | 61 | 81 | 305 |
| 26 | Third Party Payments | 44 | - | (44) | - | (100) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 204 | Recharges from other services | 213 | - | (22) | 191 | (10) |
| 1,082 | TOTAL EXPENDITURE | 891 | 14 | 115 | 1,020 | 14 |
| - | Government Grants | - | - | - | - | n/a |
| (135) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (1) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (549) | Recharges to other services | (609) | - | (16) | (625) | 3 |
| (685) | TOTAL INCOME | (609) | - | (16) | (625) | 3 |
| 397 | NET CONTROLLABLE COST | 282 | 14 | 99 | 395 | 40 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 173 | Corporate support services bought in | 147 | - | 13 | 160 | 9 |
| 173 | TOTAL UNCONTROLLABLE COST | 147 | - | 13 | 160 | 9 |
| 570 | NET COST OF SERVICE | 429 | 14 | 112 | 555 | 29 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 570 | TOTAL NET EXPENDITURE | 429 | 14 | 112 | 555 | 29 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (17) |
| Reduction in various budgets (including contractors, consultancy, memberships and training) | | | | | | (17) |
| <u>Other resource changes</u> | | | | | | 120 |
| Transfer of Employees from Employment and Investment PL 3.3 | | | | | | 61 |
| Supplies and Services | | | | | | 13 |
| Corporate support services bought in | | | | | | (44) |
| Third Party Payments | | | | | | (5) |
| Recharges from other services | | | | | | (16) |
| Recharges to other services | | | | | | 129 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 112 |

COST CENTRE: C1127Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 77 | Employees | 152 | 2 | - | 154 | 1 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 2 | Supplies and Services | 2 | - | - | 2 | - |
| 8 | Third Party Payments | 8 | - | - | 8 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 87 | TOTAL EXPENDITURE | 162 | 2 | - | 164 | 1 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |

| | | | | | | |
|----|------------------------------|-----|---|---|-----|---|
| 87 | NET CONTROLLABLE COST | 162 | 2 | - | 164 | 1 |
|----|------------------------------|-----|---|---|-----|---|

| | | | | | | |
|---|--------------------------------------|---|---|----|----|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | 16 | 16 | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | 16 | 16 | n/a |

| | | | | | | |
|----|----------------------------|-----|---|----|-----|----|
| 87 | NET COST OF SERVICE | 162 | 2 | 16 | 180 | 11 |
|----|----------------------------|-----|---|----|-----|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|----|------------------------------|-----|---|----|-----|----|
| 87 | TOTAL NET EXPENDITURE | 162 | 2 | 16 | 180 | 11 |
|----|------------------------------|-----|---|----|-----|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Corporate support services bought in | | 16 |
| | | 16 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 16 |

COST CENTRE: C1128Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 453 | Employees | 404 | 8 | 4 | 416 | 3 |
| 152 | Premises related expenditure | 149 | - | - | 149 | - |
| 40 | Supplies and Services | 29 | - | - | 29 | - |
| 59 | Third Party Payments | 57 | - | - | 57 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 3 | Transport related expenditure | 3 | - | - | 3 | - |
| 75 | Recharges from other services | 52 | - | (56) | (4) | (108) |
| 782 | TOTAL EXPENDITURE | 694 | 8 | (52) | 650 | (6) |
| - | Government Grants | - | - | - | - | n/a |
| (318) | Other Grants, reimbursements and contributions | (403) | - | - | (403) | - |
| (98) | Customer and Client Receipts | (25) | - | - | (25) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (161) | Recharges to other services | (161) | - | (4) | (165) | 2 |
| (577) | TOTAL INCOME | (589) | - | (4) | (593) | 1 |
| 205 | NET CONTROLLABLE COST | 105 | 8 | (56) | 57 | (46) |
| 589 | Capital Charges | 589 | - | 25 | 614 | 4 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 160 | Corporate support services bought in | 160 | - | (71) | 89 | (44) |
| 749 | TOTAL UNCONTROLLABLE COST | 749 | - | (46) | 703 | (6) |
| 954 | NET COST OF SERVICE | 854 | 8 | (102) | 760 | (11) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 954 | TOTAL NET EXPENDITURE | 854 | 8 | (102) | 760 | (11) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Recharges from other services | | | | | | (56) |
| Capital Charges | | | | | | 25 |
| Corporate support services bought in | | | | | | (71) |
| | | | | | | (102) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (102) |

COST CENTRE: C1238Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 59 | Employees | 74 | 1 | - | 75 | 1 |
| 80 | Premises related expenditure | 80 | - | - | 80 | - |
| 25 | Supplies and Services | 34 | - | - | 34 | - |
| 3,296 | Third Party Payments | 3,284 | 66 | - | 3,350 | 2 |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 26 | Recharges from other services | 15 | - | - | 15 | - |
| 3,486 | TOTAL EXPENDITURE | 3,487 | 67 | - | 3,554 | 2 |
| - | Government Grants | - | - | - | - | n/a |
| (15) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (15) | TOTAL INCOME | - | - | - | - | n/a |
| 3,471 | NET CONTROLLABLE COST | 3,487 | 67 | - | 3,554 | 2 |
| 1,167 | Capital Charges | 315 | - | 20 | 335 | 6 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | 159 | 159 | n/a |
| 1,167 | TOTAL UNCONTROLLABLE COST | 315 | - | 179 | 494 | 57 |
| 4,638 | NET COST OF SERVICE | 3,802 | 67 | 179 | 4,048 | 6 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 4,638 | TOTAL NET EXPENDITURE | 3,802 | 67 | 179 | 4,048 | 6 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Capital Charges | | | | | | 20 |
| Corporate support services bought in | | | | | | 159 |
| | | | | | | 179 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 179 |

SERVICE DESCRIPTION

| |
|---|
| <p>Safety</p> <p>The Safety Division comprise four services - Parking, Public Protection, Community Safety (Partnership & Intelligence Support and Neighbourhood Operations) and Licensing. Community Safety Management comprises directorate costs.</p> <p>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.</p> <p>The Public Protection Team includes the anti social behaviour team, food safety, health and safety, trading standards, pollution control and housing environmental health functions including enforcement relating to the licensing of privately rented properties (selective licensing). The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described. Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB.</p> <p>Community Safety includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Environmental response Team, which clears graffiti and other enviro improvements, the Neighbourhood Safety service, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments.</p> <p>The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises, which includes alcohol licences, betting shops, special treatments, sex establishments, scrap metal, pet shops, etc. The team also processes licences for privately rented properties and issues highways licences such as scaffolding, skips, hoardings etc.</p> |
|---|

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % CHANGE |
|-------------|------------------------------------|-----------------|---|---------------|-----------------|-------------|
| | | 2017/18 | Inflation | Other | 2018/19 | |
| | | (A) £000's | (B) £000's | (C) £000's | (D) £000's | |
| C1120Q | Parking | (6,778) | 63 | 357 | (6,358) | (6) |
| C1121Q | Public Protection | (90) | 52 | 189 | 151 | (268) |
| C1122Q | Partnership & Intelligence Support | 1,730 | 23 | 4 | 1,757 | 2 |
| C1123Q | Licensing | (188) | 1 | (36) | (223) | 19 |
| C1124Q | Neighbourhood Operations | 1,347 | 29 | 770 | 2,146 | 59 |
| C1129Q | Community Safety Management | (280) | 3 | 126 | (151) | (46) |
| | TOTAL NET SPEND | (4,259) | 171 | 1,410 | (2,678) | (37) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET | ORIGINAL BUDGET | CHANGE |
|------------------------------------|-----------------|-----------------|------------|
| | 2017/18 | 2018/19 | IN |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Parking | 105.0 | 99.8 | (5.2) |
| Public Protection | 66.9 | 69.6 | 2.6 |
| Partnership & Intelligence Support | 26.0 | 27.8 | 1.8 |
| Licensing | 8.0 | 7.9 | (0.1) |
| Neighbourhood Operations | 30.0 | 36.0 | 6.0 |
| Community Safety Management | - | - | - |
| TOTAL FTE STAFF | 235.9 | 241.0 | 5.1 |

COST CENTRE: C1130P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 9,291 | Employees | 9,195 | 183 | 899 | 10,277 | 12 |
| 306 | Premises related expenditure | 334 | - | 116 | 450 | 35 |
| 2,144 | Supplies and Services | 2,004 | - | (233) | 1,771 | (12) |
| 104 | Third Party Payments | 109 | - | 173 | 282 | 159 |
| - | Transfer Payments | - | - | - | - | n/a |
| 228 | Transport related expenditure | 193 | - | (68) | 125 | (35) |
| 2,049 | Recharges from other services | 1,616 | - | (963) | 653 | (60) |
| 14,122 | TOTAL EXPENDITURE | 13,451 | 183 | (76) | 13,558 | 1 |
| - | Government Grants | - | - | - | - | n/a |
| (146) | Other Grants, reimbursements and contributions | (141) | - | 3 | (138) | (2) |
| (14,686) | Customer and Client Receipts | (15,203) | (12) | 187 | (15,028) | (1) |
| - | Interest Receivable | - | - | - | - | n/a |
| (5,919) | Recharges to other services | (5,448) | - | 678 | (4,770) | (12) |
| (20,751) | TOTAL INCOME | (20,792) | (12) | 868 | (19,936) | (4) |
| (6,629) | NET CONTROLLABLE COST | (7,341) | 171 | 792 | (6,378) | (13) |
| 115 | Capital Charges | 115 | - | 599 | 714 | 521 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,993 | Corporate support services bought in | 2,967 | - | 19 | 2,986 | 1 |
| 3,108 | TOTAL UNCONTROLLABLE COST | 3,082 | - | 618 | 3,700 | 20 |
| (3,521) | NET COST OF SERVICE | (4,259) | 171 | 1,410 | (2,678) | (37) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (3,521) | TOTAL NET EXPENDITURE | (4,259) | 171 | 1,410 | (2,678) | (37) |

COST CENTRE: C1120Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,214 | Employees | 3,484 | 63 | 85 | 3,632 | 4 |
| 189 | Premises related expenditure | 189 | - | - | 189 | - |
| 1,211 | Supplies and Services | 1,091 | - | 11 | 1,102 | 1 |
| 14 | Third Party Payments | 14 | - | 61 | 75 | 436 |
| - | Transfer Payments | - | - | - | - | n/a |
| 137 | Transport related expenditure | 87 | - | (7) | 80 | (8) |
| 511 | Recharges from other services | 511 | - | (371) | 140 | (73) |
| 5,276 | TOTAL EXPENDITURE | 5,376 | 63 | (221) | 5,218 | (3) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (13,420) | Customer and Client Receipts | (13,520) | - | (1) | (13,521) | 0 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (13,420) | TOTAL INCOME | (13,520) | - | (1) | (13,521) | 0 |
| (8,144) | NET CONTROLLABLE COST | (8,144) | 63 | (222) | (8,303) | 2 |
| 86 | Capital Charges | 86 | - | 619 | 705 | 720 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,280 | Corporate support services bought in | 1,280 | - | (40) | 1,240 | (3) |
| 1,366 | TOTAL UNCONTROLLABLE COST | 1,366 | - | 579 | 1,945 | 42 |
| (6,778) | NET COST OF SERVICE | (6,778) | 63 | 357 | (6,358) | (6) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (6,778) | TOTAL NET EXPENDITURE | (6,778) | 63 | 357 | (6,358) | (6) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| Reduced Income from Car Parks | | | | | | 471 |
| | | | | | | 471 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Review of Commercial Suspension Charges | | | | | | (60) |
| ANPR Traffic Controls | | | | | | (162) |
| Increase in street pay & display charges | | | | | | (100) |
| | | | | | | (322) |
| <u>Other resource changes</u> | | | | | | |
| Employee Increment increases | | | | | | 85 |
| Increase in cash collection expenditure due to new working practices | | | | | | 61 |
| Income realignments to cover increment and other budget realignments | | | | | | (148) |
| Other minor variations | | | | | | 2 |
| Variations in capital charges | | | | | | 619 |
| Corporate support services bought in | | | | | | (40) |
| Variations in directorate and intra departmental recharges | | | | | | (371) |
| | | | | | | 208 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 357 |

COST CENTRE: C1121Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,691 | Employees | 2,600 | 54 | 536 | 3,190 | 23 |
| 104 | Premises related expenditure | 108 | - | - | 108 | - |
| 186 | Supplies and Services | 178 | - | 13 | 191 | 7 |
| 10 | Third Party Payments | 15 | - | (5) | 10 | (33) |
| - | Transfer Payments | - | - | - | - | n/a |
| 6 | Transport related expenditure | 11 | - | (11) | - | (100) |
| 491 | Recharges from other services | 491 | - | (350) | 141 | (71) |
| 3,488 | TOTAL EXPENDITURE | 3,403 | 54 | 183 | 3,640 | 7 |
| - | Government Grants | - | - | - | - | n/a |
| (144) | Other Grants, reimbursements and contributions | (140) | - | 2 | (138) | (1) |
| (302) | Customer and Client Receipts | (362) | (2) | 56 | (308) | (15) |
| - | Interest Receivable | - | - | - | - | n/a |
| (3,738) | Recharges to other services | (3,765) | - | (116) | (3,881) | 3 |
| (4,184) | TOTAL INCOME | (4,267) | (2) | (58) | (4,327) | 1 |
| (696) | NET CONTROLLABLE COST | (864) | 52 | 125 | (687) | (20) |
| 4 | Capital Charges | 4 | - | (1) | 3 | (25) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 770 | Corporate support services bought in | 770 | - | 65 | 835 | 8 |
| 774 | TOTAL UNCONTROLLABLE COST | 774 | - | 64 | 838 | 8 |
| 78 | NET COST OF SERVICE | (90) | 52 | 189 | 151 | (268) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 78 | TOTAL NET EXPENDITURE | (90) | 52 | 189 | 151 | (268) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Fixed Penalty Notices (FPN's) for Housing Enforcement | | | | | | (10) |
| Statutory notices - introduce charge per hazard | | | | | | (5) |
| Cease cost subsidy for rat treatments | | | | | | (5) |
| Introduce charge for Food hygiene re-visits | | | | | | (3) |
| | | | | | | (23) |
| <u>Other resource changes</u> | | | | | | |
| Selective License employee realignments, transfers, increment increases and employee regrading's | | | | | | 186 |
| Selective License income realignment | | | | | | (119) |
| Realignment of HRA recharge. | | | | | | 56 |
| Corporate support services bought in | | | | | | 65 |
| Other minor variations | | | | | | 24 |
| | | | | | | 212 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 189 |

COST CENTRE: C1122Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,148 | Employees | 1,132 | 24 | 132 | 1,288 | 14 |
| 2 | Premises related expenditure | 2 | - | - | 2 | - |
| 344 | Supplies and Services | 359 | - | (18) | 341 | (5) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 41 | Transport related expenditure | 41 | - | - | 41 | - |
| 277 | Recharges from other services | 277 | - | (85) | 192 | (31) |
| 1,812 | TOTAL EXPENDITURE | 1,811 | 24 | 29 | 1,864 | 3 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (105) | Customer and Client Receipts | (133) | (1) | (5) | (139) | 5 |
| - | Interest Receivable | - | - | - | - | n/a |
| (334) | Recharges to other services | (324) | - | - | (324) | - |
| (439) | TOTAL INCOME | (457) | (1) | (5) | (463) | 1 |

| | | | | | | |
|-------|------------------------------|-------|----|----|-------|---|
| 1,373 | NET CONTROLLABLE COST | 1,354 | 23 | 24 | 1,401 | 3 |
|-------|------------------------------|-------|----|----|-------|---|

| | | | | | | |
|-----|--------------------------------------|-----|---|------|-----|-------|
| 20 | Capital Charges | 20 | - | (20) | - | (100) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 356 | Corporate support services bought in | 356 | - | - | 356 | - |
| 376 | TOTAL UNCONTROLLABLE COST | 376 | - | (20) | 356 | (5) |

| | | | | | | |
|-------|----------------------------|-------|----|---|-------|---|
| 1,749 | NET COST OF SERVICE | 1,730 | 23 | 4 | 1,757 | 2 |
|-------|----------------------------|-------|----|---|-------|---|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|---|-------|---|
| 1,749 | TOTAL NET EXPENDITURE | 1,730 | 23 | 4 | 1,757 | 2 |
|-------|------------------------------|-------|----|---|-------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|----------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Crossfire contribution to become grant funded | (8) |
| Youth Prevention Project (YPP) no longer operates | (7) |
| Review Safer Croydon Radio provision | (5) |
| | (20) |
| <u>Other resource changes</u> | |
| Budget virement from Resources in connection with CCTV restructure | 105 |
| Variations in directorate and intra departmental recharges | (85) |
| Corporate support services bought in | (20) |
| Other minor variations | 24 |
| | 24 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 4 |

COST CENTRE: C1123Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 315 | Employees | 313 | 7 | (5) | 315 | 1 |
| 3 | Premises related expenditure | 27 | - | 11 | 38 | 41 |
| 200 | Supplies and Services | 180 | - | (140) | 40 | (78) |
| 20 | Third Party Payments | 20 | - | 132 | 152 | 660 |
| - | Transfer Payments | - | - | - | - | n/a |
| 4 | Transport related expenditure | 4 | - | (3) | 1 | (75) |
| 66 | Recharges from other services | 66 | - | (50) | 16 | (76) |
| 608 | TOTAL EXPENDITURE | 610 | 7 | (55) | 562 | (8) |
| - | Government Grants | - | - | - | - | n/a |
| (1) | Other Grants, reimbursements and contributions | (1) | - | 1 | - | (100) |
| (675) | Customer and Client Receipts | (905) | (6) | 29 | (882) | (3) |
| - | Interest Receivable | - | - | - | - | n/a |
| (7) | Recharges to other services | (7) | - | 1 | (6) | (14) |
| (683) | TOTAL INCOME | (913) | (6) | 31 | (888) | (3) |
| (75) | NET CONTROLLABLE COST | (303) | 1 | (24) | (326) | 8 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 114 | Corporate support services bought in | 115 | - | (12) | 103 | (10) |
| 114 | TOTAL UNCONTROLLABLE COST | 115 | - | (12) | 103 | (10) |
| 39 | NET COST OF SERVICE | (188) | 1 | (36) | (223) | 19 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 39 | TOTAL NET EXPENDITURE | (188) | 1 | (36) | (223) | 19 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Realignment of Surrey St Markets budgets | | | | | | 68 |
| Transfer of Skip Hire Service from Neighbourhood Service | | | | | | (88) |
| Corporate support services bought in | | | | | | (12) |
| Variations in directorate and intra departmental recharges | | | | | | (4) |
| | | | | | | (36) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (36) |

COST CENTRE: C1124Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,686 | Employees | 1,494 | 32 | 64 | 1,590 | 6 |
| 8 | Premises related expenditure | 8 | - | 105 | 113 | 1,313 |
| 199 | Supplies and Services | 192 | - | (99) | 93 | (52) |
| 60 | Third Party Payments | 60 | - | (15) | 45 | (25) |
| - | Transfer Payments | - | - | - | - | n/a |
| 38 | Transport related expenditure | 48 | - | (45) | 3 | (94) |
| 486 | Recharges from other services | 268 | - | (108) | 160 | (40) |
| 2,477 | TOTAL EXPENDITURE | 2,070 | 32 | (98) | 2,004 | (3) |
| - | Government Grants | - | - | - | - | n/a |
| (1) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (184) | Customer and Client Receipts | (283) | (3) | 108 | (178) | (37) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,352) | Recharges to other services | (864) | - | 767 | (97) | (89) |
| (1,537) | TOTAL INCOME | (1,147) | (3) | 875 | (275) | (76) |

| | | | | | | |
|-----|------------------------------|-----|----|-----|-------|----|
| 940 | NET CONTROLLABLE COST | 923 | 29 | 777 | 1,729 | 87 |
|-----|------------------------------|-----|----|-----|-------|----|

| | | | | | | |
|-----|--------------------------------------|-----|---|-----|-----|-----|
| 5 | Capital Charges | 5 | - | 1 | 6 | 20 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 446 | Corporate support services bought in | 419 | - | (8) | 411 | (2) |
| 451 | TOTAL UNCONTROLLABLE COST | 424 | - | (7) | 417 | (2) |

| | | | | | | |
|-------|----------------------------|-------|----|-----|-------|----|
| 1,391 | NET COST OF SERVICE | 1,347 | 29 | 770 | 2,146 | 59 |
|-------|----------------------------|-------|----|-----|-------|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|-----|-------|----|
| 1,391 | TOTAL NET EXPENDITURE | 1,347 | 29 | 770 | 2,146 | 59 |
|-------|------------------------------|-------|----|-----|-------|----|

* 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> | |
| Employee increments and re-alignment of employee recharges | 64 |
| Realignment of Public Convenience Contract Expenditure | (54) |
| Transfer of Skip Hire Service to Licensing Division | 88 |
| Variations in directorate and intra departmental recharges | 659 |
| Other minor variations | 13 |
| | 770 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 770 |

COST CENTRE: C1129Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 237 | Employees | 172 | 3 | 87 | 262 | 52 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 4 | Supplies and Services | 4 | - | - | 4 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 2 | Transport related expenditure | 2 | - | (2) | - | (100) |
| 218 | Recharges from other services | 3 | - | 1 | 4 | 33 |
| 461 | TOTAL EXPENDITURE | 181 | 3 | 86 | 270 | 49 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (488) | Recharges to other services | (488) | - | 26 | (462) | (5) |
| (488) | TOTAL INCOME | (488) | - | 26 | (462) | (5) |

| | | | | | | |
|------|------------------------------|-------|---|-----|-------|------|
| (27) | NET CONTROLLABLE COST | (307) | 3 | 112 | (192) | (37) |
|------|------------------------------|-------|---|-----|-------|------|

| | | | | | | |
|----|--------------------------------------|----|---|----|----|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 27 | Corporate support services bought in | 27 | - | 14 | 41 | 52 |
| 27 | TOTAL UNCONTROLLABLE COST | 27 | - | 14 | 41 | 52 |

| | | | | | | |
|---|----------------------------|-------|---|-----|-------|------|
| - | NET COST OF SERVICE | (280) | 3 | 126 | (151) | (46) |
|---|----------------------------|-------|---|-----|-------|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|---|------------------------------|-------|---|-----|-------|------|
| - | TOTAL NET EXPENDITURE | (280) | 3 | 126 | (151) | (46) |
|---|------------------------------|-------|---|-----|-------|------|

* 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> | |
| Creation of Head of Service Post | 87 |
| Variations in directorate and intra departmental recharges | 26 |
| Corporate support services bought in | 14 |
| Minor variance | (1) |
| | 126 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 126 |

RESOURCES

CONTENTS

| | Page |
|---|----------|
| DEPARTMENT OVERVIEW | REDS1 |
| DEPARTMENT SUMMARY | REDS2 |
| DEPARTMENT SUBJECTIVE SUMMARY | REDS3 |
| DIVISION AND SERVICE REVENUE BUDGETS | |
| CUSTOMER AND CORPORATE SERVICES | RED 1.1 |
| Customer Transformation And Communication Service Summary | RED 1.2 |
| Facilities Management | RED 1.3 |
| HR and Finance Service Centre | RED 1.4 |
| Revenues and Benefits | RED 1.5 |
| Contact Centre | RED 1.6 |
| Transformation | RED 1.7 |
| Information Communication Technology | RED 1.8 |
| Business Support | RED 1.9 |
| Customer Services Directorate | RED 1.10 |
| Housing Benefits | RED 1.11 |
| COMMISSIONING AND IMPROVEMENT | RED 2.1 |
| Commissioning and Improvement Summary | RED 2.2 |
| Resources Department Independent Travel Service | RED 2.3 |
| C & I Directorate | RED 2.4 |
| Corporate Planning | RED 2.5 |
| C & I Performance and Insight | RED 2.6 |
| C & I Corporate | RED 2.7 |
| C & I Place and Resources | RED 2.8 |
| Croydon Transport Service (CTS) Summary | RED 2.9 |
| SCC Services Children Families and Learning | RED 2.10 |
| C & I Adult Health and Housing | RED 2.11 |
| Voluntary Sector | RED 2.12 |
| HUMAN RESOURCES | RED 3.1 |
| Human Resources Summary | RED 3.2 |
| HR Consultancy Summary | RED 3.3 |
| Health and Wellbeing | RED 3.4 |
| Director of Human Resources | RED 3.5 |
| Recruitment Resourcing | RED 3.6 |
| RESOURCES DIRECTORATE SUMMARY | RED 4.1 |
| Resources Directorate Summary | RED 4.2 |
| FINANCE, INVESTMENT AND RISK | RED 5.1 |
| Finance, Investment And Risk Summary | RED 5.2 |
| Insurance, Risk and CPO Summary | RED 5.3 |
| Treasury and Pensions | RED 5.4 |
| Asset Management | RED 5.5 |
| Coroners | RED 5.6 |
| Financial Services | RED 5.7 |
| GOVERNANCE | RED 6.1 |
| Governance Summary | RED 6.2 |
| Governance Team | RED 6.3 |
| Democratic | RED 6.4 |
| Electoral | RED 6.5 |
| Civic Event Fund | RED 6.6 |
| Corporate Anti-Fraud | RED 6.7 |
| LEGAL | RED 7.1 |
| Legal Summary | RED 7.2 |
| Legal Business Management | RED 7.3 |
| Litigation and Corporate Legal | RED 7.4 |
| Commercial and Property Legal | RED 7.5 |
| Social Care and Education Legal | RED 7.6 |

KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2018/19 are;

- Continue to support the organisation to deliver VFM and manage its reducing budget
- Transform the back office services to continue to make them more efficient and effective
- The delivery of major ICT transformation projects around our financial platform and ICT delivery model
- Lead on reviewing our third party contracts to ensure they are delivering effectively and our model of contract management is effective
- Further improve collection rates on Council tax and Business rates so strive to be in the top quartile in London
- Embed the new in-house commercial legal support model
- Review our Governance processes to ensure we take a risk based approach to decision making
- Review of ICT sourcing model
- Replacement of Finance & Human Resources & Procurement system

FINANCIAL PERFORMANCE**COST CENTRE: C1600N**

| DESCRIPTION | ACTUAL 2016/17 £000 | ORIGINAL 2017/18 £000 | FORECAST 2017/18 £000 | BUDGET 2018/19 £000 | % CHANGE % |
|---|---------------------------|-----------------------------|-----------------------------|---------------------------|------------------|
| Employees | 48,560 | 36,567 | 34,262 | 42,112 | 23 |
| Premises related expenditure | 27,874 | 10,383 | 9,821 | 12,257 | 25 |
| Supplies and Services | 40,480 | 9,337 | 9,036 | 9,856 | 9 |
| Third Party Payments | 499 | 16,542 | 14,247 | 14,828 | 4 |
| Transfer Payments | 230,825 | 277,747 | 190,598 | 277,747 | 46 |
| Transport related expenditure | 9,196 | 5,949 | 9,505 | 8,808 | (7) |
| Capital Charges | 3,846 | 3,773 | 3,773 | 3,187 | (16) |
| Intangible Charges | 3,671 | 4,540 | 4,540 | 2,682 | (41) |
| REFCUS | 19,040 | - | - | - | n/a |
| Corporate support services bought in | 4,969 | (37,806) | (37,806) | (36,244) | (4) |
| Recharges from other services | 9,020 | (263) | 1,300 | 336 | (74) |
| TOTAL EXPENDITURE | 397,980 | 326,769 | 239,276 | 335,569 | 40 |
| Government Grants | (230,189) | (279,642) | (191,807) | (280,240) | 46 |
| Other Grants, reimbursements and contributions | (13,706) | (6,230) | (5,354) | (6,556) | 22 |
| Customer and Client Receipts | (16,500) | (8,583) | (7,429) | (9,214) | 24 |
| Interest Receivable | - | (28) | (190) | (28) | (85) |
| Recharges to other services | (96,555) | (11,601) | (13,947) | (14,001) | 0 |
| TOTAL INCOME | (356,950) | (306,084) | (218,727) | (310,039) | 42 |
| NET EXPENDITURE | 41,030 | 5,087 | 20,549 | 25,530 | 24 |
| Contributions to / (from) Reserves | (10,261) | - | - | - | n/a |
| CURRENT BUDGET | 30,885 | | 20,153 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (116) | | 396 | | |

TOP FINANCIAL RISKS 2018/19

1. Delivery of savings targets for 2018/20
2. Capacity to support change across the organisation
3. Demand for services such as SEN transport

CABINET MEMBER

| | |
|--------------------------------|---|
| Councillor Simon Hall | Cabinet Member for Finance and Treasury |
| Councillor Manju Shahul-Hameed | Cabinet Member for Economy and Jobs |
| Councillor Hamida Ali | Cabinet Member for Communities Safety and Justice |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-------------------------|--|----------|
| Richard Simpson | Executive Director of Resources and s151 Officer | 61848 |
| VACANT | Director of Customer and Corporate Services | |
| VACANT | Director of Commissioning and Improvement | |
| Sue Moorman | Director of Human Resources | 60881 |
| Lisa Taylor | Director of Finance, Investment and Risk (Deputy S151 Officer) | 61438 |
| Simon Maddocks | Director of Governance | 65573 |
| Jacqueline Harris-Baker | Director of Law and Monitoring Officer | 62328 |

| COST CENTRE | DIVISION |
|-------------|---------------------------------|
| C1605P | Customer and Corporate Services |
| C1610P | Commissioning and Improvement |
| C1620P | Human Resources |
| C1625P | Resources Directorate |
| C1655P | Finance, Investment and Risk |
| C1670P | Governance |
| C1675P | Legal |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2017/18 £000's | DIVISION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|---------------------------------|--|--|------------------------|--|-------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| 2,526 | Customer and Corporate Services | 3,929 | 523 | (2,284) | 2,168 | (45) |
| 14,799 | Commissioning and Improvement | 12,985 | 212 | 5,901 | 19,098 | 47 |
| (139) | Human Resources | (36) | 35 | (40) | (41) | 14 |
| 378 | Resources Directorate | 77 | 3 | 17 | 97 | 26 |
| 1,719 | Finance, Investment and Risk | 1,515 | 80 | 689 | 2,284 | 51 |
| 2,995 | Governance | 2,933 | 40 | (56) | 2,917 | (1) |
| (1,729) | Legal | (718) | 41 | (316) | (993) | 38 |
| 20,549 | TOTAL NET SPEND | 20,685 | 934 | 3,911 | 25,530 | 23 |

STAFF ESTABLISHMENT NUMBERS

| DIVISION | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|---------------------------------|-------------------------------|-------------------------------|---------------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Customer and Corporate Services | 600.1 | 589.6 | (10.5) |
| Commissioning and Improvement | 108.6 | 108.6 | (0.0) |
| Human Resources | 34.3 | 30.3 | (4.0) |
| Resources Directorate | 1.0 | 1.0 | - |
| Finance, Investment and Risk | 77.5 | 77.5 | - |
| Governance | 31.2 | 27.6 | (3.6) |
| Legal | 33.6 | 42.7 | 9.1 |
| TOTAL FTE STAFF | 886.2 | 877.2 | (9.0) |

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 34,262 | Employees | 36,567 | 734 | 4,811 | 42,112 | 15 |
| 9,821 | Premises related expenditure | 10,383 | 92 | 1,782 | 12,257 | 18 |
| 9,036 | Supplies and Services | 9,337 | 23 | 496 | 9,856 | 6 |
| 14,247 | Third Party Payments | 16,542 | 55 | (1,769) | 14,828 | (10) |
| 190,598 | Transfer Payments | 277,747 | - | - | 277,747 | - |
| 9,505 | Transport related expenditure | 5,949 | 61 | 2,798 | 8,808 | 48 |
| 1,300 | Recharges from other services | (263) | - | 599 | 336 | (228) |
| 268,769 | TOTAL EXPENDITURE | 356,262 | 965 | 8,717 | 365,944 | 3 |
| (191,807) | Government Grants | (279,642) | - | (598) | (280,240) | 0 |
| (5,354) | Other Grants, reimbursements and contributions | (6,230) | - | (326) | (6,556) | 5 |
| (7,429) | Customer and Client Receipts | (8,583) | (31) | (600) | (9,214) | 7 |
| (190) | Interest Receivable | (28) | - | - | (28) | - |
| (13,947) | Recharges to other services | (11,601) | - | (2,400) | (14,001) | 21 |
| (218,727) | TOTAL INCOME | (306,084) | (31) | (3,924) | (310,039) | 1 |
| 50,042 | NET CONTROLLABLE COST | 50,178 | 934 | 4,793 | 55,905 | 11 |
| 3,773 | Capital Charges | 3,773 | - | (586) | 3,187 | (16) |
| 4,540 | Intangible Charges | 4,540 | - | (1,858) | 2,682 | (41) |
| - | REFCUS | - | - | - | - | n/a |
| (37,806) | Corporate support services bought in | (37,806) | - | 1,562 | (36,244) | (4) |
| (29,493) | TOTAL UNCONTROLLABLE COST | (29,493) | - | (882) | (30,375) | 3 |
| 20,549 | NET COST OF SERVICE | 20,685 | 934 | 3,911 | 25,530 | 23 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 20,549 | TOTAL NET EXPENDITURE | 20,685 | 934 | 3,911 | 25,530 | 23 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | 4,610 |
| Strategic budget - agreed additional income / savings | | | | | | (4,059) |
| Other resource changes | | | | | | 3,360 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 3,911 |

SERVICE DESCRIPTION

| |
|--|
| <p>Divisional Overview of Services The division is made up the service areas as below;</p> <p>ICT and transformation Responsible for the strategy, management and delivery of an ICT and data management service to enable the organisation to function effectively. Managing our ICT Outsource partners, including Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value to the council of this arrangement.</p> <p>Business Support and customer contact A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact and assisting the move to digital and self-serve. Also providing administrative, business, and management support functions across the Council in order to improve both efficiency and quality.</p> <p>Facilities Management Managing a mixed economy of in-house and outsourced facilities management service, including the performance management of daily operations within the Civic Office accommodation; Managing the Council's Corporate Accommodation; Energy and Sustainability</p> <p>HR and Finance Service Centre 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.</p> |
|--|

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % CHANGE |
|------------------------|--------------------------------------|-----------------------|---|---------------------|-----------------------|----------|
| | | 2017/18 (A) £000's | Inflation (B) £000's | Other (C) £000's | 2018/19 (D) £000's | |
| C1600Q | Facilities Management | (38) | 147 | 288 | 397 | (1,145) |
| C1612Q | HR and Finance Service Centre | 36 | 36 | (72) | - | (100) |
| C1614Q | Revenue and Benefits | 2,110 | 76 | 326 | 2,512 | 19 |
| C1618Q | Contact Centre | 448 | 60 | (528) | (20) | (104) |
| C1620Q | Transformation | 61 | 8 | (367) | (298) | (589) |
| C1622Q | Information Communication Technology | 968 | 61 | (2,577) | (1,548) | (260) |
| C1624Q | Business Support | 500 | 133 | 493 | 1,126 | 125 |
| C1670Q | Customer Services Directorate | (156) | 2 | 153 | (1) | (99) |
| C1686Q | Housing Benefits | - | - | - | - | n/a |
| TOTAL NET SPEND | | 3,929 | 523 | (2,284) | 2,168 | (45) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET | ORIGINAL BUDGET | CHANGE IN |
|--------------------------------------|-------------------|-------------------|---------------|
| | 2017/18 FTE STAFF | 2018/19 FTE STAFF | FTE STAFF |
| Facilities Management | 76.4 | 76.4 | - |
| HR and Finance Service Centre | 45.3 | 42.5 | (2.8) |
| Revenue and Benefits | 144.9 | 138.3 | (6.6) |
| Contact Centre | 85.5 | 86.8 | 1.3 |
| Transformation | 7.0 | 6.0 | (1.0) |
| Information Communication Technology | 41.5 | 45.0 | 3.5 |
| Business Support | 198.4 | 193.6 | (4.8) |
| Customer Services Directorate | 1.0 | 1.0 | - |
| Housing Benefits | - | - | - |
| TOTAL FTE STAFF | 600.1 | 589.6 | (10.5) |

COST CENTRE: C1605P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 20,076 | Employees | 21,639 | 445 | 362 | 22,446 | 4 |
| 4,791 | Premises related expenditure | 5,393 | 92 | 1,690 | 7,175 | 33 |
| 5,782 | Supplies and Services | 7,018 | 12 | 302 | 7,332 | 4 |
| 6,539 | Third Party Payments | 7,633 | 2 | (929) | 6,706 | (12) |
| 190,420 | Transfer Payments | 277,476 | - | - | 277,476 | - |
| 255 | Transport related expenditure | 285 | - | (2) | 283 | (1) |
| 73 | Recharges from other services | 20 | - | 120 | 140 | 600 |
| 227,936 | TOTAL EXPENDITURE | 319,464 | 551 | 1,543 | 321,558 | 1 |
| (188,500) | Government Grants | (276,691) | - | - | (276,691) | - |
| (4,258) | Other Grants, reimbursements and contributions | (5,191) | - | (170) | (5,361) | 3 |
| (2,954) | Customer and Client Receipts | (3,872) | (28) | (9) | (3,909) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (5,674) | Recharges to other services | (5,757) | - | (921) | (6,678) | 16 |
| (201,386) | TOTAL INCOME | (291,511) | (28) | (1,100) | (292,639) | 0 |
| 26,550 | NET CONTROLLABLE COST | 27,953 | 523 | 443 | 28,919 | 3 |
| 2,603 | Capital Charges | 2,603 | - | (561) | 2,042 | (22) |
| 4,535 | Intangible Charges | 4,535 | - | (1,853) | 2,682 | (41) |
| - | REFCUS | - | - | - | - | n/a |
| (31,162) | Corporate support services bought in | (31,162) | - | (313) | (31,475) | 1 |
| (24,024) | TOTAL UNCONTROLLABLE COST | (24,024) | - | (2,727) | (26,751) | 11 |
| 2,526 | NET COST OF SERVICE | 3,929 | 523 | (2,284) | 2,168 | (45) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,526 | TOTAL NET EXPENDITURE | 3,929 | 523 | (2,284) | 2,168 | (45) |

COST CENTRE: C1600Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,066 | Employees | 2,919 | 55 | (583) | 2,391 | (18) |
| 4,791 | Premises related expenditure | 5,391 | 92 | 1,690 | 7,173 | 33 |
| 862 | Supplies and Services | 862 | - | (90) | 772 | (10) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 273 | Transport related expenditure | 273 | - | - | 273 | - |
| - | Recharges from other services | - | - | 118 | 118 | n/a |
| 8,992 | TOTAL EXPENDITURE | 9,445 | 147 | 1,135 | 10,727 | 14 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (108) | Customer and Client Receipts | (88) | - | (3) | (91) | 3 |
| - | Interest Receivable | - | - | - | - | n/a |
| (2,234) | Recharges to other services | (1,479) | - | (376) | (1,855) | 25 |
| (2,342) | TOTAL INCOME | (1,567) | - | (379) | (1,946) | 24 |

| | | | | | | |
|-------|------------------------------|-------|-----|-----|-------|----|
| 6,650 | NET CONTROLLABLE COST | 7,878 | 147 | 756 | 8,781 | 11 |
|-------|------------------------------|-------|-----|-----|-------|----|

| | | | | | | |
|----------|--------------------------------------|----------|---|-------|----------|------|
| 2,603 | Capital Charges | 2,603 | - | (561) | 2,042 | (22) |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (10,519) | Corporate support services bought in | (10,519) | - | 93 | (10,426) | (1) |
| (7,916) | TOTAL UNCONTROLLABLE COST | (7,916) | - | (468) | (8,384) | 6 |

| | | | | | | |
|---------|----------------------------|------|-----|-----|-----|---------|
| (1,266) | NET COST OF SERVICE | (38) | 147 | 288 | 397 | (1,145) |
|---------|----------------------------|------|-----|-----|-----|---------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|---------|------------------------------|------|-----|-----|-----|---------|
| (1,266) | TOTAL NET EXPENDITURE | (38) | 147 | 288 | 397 | (1,145) |
|---------|------------------------------|------|-----|-----|-----|---------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Increase in Utilities Budget | 1,000 |
| | 1,000 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Reduced cleaning across corp estate including windows and general cleaning - to "low" but statutory standard met | (110) |
| Restructure of FM client team - including outsourcing data bureau | (49) |
| Develop commercial offer for FM schools traded services | (30) |
| | (189) |
| <u>Other resource changes</u> | |
| Budget virement to Safety in connection with CCTV restructure (PL 9.5) | (105) |
| Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 2.3, RED 5.3) | 50 |
| Decrease in Capital charges | (561) |
| Decrease in income received from Corporate support services bought in | 93 |
| | (523) |
| TOTAL OTHER VARIATIONS IN RESOURCE | 288 |

COST CENTRE: C1612Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,832 | Employees | 1,886 | 37 | (61) | 1,862 | (1) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 339 | Supplies and Services | 339 | - | 596 | 935 | 176 |
| 1,645 | Third Party Payments | 1,708 | 2 | (612) | 1,098 | (36) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| (2) | Recharges from other services | (2) | - | 2 | - | (100) |
| 3,814 | TOTAL EXPENDITURE | 3,931 | 39 | (75) | 3,895 | (1) |
| - | Government Grants | - | - | - | - | n/a |
| (981) | Other Grants, reimbursements and contributions | (1,087) | - | 12 | (1,075) | (1) |
| (256) | Customer and Client Receipts | (256) | (3) | 3 | (256) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (1,237) | TOTAL INCOME | (1,343) | (3) | 15 | (1,331) | (1) |
| 2,577 | NET CONTROLLABLE COST | 2,588 | 36 | (60) | 2,564 | (1) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (2,552) | Corporate support services bought in | (2,552) | - | (12) | (2,564) | 0 |
| (2,552) | TOTAL UNCONTROLLABLE COST | (2,552) | - | (12) | (2,564) | 0 |
| 25 | NET COST OF SERVICE | 36 | 36 | (72) | - | (100) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 25 | TOTAL NET EXPENDITURE | 36 | 36 | (72) | - | (100) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| Payroll insourcing | | | | | | (30) |
| Introduction of Oracle Cloud and staff savings | | | | | | (30) |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | (60) |
| <u>Other resource changes</u> | | | | | | - |
| Increase in income received from Corporate support services bought in | | | | | | (12) |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | (12) |
| | | | | | | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (72) |

**RESOURCES
CUSTOMER AND CORPORATE SERVICES
REVENUE AND BENEFITS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1614Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,832 | Employees | 4,528 | 100 | 235 | 4,863 | 7 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 1,676 | Supplies and Services | 1,334 | - | 95 | 1,429 | 7 |
| 541 | Third Party Payments | 647 | - | (152) | 495 | (23) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 2 | - | (2) | - | (100) |
| (92) | Recharges from other services | 22 | - | - | 22 | - |
| 5,958 | TOTAL EXPENDITURE | 6,533 | 100 | 176 | 6,809 | 4 |
| - | Government Grants | - | - | - | - | n/a |
| (1,357) | Other Grants, reimbursements and contributions | (2,047) | - | (182) | (2,229) | 9 |
| (2,927) | Customer and Client Receipts | (3,527) | (24) | - | (3,551) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (4,284) | TOTAL INCOME | (5,574) | (24) | (182) | (5,780) | 4 |
| 1,674 | NET CONTROLLABLE COST | 959 | 76 | (6) | 1,029 | 7 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | 18 | 18 | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,151 | Corporate support services bought in | 1,151 | - | 314 | 1,465 | 27 |
| 1,151 | TOTAL UNCONTROLLABLE COST | 1,151 | - | 332 | 1,483 | 29 |
| 2,825 | NET COST OF SERVICE | 2,110 | 76 | 326 | 2,512 | 19 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,825 | TOTAL NET EXPENDITURE | 2,110 | 76 | 326 | 2,512 | 19 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Process review and introduction of automation technology | | | | | | (44) |
| | | | | | | (44) |
| <u>Other resource changes</u> | | | | | | |
| Increase in expenditure on Corporate support services bought in | | | | | | 314 |
| Increase in intangible charges | | | | | | 18 |
| Transfer of Home Visits Officer to Resources from Gateway (PED 4.3) | | | | | | 32 |
| Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2) | | | | | | 6 |
| | | | | | | 370 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 326 |

COST CENTRE: C1618Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,459 | Employees | 2,881 | 60 | 82 | 3,023 | 5 |
| - | Premises related expenditure | 2 | - | - | 2 | - |
| 2 | Supplies and Services | 104 | - | (1) | 103 | (1) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 2,461 | TOTAL EXPENDITURE | 2,987 | 60 | 81 | 3,128 | 5 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (134) | Recharges to other services | (459) | - | (51) | (510) | 11 |
| (134) | TOTAL INCOME | (459) | - | (51) | (510) | 11 |
| 2,327 | NET CONTROLLABLE COST | 2,528 | 60 | 30 | 2,618 | 4 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (2,080) | Corporate support services bought in | (2,080) | - | (558) | (2,638) | 27 |
| (2,080) | TOTAL UNCONTROLLABLE COST | (2,080) | - | (558) | (2,638) | 27 |
| 247 | NET COST OF SERVICE | 448 | 60 | (528) | (20) | (104) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 247 | TOTAL NET EXPENDITURE | 448 | 60 | (528) | (20) | (104) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Increase in income received from Corporate support services bought in | | | | | | (558) |
| Increase in recharges to other services (RED 1.8) | | | | | | (22) |
| Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2) | | | | | | 52 |
| | | | | | | (528) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (528) |

COST CENTRE: C1620Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 376 | Employees | 476 | 8 | (117) | 367 | (23) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 1 | Supplies and Services | 1 | - | - | 1 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 377 | TOTAL EXPENDITURE | 477 | 8 | (117) | 368 | (23) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (81) | Recharges to other services | (81) | - | (282) | (363) | 348 |
| (81) | TOTAL INCOME | (81) | - | (282) | (363) | 348 |
| 296 | NET CONTROLLABLE COST | 396 | 8 | (399) | 5 | (99) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (335) | Corporate support services bought in | (335) | - | 32 | (303) | (10) |
| (335) | TOTAL UNCONTROLLABLE COST | (335) | - | 32 | (303) | (10) |
| (39) | NET COST OF SERVICE | 61 | 8 | (367) | (298) | (589) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (39) | TOTAL NET EXPENDITURE | 61 | 8 | (367) | (298) | (589) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (299) |
| Capitalisation of client staff costs where supporting capital projects | | | | | | (299) |
| <u>Other resource changes</u> | | | | | | (100) |
| Transfer of post from Transformation to Chief Executive Department (CED 1.5) | | | | | | 32 |
| Decrease in income received from Corporate support services bought in | | | | | | (68) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (367) |

COST CENTRE: C1622Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,921 | Employees | 2,343 | 49 | 49 | 2,441 | 4 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 3,043 | Supplies and Services | 2,718 | 12 | (307) | 2,423 | (11) |
| 4,446 | Third Party Payments | 5,278 | - | (165) | 5,113 | (3) |
| - | Transfer Payments | - | - | - | - | n/a |
| (19) | Transport related expenditure | - | - | - | - | n/a |
| 42 | Recharges from other services | - | - | - | - | n/a |
| 9,433 | TOTAL EXPENDITURE | 10,339 | 61 | (423) | 9,977 | (4) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (147) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (793) | Recharges to other services | (544) | - | (638) | (1,182) | 117 |
| (940) | TOTAL INCOME | (544) | - | (638) | (1,182) | 117 |

| | | | | | | |
|-------|------------------------------|-------|----|---------|-------|------|
| 8,493 | NET CONTROLLABLE COST | 9,795 | 61 | (1,061) | 8,795 | (10) |
|-------|------------------------------|-------|----|---------|-------|------|

| | | | | | | |
|----------|--------------------------------------|----------|---|---------|----------|------|
| - | Capital Charges | - | - | - | - | n/a |
| 4,535 | Intangible Charges | 4,535 | - | (1,871) | 2,664 | (41) |
| - | REFCUS | - | - | - | - | n/a |
| (13,362) | Corporate support services bought in | (13,362) | - | 355 | (13,007) | (3) |
| (8,827) | TOTAL UNCONTROLLABLE COST | (8,827) | - | (1,516) | (10,343) | 17 |

| | | | | | | |
|-------|----------------------------|-----|----|---------|---------|-------|
| (334) | NET COST OF SERVICE | 968 | 61 | (2,577) | (1,548) | (260) |
|-------|----------------------------|-----|----|---------|---------|-------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|----|---------|---------|-------|
| (334) | TOTAL NET EXPENDITURE | 968 | 61 | (2,577) | (1,548) | (260) |
|-------|------------------------------|-----|----|---------|---------|-------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|---|--|----------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| ICT - CRM support and Maintenance | | 210 |
| ICT - laptops due to organisational growth | | 100 |
| | | 310 |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| Further channel shift across a number of services Investment in technology | | (132) |
| ICT Services - consolidation and reduction in licencing and software costs. | | (75) |
| Reduction in basic capita contract price due to rebaselining and service credit | | (400) |
| Capitalisation of client staff costs where supporting capital projects | | (536) |
| A review and reduction in the number of mobile phones provided to staff across organisation | | (100) |
| Leasing of BWH data centre | | (100) |
| Savings from ongoing review and renewal of systems and software contracts | | (50) |
| | | (1,393) |
| <u>Other resource changes</u> | | |
| Decrease in recharges to other services (RED 1.6) | | 22 |
| Decrease in income received from Corporate support services bought in | | 355 |
| Decrease in intangible charges | | (1,870) |
| Other minor variations | | (1) |
| | | (1,494) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | (2,577) |

COST CENTRE: C1624Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 6,427 | Employees | 6,443 | 134 | 757 | 7,334 | 14 |
| - | Premises related expenditure | - | - | - | - | n/a |
| (144) | Supplies and Services | 385 | - | 9 | 394 | 2 |
| (93) | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | 10 | - | - | 10 | - |
| 125 | Recharges from other services | - | - | - | - | n/a |
| 6,315 | TOTAL EXPENDITURE | 6,838 | 134 | 766 | 7,738 | 13 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| 478 | Customer and Client Receipts | (102) | (1) | (3) | (106) | 4 |
| - | Interest Receivable | - | - | - | - | n/a |
| (2,174) | Recharges to other services | (2,936) | - | 426 | (2,510) | (15) |
| (1,696) | TOTAL INCOME | (3,038) | (1) | 423 | (2,616) | (14) |

| | | | | | | |
|-------|------------------------------|-------|-----|-------|--------------|----|
| 4,619 | NET CONTROLLABLE COST | 3,800 | 133 | 1,189 | 5,122 | 35 |
|-------|------------------------------|-------|-----|-------|--------------|----|

| | | | | | | |
|---------|--------------------------------------|---------|---|-------|----------------|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (3,300) | Corporate support services bought in | (3,300) | - | (696) | (3,996) | 21 |
| (3,300) | TOTAL UNCONTROLLABLE COST | (3,300) | - | (696) | (3,996) | 21 |

| | | | | | | |
|-------|----------------------------|-----|-----|-----|--------------|-----|
| 1,319 | NET COST OF SERVICE | 500 | 133 | 493 | 1,126 | 125 |
|-------|----------------------------|-----|-----|-----|--------------|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|-----|-----|--------------|-----|
| 1,319 | TOTAL NET EXPENDITURE | 500 | 133 | 493 | 1,126 | 125 |
|-------|------------------------------|-----|-----|-----|--------------|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Additional Business Support expenditure on providing children's services | 500 |
| | 500 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| Further automation and reduction in service menu and self-serve, including improved business process reengineering | (145) |
| | (145) |
| <u>Other resource changes</u> | |
| Increase in income received from Corporate support services bought in | (696) |
| Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2) | 208 |
| Reduction in recharges of staffing costs | 626 |
| | 138 |
| TOTAL OTHER VARIATIONS IN RESOURCE | 493 |

COST CENTRE: C1670Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 163 | Employees | 163 | 2 | - | 165 | 1 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 3 | Supplies and Services | 3 | - | - | 3 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 166 | TOTAL EXPENDITURE | 166 | 2 | - | 168 | 1 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| 6 | Customer and Client Receipts | 101 | - | (6) | 95 | (6) |
| - | Interest Receivable | - | - | - | - | n/a |
| (258) | Recharges to other services | (258) | - | - | (258) | - |
| (252) | TOTAL INCOME | (157) | - | (6) | (163) | 4 |
| (86) | NET CONTROLLABLE COST | 9 | 2 | (6) | 5 | (44) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (165) | Corporate support services bought in | (165) | - | 159 | (6) | (96) |
| (165) | TOTAL UNCONTROLLABLE COST | (165) | - | 159 | (6) | (96) |
| (251) | NET COST OF SERVICE | (156) | 2 | 153 | (1) | (99) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (251) | TOTAL NET EXPENDITURE | (156) | 2 | 153 | (1) | (99) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2) | | | | | | (6) |
| Decrease in income received from Corporate Services bought in | | | | | | 159 |
| | | | | | | 153 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 153 |

**RESOURCES
CUSTOMER AND CORPORATE SERVICES
HOUSING BENEFITS**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1686Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | 1,272 | - | - | 1,272 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| 190,420 | Transfer Payments | 277,476 | - | - | 277,476 | - |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 190,420 | TOTAL EXPENDITURE | 278,748 | - | - | 278,748 | - |
| (188,500) | Government Grants | (276,691) | - | - | (276,691) | - |
| (1,920) | Other Grants, reimbursements and contributions | (2,057) | - | - | (2,057) | - |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (190,420) | TOTAL INCOME | (278,748) | - | - | (278,748) | - |
| - | NET CONTROLLABLE COST | - | - | - | - | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| - | NET COST OF SERVICE | - | - | - | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| - | TOTAL NET EXPENDITURE | - | - | - | - | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | - |

SERVICE DESCRIPTION

The Commissioning and Improvement is a hub of support services that helps the rest of the Council, with partners to;

- Support the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory
- Provide partnership and corporate policy and strategy development and implementation working with the local strategic partnership and across the organisation
- Provide equality policy, strategy and best practice advice and guidance across the organisation and with partners from the public, private, community, faith and voluntary sector
- Provide policy, strategy and best practice advice and guidance on working innovatively with the community, faith and voluntary sector encouraging community development, participation and engagement as well as managing a wide range of community relations
- Provide strategic support, intelligence and challenge to decision-makers across the Council
- Develop strategic commissioning across the organisation;
- Provide a professional focus for procurement activities;
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract performance management.
- Create 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 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|---|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1245Q | Resources Department Independent Travel Service | 8,147 | 71 | 1,975 | 10,193 | 25 |
| C1626Q | C & I Directorate | 86 | 3 | (152) | (63) | (173) |
| C1632Q | Corporate Planning | (220) | - | 228 | 8 | (104) |
| C1672Q | C & I Performance and Insight | (78) | 5 | 360 | 287 | (468) |
| C1674Q | C & I Corporate | 130 | 27 | (552) | (395) | (404) |
| C1676Q | C & I Place and Resources | 3,333 | 62 | 677 | 4,072 | 22 |
| C1678Q | Croydon Transport Service (CTS) Summary | 24 | 10 | (35) | (1) | (104) |
| C1680Q | SCC Services Children Families and Learning | 64 | 11 | (163) | (88) | (238) |
| C1682Q | C & I Adult Health and Housing | 39 | 23 | 3,672 | 3,734 | 9,474 |
| C1684Q | Voluntary Sector | 1,460 | - | (109) | 1,351 | (7) |
| | TOTAL NET SPEND | 12,985 | 212 | 5,901 | 19,098 | 47 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN |
|---|-------------------------|-------------------------|-----------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Resources Department Independent Travel Service | 18.7 | 18.7 | - |
| C & I Directorate | 1.0 | 1.0 | - |
| Corporate Planning | 21.0 | - | (21.0) |
| C & I Performance and Insight | 4.0 | 17.3 | 13.3 |
| C & I Corporate | 14.0 | 13.5 | (0.5) |
| C & I Place and Resources | 7.0 | 14.0 | 7.0 |
| Croydon Transport Service (CTS) Summary | 12.0 | 12.0 | - |
| SCC Services Children Families and Learning | 8.4 | 8.4 | - |
| C & I Adult Health and Housing | 22.5 | 23.7 | 1.2 |
| Voluntary Sector | - | - | - |
| TOTAL FTE STAFF | 108.6 | 108.6 | (0.0) |

COST CENTRE: C1610P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 4,854 | Employees | 5,502 | 98 | 4,098 | 9,698 | 76 |
| 263 | Premises related expenditure | 165 | - | 67 | 232 | 41 |
| (3,336) | Supplies and Services | (3,221) | - | 218 | (3,003) | (7) |
| 7,290 | Third Party Payments | 8,460 | 53 | (824) | 7,689 | (9) |
| 178 | Transfer Payments | 271 | - | - | 271 | - |
| 9,243 | Transport related expenditure | 5,660 | 61 | 2,796 | 8,517 | 50 |
| 274 | Recharges from other services | (229) | - | 395 | 166 | (172) |
| 18,766 | TOTAL EXPENDITURE | 16,608 | 212 | 6,750 | 23,570 | 42 |
| (2,869) | Government Grants | (2,869) | - | (680) | (3,549) | 24 |
| (239) | Other Grants, reimbursements and contributions | (229) | - | (164) | (393) | 72 |
| (135) | Customer and Client Receipts | (63) | - | (150) | (213) | 238 |
| (190) | Interest Receivable | (28) | - | - | (28) | - |
| (1,587) | Recharges to other services | (1,487) | - | (433) | (1,920) | 29 |
| (5,020) | TOTAL INCOME | (4,676) | - | (1,427) | (6,103) | 31 |
| 13,746 | NET CONTROLLABLE COST | 11,932 | 212 | 5,323 | 17,467 | 46 |
| 783 | Capital Charges | 783 | - | 3 | 786 | 0 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 270 | Corporate support services bought in | 270 | - | 575 | 845 | 213 |
| 1,053 | TOTAL UNCONTROLLABLE COST | 1,053 | - | 578 | 1,631 | 55 |
| 14,799 | NET COST OF SERVICE | 12,985 | 212 | 5,901 | 19,098 | 47 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 14,799 | TOTAL NET EXPENDITURE | 12,985 | 212 | 5,901 | 19,098 | 47 |

**RESOURCES
COMMISSIONING AND IMPROVEMENT
RESOURCES DEPARTMENT INDEPENDENT TRAVEL SERVICE**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1245Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 428 | Employees | 516 | 10 | 73 | 599 | 16 |
| 67 | Premises related expenditure | - | - | 67 | 67 | n/a |
| 21 | Supplies and Services | 79 | - | (58) | 21 | (73) |
| 23 | Third Party Payments | 873 | - | (808) | 65 | (93) |
| 178 | Transfer Payments | 271 | - | - | 271 | - |
| 9,232 | Transport related expenditure | 5,659 | 61 | 2,796 | 8,516 | 50 |
| 160 | Recharges from other services | (244) | - | 395 | 151 | (162) |
| 10,109 | TOTAL EXPENDITURE | 7,154 | 71 | 2,465 | 9,690 | 35 |
| - | Government Grants | - | - | - | - | n/a |
| (239) | Other Grants, reimbursements and contributions | (229) | - | (164) | (393) | 72 |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (256) | Recharges to other services | - | - | (256) | (256) | n/a |
| (495) | TOTAL INCOME | (229) | - | (420) | (649) | 183 |

| | | | | | | |
|-------|------------------------------|-------|----|-------|-------|----|
| 9,614 | NET CONTROLLABLE COST | 6,925 | 71 | 2,045 | 9,041 | 31 |
|-------|------------------------------|-------|----|-------|-------|----|

| | | | | | | |
|-------|--------------------------------------|-------|---|------|-------|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 1,222 | Corporate support services bought in | 1,222 | - | (70) | 1,152 | (6) |
| 1,222 | TOTAL UNCONTROLLABLE COST | 1,222 | - | (70) | 1,152 | (6) |

| | | | | | | |
|--------|----------------------------|-------|----|-------|--------|----|
| 10,836 | NET COST OF SERVICE | 8,147 | 71 | 1,975 | 10,193 | 25 |
|--------|----------------------------|-------|----|-------|--------|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|--------|------------------------------|-------|----|-------|--------|----|
| 10,836 | TOTAL NET EXPENDITURE | 8,147 | 71 | 1,975 | 10,193 | 25 |
|--------|------------------------------|-------|----|-------|--------|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|--------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| Growth in transport service for SEN | | 2,500 |
| | | - |
| | | - |
| | | 2,500 |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| Review of the Travel Policy to maximise use of Personal Travel Budgets & Independent Travel Opportunities | | (350) |
| Transport-Beckmead New model | | (300) |
| | | (650) |
| <u>Other resource changes</u> | | |
| Increase in income received from Corporate support services bought in | | (70) |
| Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 1.3, RED 5.3) | | 195 |
| | | 125 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 1,975 |

COST CENTRE: C1626Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 302 | Employees | 302 | 3 | (63) | 242 | (20) |
| - | - Premises related expenditure | - | - | - | - | n/a |
| (357) | Supplies and Services | (357) | - | - | (357) | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 15 | Recharges from other services | 15 | - | - | 15 | - |
| (40) | TOTAL EXPENDITURE | (40) | 3 | (63) | (100) | 150 |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| - | - Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| (40) | NET CONTROLLABLE COST | (40) | 3 | (63) | (100) | 150 |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 126 | Corporate support services bought in | 126 | - | (89) | 37 | (71) |
| 126 | TOTAL UNCONTROLLABLE COST | 126 | - | (89) | 37 | (71) |
| 86 | NET COST OF SERVICE | 86 | 3 | (152) | (63) | (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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 86 | TOTAL NET EXPENDITURE | 86 | 3 | (152) | (63) | (173) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Increase in income received from Corporate support services bought in | | | | | | (89) |
| Transfer of staff training and development budget to Resources Directorate (RED 4.2) | | | | | | (63) |
| | | | | | | (152) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (152) |

COST CENTRE: C1632Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | - | - | - | - | n/a |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| - | TOTAL EXPENDITURE | - | - | - | - | n/a |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| - | NET CONTROLLABLE COST | - | - | - | - | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (220) | Corporate support services bought in | (220) | - | 228 | 8 | (104) |
| (220) | TOTAL UNCONTROLLABLE COST | (220) | - | 228 | 8 | (104) |
| (220) | NET COST OF SERVICE | (220) | - | 228 | 8 | (104) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (220) | TOTAL NET EXPENDITURE | (220) | - | 228 | 8 | (104) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Decrease in income received from Corporate support services bought in | | | | | | 228 |
| | | | | | | 228 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 228 |

COST CENTRE: C1672Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 217 | Employees | 237 | 5 | 255 | 497 | 110 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 21 | Supplies and Services | 21 | - | 32 | 53 | 152 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 238 | TOTAL EXPENDITURE | 258 | 5 | 287 | 550 | 113 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| (162) | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | (162) | - | - | (162) | - |
| (162) | TOTAL INCOME | (162) | - | - | (162) | - |
| 76 | NET CONTROLLABLE COST | 96 | 5 | 287 | 388 | 304 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (174) | Corporate support services bought in | (174) | - | 73 | (101) | (42) |
| (174) | TOTAL UNCONTROLLABLE COST | (174) | - | 73 | (101) | (42) |
| (98) | NET COST OF SERVICE | (78) | 5 | 360 | 287 | (468) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (98) | TOTAL NET EXPENDITURE | (78) | 5 | 360 | 287 | (468) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Decrease in income received from Corporate support services bought in | | | | | | 73 |
| Staff transferred from C & I Adults Health and Housing (RED 2.12) | | | | | | 250 |
| ICT Licenses budget transferred from C & I Adults Health and Housing (RED 2.12) | | | | | | 32 |
| Other Minor Variations | | | | | | 5 |
| | | | | | | 360 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 360 |

COST CENTRE: C1674Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,287 | Employees | 1,776 | 27 | (806) | 997 | (44) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 110 | Supplies and Services | 89 | - | (1) | 88 | (1) |
| 215 | Third Party Payments | 531 | - | (316) | 215 | (60) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 1,612 | TOTAL EXPENDITURE | 2,396 | 27 | (1,123) | 1,300 | (46) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (105) | Recharges to other services | (105) | - | - | (105) | - |
| (105) | TOTAL INCOME | (105) | - | - | (105) | - |
| 1,507 | NET CONTROLLABLE COST | 2,291 | 27 | (1,123) | 1,195 | (48) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (2,161) | Corporate support services bought in | (2,161) | - | 571 | (1,590) | (26) |
| (2,161) | TOTAL UNCONTROLLABLE COST | (2,161) | - | 571 | (1,590) | (26) |
| (654) | NET COST OF SERVICE | 130 | 27 | (552) | (395) | (404) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (654) | TOTAL NET EXPENDITURE | 130 | 27 | (552) | (395) | (404) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Decrease in income received from Corporate support services bought in | | | | | | 571 |
| Staff transferred to C & I Place and Resources (RED 2.9) | | | | | | (394) |
| In-year transfer Communities & Policy budget to Chief Executive Department (CED 1.5) as part of the set up of the Department | | | | | | (729) |
| | | | | | | (552) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (552) |

COST CENTRE: C1676Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 415 | Employees | 415 | 9 | 394 | 818 | 97 |
| 196 | Premises related expenditure | 165 | - | - | 165 | - |
| (3,173) | Supplies and Services | (3,095) | - | - | (3,095) | - |
| 5,348 | Third Party Payments | 5,348 | 53 | 300 | 5,701 | 7 |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 1 | - | - | 1 | - |
| 64 | Recharges from other services | - | - | - | - | n/a |
| 2,851 | TOTAL EXPENDITURE | 2,834 | 62 | 694 | 3,590 | 27 |
| (2,869) | Government Grants | (2,869) | - | - | (2,869) | - |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (102) | Customer and Client Receipts | (63) | - | - | (63) | - |
| (28) | Interest Receivable | (28) | - | - | (28) | - |
| (228) | Recharges to other services | (222) | - | - | (222) | - |
| (3,227) | TOTAL INCOME | (3,182) | - | - | (3,182) | - |

| | | | | | | |
|-------|------------------------------|-------|----|-----|-----|-------|
| (376) | NET CONTROLLABLE COST | (348) | 62 | 694 | 408 | (217) |
|-------|------------------------------|-------|----|-----|-----|-------|

| | | | | | | |
|-------|--------------------------------------|-------|---|------|-------|-----|
| 783 | Capital Charges | 783 | - | 3 | 786 | 0 |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 2,898 | Corporate support services bought in | 2,898 | - | (20) | 2,878 | (1) |
| 3,681 | TOTAL UNCONTROLLABLE COST | 3,681 | - | (17) | 3,664 | (0) |

| | | | | | | |
|-------|----------------------------|-------|----|-----|-------|----|
| 3,305 | NET COST OF SERVICE | 3,333 | 62 | 677 | 4,072 | 22 |
|-------|----------------------------|-------|----|-----|-------|----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|-----|-------|----|
| 3,305 | TOTAL NET EXPENDITURE | 3,333 | 62 | 677 | 4,072 | 22 |
|-------|------------------------------|-------|----|-----|-------|----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|---|--|------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| Caring for Croydon benchmarking contract increase | | 300 |
| | | 300 |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Increase in income received from Corporate support services bought in | | (20) |
| Staff transferred from C & I Corporate (RED 2.8) | | 394 |
| Increase in Capital Charges | | 3 |
| | | 377 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 677 |

**RESOURCES
COMMISSIONING AND IMPROVEMENT
CROYDON TRANSPORT SERVICE (CTS) SUMMARY**

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1678Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 532 | Employees | 536 | 10 | - | 546 | 2 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 1 | Supplies and Services | 3 | - | - | 3 | - |
| - | Third Party Payments | 4 | - | - | 4 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 10 | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 543 | TOTAL EXPENDITURE | 543 | 10 | - | 553 | 2 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 543 | NET CONTROLLABLE COST | 543 | 10 | - | 553 | 2 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (519) | Corporate support services bought in | (519) | - | (35) | (554) | 7 |
| (519) | TOTAL UNCONTROLLABLE COST | (519) | - | (35) | (554) | 7 |
| 24 | NET COST OF SERVICE | 24 | 10 | (35) | (1) | (104) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 24 | TOTAL NET EXPENDITURE | 24 | 10 | (35) | (1) | (104) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Decrease in income received from Corporate support services bought in | | | | | | (35) |
| | | | | | | (35) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (35) |

COST CENTRE: C1680Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 555 | Employees | 555 | 11 | 403 | 969 | 75 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 6 | Supplies and Services | 6 | - | 277 | 283 | 4,617 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 561 | TOTAL EXPENDITURE | 561 | 11 | 680 | 1,252 | 123 |
| - | Government Grants | - | - | (680) | (680) | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | (150) | (150) | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (191) | Recharges to other services | (191) | - | - | (191) | - |
| (191) | TOTAL INCOME | (191) | - | (830) | (1,021) | 435 |
| 370 | NET CONTROLLABLE COST | 370 | 11 | (150) | 231 | (38) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (306) | Corporate support services bought in | (306) | - | (13) | (319) | 4 |
| (306) | TOTAL UNCONTROLLABLE COST | (306) | - | (13) | (319) | 4 |
| 64 | NET COST OF SERVICE | 64 | 11 | (163) | (88) | (238) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 64 | TOTAL NET EXPENDITURE | 64 | 11 | (163) | (88) | (238) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (150) |
| Additional income from trading - equipment services | | | | | | (150) |
| <u>Other resource changes</u> | | | | | | (13) |
| Decrease in income received from Corporate support services bought in | | | | | | (13) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (163) |

COST CENTRE: C1682Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,118 | Employees | 1,165 | 23 | 3,842 | 5,030 | 332 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 35 | Supplies and Services | 33 | - | (32) | 1 | (97) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 35 | Recharges from other services | - | - | - | - | n/a |
| 1,188 | TOTAL EXPENDITURE | 1,198 | 23 | 3,810 | 5,031 | 320 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (33) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (427) | Recharges to other services | (427) | - | (77) | (504) | 18 |
| (460) | TOTAL INCOME | (427) | - | (77) | (504) | 18 |
| 728 | NET CONTROLLABLE COST | 771 | 23 | 3,733 | 4,527 | 487 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (732) | Corporate support services bought in | (732) | - | (61) | (793) | 8 |
| (732) | TOTAL UNCONTROLLABLE COST | (732) | - | (61) | (793) | 8 |
| (4) | NET COST OF SERVICE | 39 | 23 | 3,672 | 3,734 | 9,474 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (4) | TOTAL NET EXPENDITURE | 39 | 23 | 3,672 | 3,734 | 9,474 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Decrease in income received from Corporate support services bought in | | | | | | (61) |
| Centralisation of Commissioning Budgets from Disability Commissioning And Brokerage (PED 5.8) | | | | | | 4,015 |
| Staff transferred to C & I Performance and Insight (RED 2.7) | | | | | | (250) |
| ICT Licenses budget transferred to C & I Performance and Insight (RED 2.7) | | | | | | (32) |
| | | | | | | 3,672 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 3,672 |

COST CENTRE: C1684Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | Supplies and Services | - | - | - | - | n/a |
| 1,704 | Third Party Payments | 1,704 | - | - | 1,704 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 1,704 | TOTAL EXPENDITURE | 1,704 | - | - | 1,704 | - |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (380) | Recharges to other services | (380) | - | (100) | (480) | 26 |
| (380) | TOTAL INCOME | (380) | - | (100) | (480) | 26 |
| 1,324 | NET CONTROLLABLE COST | 1,324 | - | (100) | 1,224 | (8) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 136 | Corporate support services bought in | 136 | - | (9) | 127 | (7) |
| 136 | TOTAL UNCONTROLLABLE COST | 136 | - | (9) | 127 | (7) |
| 1,460 | NET COST OF SERVICE | 1,460 | - | (109) | 1,351 | (7) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,460 | TOTAL NET EXPENDITURE | 1,460 | - | (109) | 1,351 | (7) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | |
| Increase in income received from Corporate support services bought in | | | | | | (9) |
| Community Fund transfer from Disability Commissioning and Brokerage (PED 5.8) | | | | | | (100) |
| | | | | | | (109) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (109) |

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. 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 and employee relations.

Provision of HR management information, payroll services and establishment control, is provided within the Finance Service Centre but works closely with the HR team

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|-----------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1648Q | HR Consultancy | (40) | 23 | 47 | 30 | (175) |
| C1650Q | Health and Wellbeing | 3 | 1 | (4) | - | (100) |
| C1652Q | Director of Human Resources | - | 2 | (52) | (50) | n/a |
| C1690Q | Recruitment Resourcing | 1 | 9 | (31) | (21) | (2,200) |
| | TOTAL NET SPEND | (36) | 35 | (40) | (41) | 14 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|-----------------------------|-----------------------------------|-----------------------------------|---------------------|
| HR Consultancy | 20.4 | 20.4 | - |
| Health and Wellbeing | 3.0 | - | (3.0) |
| Director of Human Resources | 1.0 | 1.0 | - |
| Recruitment Resourcing | 9.9 | 8.9 | (1.0) |
| TOTAL FTE STAFF | 34.3 | 30.3 | (4.0) |

COST CENTRE: C1620P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,902 | Employees | 1,851 | 36 | (182) | 1,705 | (8) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 435 | Supplies and Services | 394 | - | 82 | 476 | 21 |
| 11 | Third Party Payments | 11 | - | (10) | 1 | (91) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 46 | Recharges from other services | (1) | - | - | (1) | - |
| 2,394 | TOTAL EXPENDITURE | 2,255 | 36 | (110) | 2,181 | (3) |
| - | Government Grants | - | - | - | - | n/a |
| (48) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (216) | Customer and Client Receipts | (195) | (1) | (1) | (197) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (487) | Recharges to other services | (314) | - | - | (314) | - |
| (751) | TOTAL INCOME | (509) | (1) | (1) | (511) | 0 |
| 1,643 | NET CONTROLLABLE COST | 1,746 | 35 | (111) | 1,670 | (4) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (1,782) | Corporate support services bought in | (1,782) | - | 71 | (1,711) | (4) |
| (1,782) | TOTAL UNCONTROLLABLE COST | (1,782) | - | 71 | (1,711) | (4) |
| (139) | NET COST OF SERVICE | (36) | 35 | (40) | (41) | 14 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (139) | TOTAL NET EXPENDITURE | (36) | 35 | (40) | (41) | 14 |

COST CENTRE: C1648Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,161 | Employees | 1,149 | 23 | 9 | 1,181 | 3 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 156 | Supplies and Services | 45 | - | - | 45 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 2 | Recharges from other services | - | - | - | - | n/a |
| 1,319 | TOTAL EXPENDITURE | 1,194 | 23 | 9 | 1,226 | 3 |
| - | Government Grants | - | - | - | - | n/a |
| (48) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (150) | Customer and Client Receipts | (28) | - | - | (28) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (47) | Recharges to other services | (49) | - | - | (49) | - |
| (245) | TOTAL INCOME | (77) | - | - | (77) | - |
| 1,074 | NET CONTROLLABLE COST | 1,117 | 23 | 9 | 1,149 | 3 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (1,157) | Corporate support services bought in | (1,157) | - | 38 | (1,119) | (3) |
| (1,157) | TOTAL UNCONTROLLABLE COST | (1,157) | - | 38 | (1,119) | (3) |
| (83) | NET COST OF SERVICE | (40) | 23 | 47 | 30 | (175) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (83) | TOTAL NET EXPENDITURE | (40) | 23 | 47 | 30 | (175) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | - |
| Decrease in income received from Corporate support services bought in | | | | | | 38 |
| Other minor variances | | | | | | 9 |
| | | | | | | 47 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 47 |

COST CENTRE: C1650Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 66 | Employees | 129 | 2 | (131) | - | (100) |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 114 | Supplies and Services | 83 | - | 82 | 165 | 99 |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 17 | Recharges from other services | - | - | - | - | n/a |
| 197 | TOTAL EXPENDITURE | 212 | 2 | (49) | 165 | (22) |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (71) | Customer and Client Receipts | (97) | (1) | - | (98) | 1 |
| - | - Interest Receivable | - | - | - | - | n/a |
| (12) | Recharges to other services | - | - | - | - | n/a |
| (83) | TOTAL INCOME | (97) | (1) | - | (98) | 1 |
| 114 | NET CONTROLLABLE COST | 115 | 1 | (49) | 67 | (42) |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| (112) | Corporate support services bought in | (112) | - | 45 | (67) | (40) |
| (112) | TOTAL UNCONTROLLABLE COST | (112) | - | 45 | (67) | (40) |
| 2 | NET COST OF SERVICE | 3 | 1 | (4) | - | (100) |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2 | TOTAL NET EXPENDITURE | 3 | 1 | (4) | - | (100) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings Redesign Occupational Health Services | | | | | | (50) |
| Other resource changes | | | | | | (50) |
| Decrease in income received from Corporate support services bought in | | | | | | 45 |
| Other minor variances | | | | | | 1 |
| | | | | | | 46 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (4) |

COST CENTRE: C1652Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 120 | Employees | 174 | 2 | (39) | 137 | (21) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 1 | Supplies and Services | 1 | - | - | 1 | - |
| 11 | Third Party Payments | 11 | - | (10) | 1 | (91) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 26 | Recharges from other services | - | - | - | - | n/a |
| 158 | TOTAL EXPENDITURE | 186 | 2 | (49) | 139 | (25) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 158 | NET CONTROLLABLE COST | 186 | 2 | (49) | 139 | (25) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (186) | Corporate support services bought in | (186) | - | (3) | (189) | 2 |
| (186) | TOTAL UNCONTROLLABLE COST | (186) | - | (3) | (189) | 2 |
| (28) | NET COST OF SERVICE | - | 2 | (52) | (50) | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (28) | TOTAL NET EXPENDITURE | - | 2 | (52) | (50) | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of staff training and development budget to Resources Directorate (RED 4.2) | | | | | | (40) |
| Increase in income received from Corporate support services bought in | | | | | | (3) |
| Other minor variations | | | | | | (9) |
| | | | | | | (52) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (52) |

COST CENTRE: C1960Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 555 | Employees | 399 | 9 | (21) | 387 | (3) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 164 | Supplies and Services | 265 | - | - | 265 | - |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 1 | Recharges from other services | (1) | - | - | (1) | - |
| 720 | TOTAL EXPENDITURE | 663 | 9 | (21) | 651 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| 5 | Customer and Client Receipts | (70) | - | (1) | (71) | 1 |
| - | Interest Receivable | - | - | - | - | n/a |
| (428) | Recharges to other services | (265) | - | - | (265) | - |
| (423) | TOTAL INCOME | (335) | - | (1) | (336) | 0 |
| 297 | NET CONTROLLABLE COST | 328 | 9 | (22) | 315 | (4) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (327) | Corporate support services bought in | (327) | - | (9) | (336) | 3 |
| (327) | TOTAL UNCONTROLLABLE COST | (327) | - | (9) | (336) | 3 |
| (30) | NET COST OF SERVICE | 1 | 9 | (31) | (21) | (2,200) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (30) | TOTAL NET EXPENDITURE | 1 | 9 | (31) | (21) | (2,200) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (21) |
| Vacancy deletion | | | | | | (21) |
| <u>Other resource changes</u> | | | | | | (9) |
| Increase in income received from Corporate support services bought in | | | | | | (1) |
| Other minor variances | | | | | | (10) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (31) |

SERVICE DESCRIPTION

This budget holds the salary costs of the Executive Director post and associated running costs

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|-------------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1655P | Resources Directorate Summary | 77 | 3 | 17 | 97 | 26 |
| | TOTAL NET SPEND | 77 | 3 | 17 | 97 | 26 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|-------------------------------|-----------------------------------|-----------------------------------|---------------------|
| Resources Directorate Summary | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 1.0 | 1.0 | - |

COST CENTRE: C1655P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 457 | Employees | 156 | 3 | 160 | 319 | 104 |
| - | 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 |
| 457 | TOTAL EXPENDITURE | 156 | 3 | 160 | 319 | 104 |
| - | Government Grants | - | - | - | - | n/a |
| (31) | Other Grants, reimbursements and contributions | (31) | - | (9) | (40) | 29 |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (48) | Recharges to other services | (48) | - | (12) | (60) | 25 |
| (79) | TOTAL INCOME | (79) | - | (21) | (100) | 27 |
| 378 | NET CONTROLLABLE COST | 77 | 3 | 139 | 219 | 184 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | (122) | (122) | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | (122) | (122) | n/a |
| 378 | NET COST OF SERVICE | 77 | 3 | 17 | 97 | 26 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 378 | TOTAL NET EXPENDITURE | 77 | 3 | 17 | 97 | 26 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | - |
| Other resource changes | | | | | | |
| Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2) | | | | | | (260) |
| Allocation of additional National Insurance Contributions | | | | | | 296 |
| Transfer of staff training and development budget to Resources Directorate (RED 2.4 and RED 3.5) | | | | | | 103 |
| Increase in income received from Corporate support services bought in | | | | | | (122) |
| | | | | | | 17 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 17 |

SERVICE DESCRIPTION

The Finance, Investment and Risk Division consists of 4 service areas;
Financial Services; Pensions and Treasury; Asset Management and Risk, Insurance and Business Continuity (including Coroners Services).

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

Insurance, Risk and Business Continuity (including Coroners Services)
Support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

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

Asset Management
To provide commercial property advice; To ensure that there is a corporate asset strategy and estate management for the Council, ensuring that assets are efficiently and effectively utilised and fit for purpose through the implementation of the corporate property and estate strategy - and asset management implementation plan.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % CHANGE (E) % |
|-------------|---|--------------------|---|------------------|--------------------|----------------|
| | | 2017/18 (A) £000's | Inflation (B) £000's | Other (C) £000's | 2018/19 (D) £000's | |
| C1606Q | Insurance, Risk and Business Continuity | - | 10 | 5 | 15 | n/a |
| C1608Q | Treasury and Pensions | (7) | 12 | (5) | - | (100) |
| C1610Q | Asset Management | 746 | 6 | 222 | 974 | 31 |
| C1642Q | Coroners | 393 | - | (2) | 391 | (1) |
| C1910-14Q | Financial Services | 383 | 52 | 469 | 904 | 136 |
| | TOTAL NET SPEND | 1,515 | 80 | 689 | 2,284 | 51 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|---|-----------------------------------|-----------------------------------|---------------------|
| Insurance, Risk and Business Continuity | 9.0 | 9.0 | - |
| Treasury and Pensions | 8.7 | 9.7 | 1.0 |
| Asset Management | 6.0 | 6.0 | - |
| Coroners | - | - | - |
| Financial Services | 53.8 | 52.8 | (1.0) |
| TOTAL FTE STAFF | 77.5 | 77.5 | - |

COST CENTRE: C1665P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 3,766 | Employees | 4,158 | 80 | (171) | 4,067 | (2) |
| 4,746 | Premises related expenditure | 4,820 | - | 23 | 4,843 | 0 |
| 3,088 | Supplies and Services | 2,979 | 2 | (35) | 2,946 | (1) |
| 384 | Third Party Payments | 383 | - | (1) | 382 | (0) |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 2 | - | - | 2 | - |
| 193 | Recharges from other services | - | - | - | - | n/a |
| 12,178 | TOTAL EXPENDITURE | 12,342 | 82 | (184) | 12,240 | (1) |
| - | Government Grants | - | - | - | - | n/a |
| (492) | Other Grants, reimbursements and contributions | (492) | - | (21) | (513) | 4 |
| (4,032) | Customer and Client Receipts | (4,365) | (2) | (358) | (4,725) | 8 |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,437) | Recharges to other services | (1,472) | - | - | (1,472) | - |
| (5,961) | TOTAL INCOME | (6,329) | (2) | (379) | (6,710) | 6 |
| 6,217 | NET CONTROLLABLE COST | 6,013 | 80 | (563) | 5,530 | (8) |
| 387 | Capital Charges | 387 | - | (28) | 359 | (7) |
| 5 | Intangible Charges | 5 | - | (5) | - | (100) |
| - | REFCUS | - | - | - | - | n/a |
| (4,890) | Corporate support services bought in | (4,890) | - | 1,285 | (3,605) | (26) |
| (4,498) | TOTAL UNCONTROLLABLE COST | (4,498) | - | 1,252 | (3,246) | (28) |
| 1,719 | NET COST OF SERVICE | 1,515 | 80 | 689 | 2,284 | 51 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,719 | TOTAL NET EXPENDITURE | 1,515 | 80 | 689 | 2,284 | 51 |

COST CENTRE: C1606Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 551 | Employees | 536 | 10 | (2) | 544 | 1 |
| 30 | Premises related expenditure | 30 | - | - | 30 | - |
| 2,499 | Supplies and Services | 2,647 | - | 17 | 2,664 | 1 |
| 17 | Third Party Payments | 2 | - | - | 2 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | 2 | - | - | 2 | - |
| 2 | Recharges from other services | - | - | - | - | n/a |
| 3,100 | TOTAL EXPENDITURE | 3,217 | 10 | 15 | 3,242 | 1 |
| - | Government Grants | - | - | - | - | n/a |
| (65) | Other Grants, reimbursements and contributions | (65) | - | - | (65) | - |
| (716) | Customer and Client Receipts | (835) | - | - | (835) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,201) | Recharges to other services | (1,206) | - | - | (1,206) | - |
| (1,982) | TOTAL INCOME | (2,106) | - | - | (2,106) | - |
| 1,118 | NET CONTROLLABLE COST | 1,111 | 10 | 15 | 1,136 | 2 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (1,111) | Corporate support services bought in | (1,111) | - | (10) | (1,121) | 1 |
| (1,111) | TOTAL UNCONTROLLABLE COST | (1,111) | - | (10) | (1,121) | 1 |
| 7 | NET COST OF SERVICE | - | 10 | 5 | 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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 7 | TOTAL NET EXPENDITURE | - | 10 | 5 | 15 | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| <u>Other resource changes</u> | | | | | | - |
| Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 1.3, RED 2.3) | | | | | | 15 |
| Increase in income received from Corporate support services bought in | | | | | | (10) |
| | | | | | | 5 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 5 |

COST CENTRE: C1608Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 529 | Employees | 601 | 10 | 40 | 651 | 8 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 104 | Supplies and Services | 72 | 2 | - | 74 | 3 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 633 | TOTAL EXPENDITURE | 673 | 12 | 40 | 725 | 8 |
| - | Government Grants | - | - | - | - | n/a |
| (390) | Other Grants, reimbursements and contributions | (390) | - | (21) | (411) | 5 |
| (53) | Customer and Client Receipts | (30) | - | - | (30) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (16) | Recharges to other services | (16) | - | - | (16) | - |
| (459) | TOTAL INCOME | (436) | - | (21) | (457) | 5 |
| 174 | NET CONTROLLABLE COST | 237 | 12 | 19 | 268 | 13 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (244) | Corporate support services bought in | (244) | - | (24) | (268) | 10 |
| (244) | TOTAL UNCONTROLLABLE COST | (244) | - | (24) | (268) | 10 |
| (70) | NET COST OF SERVICE | (7) | 12 | (5) | - | (100) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (70) | TOTAL NET EXPENDITURE | (7) | 12 | (5) | - | (100) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Transfer of finance officer's post (RED 5.7) | | | | | | 40 |
| Contributions from Pension Fund to fund 0.5 FTE post | | | | | | (21) |
| Increase in income received from Corporate support services bought in | | | | | | (24) |
| | | | | | | (5) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (5) |

COST CENTRE: C1610Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 256 | Employees | 368 | 8 | - | 376 | 2 |
| 4,716 | Premises related expenditure | 4,790 | - | 23 | 4,813 | 0 |
| 198 | Supplies and Services | 182 | - | (27) | 155 | (15) |
| 16 | Third Party Payments | 30 | - | - | 30 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 73 | Recharges from other services | - | - | - | - | n/a |
| 5,259 | TOTAL EXPENDITURE | 5,370 | 8 | (4) | 5,374 | 0 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (3,263) | Customer and Client Receipts | (3,500) | (2) | (358) | (3,860) | 10 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | (30) | - | - | (30) | - |
| (3,263) | TOTAL INCOME | (3,530) | (2) | (358) | (3,890) | 10 |
| 1,996 | NET CONTROLLABLE COST | 1,840 | 6 | (362) | 1,484 | (19) |
| 387 | Capital Charges | 387 | - | (28) | 359 | (7) |
| 5 | Intangible Charges | 5 | - | (5) | - | (100) |
| - | REFCUS | - | - | - | - | n/a |
| (1,486) | Corporate support services bought in | (1,486) | - | 617 | (869) | (42) |
| (1,094) | TOTAL UNCONTROLLABLE COST | (1,094) | - | 584 | (510) | (53) |
| 902 | NET COST OF SERVICE | 746 | 6 | 222 | 974 | 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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 902 | TOTAL NET EXPENDITURE | 746 | 6 | 222 | 974 | 31 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Management of estate - surrendering leases, lettings and different use of assets. | | | | | | (362) |
| | | | | | | (362) |
| <u>Other resource changes</u> | | | | | | |
| Reduction in capital charges | | | | | | (33) |
| Decrease in income received from Corporate support services bought in | | | | | | 617 |
| | | | | | | 584 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 222 |

COST CENTRE: C1642Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| (1) | Supplies and Services | (1) | - | 1 | - | (100) |
| 351 | Third Party Payments | 351 | - | (1) | 350 | (0) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 350 | TOTAL EXPENDITURE | 350 | - | - | 350 | - |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 350 | NET CONTROLLABLE COST | 350 | - | - | 350 | - |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 43 | Corporate support services bought in | 43 | - | (2) | 41 | (5) |
| 43 | TOTAL UNCONTROLLABLE COST | 43 | - | (2) | 41 | (5) |
| 393 | NET COST OF SERVICE | 393 | - | (2) | 391 | (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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 393 | TOTAL NET EXPENDITURE | 393 | - | (2) | 391 | (1) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| <u>Other resource changes</u> | | | | | | |
| Decrease in expenditure on Corporate support services bought in | | | | | | (2) |
| | | | | | | (2) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (2) |

COST CENTRE: C1910-14Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,430 | Employees | 2,653 | 52 | (209) | 2,496 | (6) |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 288 | Supplies and Services | 79 | - | (26) | 53 | (33) |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 118 | Recharges from other services | - | - | - | - | n/a |
| 2,836 | TOTAL EXPENDITURE | 2,732 | 52 | (235) | 2,549 | (7) |
| - | - Government Grants | - | - | - | - | n/a |
| (37) | - Other Grants, reimbursements and contributions | (37) | - | - | (37) | - |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (220) | - Recharges to other services | (220) | - | - | (220) | - |
| (257) | TOTAL INCOME | (257) | - | - | (257) | - |
| 2,579 | NET CONTROLLABLE COST | 2,475 | 52 | (235) | 2,292 | (7) |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| (2,092) | - Corporate support services bought in | (2,092) | - | 704 | (1,388) | (34) |
| (2,092) | TOTAL UNCONTROLLABLE COST | (2,092) | - | 704 | (1,388) | (34) |
| 487 | NET COST OF SERVICE | 383 | 52 | 469 | 904 | 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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 487 | TOTAL NET EXPENDITURE | 383 | 52 | 469 | 904 | 136 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (216) |
| Further transformation of finance team and processes | | | | | | (216) |
| <u>Other resource changes</u> | | | | | | (19) |
| Transfer of finance officer's post (RED 5.4) | | | | | | 704 |
| Decrease in income received from Corporate support services bought in | | | | | | 685 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 469 |

SERVICE DESCRIPTION

The Governance Division consists of the following service areas;
Corporate Anti-Fraud, Governance, Democratic Services & Scrutiny, Electoral Services.

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.

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

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

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1604Q | Governance Team | (248) | 13 | 235 | - | (100) |
| C1636Q | Democratic | 2,439 | 12 | 30 | 2,481 | 2 |
| C1638Q | Electoral | 451 | 5 | (58) | 398 | (12) |
| C1690Q | Civic Event Fund | 38 | - | - | 38 | - |
| C1920Q | Corporate Anti-Fraud | 253 | 10 | (263) | - | (100) |
| | TOTAL NET SPEND | 2,933 | 40 | (56) | 2,917 | (1) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|------------------------|-------------------------|-------------------------|---------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Governance Team | 16.1 | 2.0 | (14.1) |
| Democratic | 9.5 | 9.0 | (0.5) |
| Electoral | 5.5 | 5.3 | (0.2) |
| Civic Event Fund | - | - | - |
| Corporate Anti-Fraud | - | 11.3 | 11.3 |
| TOTAL FTE STAFF | 31.2 | 27.6 | (3.6) |

COST CENTRE: C1670P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,532 | Employees | 1,417 | 31 | 10 | 1,458 | 3 |
| 21 | Premises related expenditure | 5 | - | 2 | 7 | 40 |
| 2,921 | Supplies and Services | 2,607 | 9 | (271) | 2,345 | (10) |
| 1 | Third Party Payments | 11 | - | (5) | 6 | (45) |
| - | Transfer Payments | - | - | - | - | n/a |
| 6 | Transport related expenditure | 2 | - | 4 | 6 | 200 |
| 118 | Recharges from other services | (58) | - | 84 | 26 | (145) |
| 4,599 | TOTAL EXPENDITURE | 3,984 | 40 | (176) | 3,848 | (3) |
| (438) | Government Grants | (82) | - | 82 | - | (100) |
| (315) | Other Grants, reimbursements and contributions | (128) | - | 38 | (90) | (30) |
| (92) | Customer and Client Receipts | (88) | - | (82) | (170) | 93 |
| - | Interest Receivable | - | - | - | - | n/a |
| (232) | Recharges to other services | (226) | - | - | (226) | - |
| (1,077) | TOTAL INCOME | (524) | - | 38 | (486) | (7) |
| 3,522 | NET CONTROLLABLE COST | 3,460 | 40 | (138) | 3,362 | (3) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (527) | Corporate support services bought in | (527) | - | 82 | (445) | (16) |
| (527) | TOTAL UNCONTROLLABLE COST | (527) | - | 82 | (445) | (16) |
| 2,995 | NET COST OF SERVICE | 2,933 | 40 | (56) | 2,917 | (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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,995 | TOTAL NET EXPENDITURE | 2,933 | 40 | (56) | 2,917 | (1) |

COST CENTRE: C1604Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 748 | Employees | 205 | 4 | (70) | 139 | (32) |
| - | Premises related expenditure | - | - | - | - | n/a |
| 850 | Supplies and Services | 748 | 9 | (105) | 652 | (13) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | - | - | - | - | n/a |
| 1 | Recharges from other services | - | - | - | - | n/a |
| 1,600 | TOTAL EXPENDITURE | 953 | 13 | (175) | 791 | (17) |
| (122) | Government Grants | - | - | - | - | n/a |
| (109) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (90) | Customer and Client Receipts | (83) | - | 33 | (50) | (40) |
| - | Interest Receivable | - | - | - | - | n/a |
| (100) | Recharges to other services | - | - | - | - | n/a |
| (421) | TOTAL INCOME | (83) | - | 33 | (50) | (40) |
| 1,179 | NET CONTROLLABLE COST | 870 | 13 | (142) | 741 | (15) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (1,118) | Corporate support services bought in | (1,118) | - | 377 | (741) | (34) |
| (1,118) | TOTAL UNCONTROLLABLE COST | (1,118) | - | 377 | (741) | (34) |
| 61 | NET COST OF SERVICE | (248) | 13 | 235 | - | (100) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 61 | TOTAL NET EXPENDITURE | (248) | 13 | 235 | - | (100) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Restructure savings anticipated within the division | | | | | | (75) |
| Savings arising from the new Internal Audit contract | | | | | | (47) |
| Planned national efficiencies by the External Auditor | | | | | | (20) |
| | | | | | | (142) |
| <u>Other resource changes</u> | | | | | | |
| Decrease in income received from Corporate support services bought in | | | | | | 377 |
| | | | | | | 377 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 235 |

COST CENTRE: C1636Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 570 | Employees | 469 | 12 | 97 | 578 | 23 |
| 3 | Premises related expenditure | 4 | - | 2 | 6 | 50 |
| 1,530 | Supplies and Services | 1,669 | - | (130) | 1,539 | (8) |
| - | Third Party Payments | 5 | - | (5) | - | (100) |
| - | Transfer Payments | - | - | - | - | n/a |
| 4 | Transport related expenditure | 2 | - | 4 | 6 | 200 |
| 7 | Recharges from other services | (58) | - | 84 | 26 | (145) |
| 2,114 | TOTAL EXPENDITURE | 2,091 | 12 | 52 | 2,155 | 3 |
| - | Government Grants | - | - | - | - | n/a |
| (19) | Other Grants, reimbursements and contributions | (18) | - | 18 | - | (100) |
| - | Customer and Client Receipts | - | - | (13) | (13) | - |
| - | Interest Receivable | - | - | - | - | n/a |
| (132) | Recharges to other services | (132) | - | - | (132) | - |
| (151) | TOTAL INCOME | (150) | - | 5 | (145) | (3) |

| | | | | | | |
|-------|------------------------------|-------|----|----|-------|---|
| 1,963 | NET CONTROLLABLE COST | 1,941 | 12 | 57 | 2,010 | 4 |
|-------|------------------------------|-------|----|----|-------|---|

| | | | | | | |
|-----|--------------------------------------|-----|---|------|-----|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 498 | Corporate support services bought in | 498 | - | (27) | 471 | (5) |
| 498 | TOTAL UNCONTROLLABLE COST | 498 | - | (27) | 471 | (5) |

| | | | | | | |
|-------|----------------------------|-------|----|----|-------|---|
| 2,461 | NET COST OF SERVICE | 2,439 | 12 | 30 | 2,481 | 2 |
|-------|----------------------------|-------|----|----|-------|---|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-------|----|----|-------|---|
| 2,461 | TOTAL NET EXPENDITURE | 2,439 | 12 | 30 | 2,481 | 2 |
|-------|------------------------------|-------|----|----|-------|---|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|---|--|-----------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Reduction in historic recharges to other services (RED 6.5 and CED 1.4) | | 57 |
| Decrease in expenditure on Corporate support services bought in | | (27) |
| | | 30 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | 30 |

COST CENTRE: C1638Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 214 | Employees | 233 | 5 | (17) | 221 | (5) |
| 18 | Premises related expenditure | 1 | - | - | 1 | - |
| 512 | Supplies and Services | 126 | - | (36) | 90 | (29) |
| - | Third Party Payments | 5 | - | - | 5 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 1 | Transport related expenditure | - | - | - | - | n/a |
| 110 | Recharges from other services | - | - | - | - | n/a |
| 855 | TOTAL EXPENDITURE | 365 | 5 | (53) | 317 | (13) |
| (316) | Government Grants | - | - | - | - | n/a |
| (187) | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (2) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| (505) | TOTAL INCOME | - | - | - | - | n/a |
| 350 | NET CONTROLLABLE COST | 365 | 5 | (53) | 317 | (13) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 86 | Corporate support services bought in | 86 | - | (5) | 81 | (6) |
| 86 | TOTAL UNCONTROLLABLE COST | 86 | - | (5) | 81 | (6) |
| 436 | NET COST OF SERVICE | 451 | 5 | (58) | 398 | (12) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 436 | TOTAL NET EXPENDITURE | 451 | 5 | (58) | 398 | (12) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (38) |
| Reshaping election services | | | | | | (38) |
| <u>Other resource changes</u> | | | | | | |
| Transfer of 0.25 FTE management post from CEO department (CEO 1.4) | | | | | | 21 |
| Reduction in historic recharges to other services (RED 6.4 and CED 1.4) | | | | | | (36) |
| Decrease in expenditure on Corporate support services bought in | | | | | | (5) |
| | | | | | | (20) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (58) |

COST CENTRE: C1690Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | - | - | - | - | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| 29 | Supplies and Services | 30 | - | - | 30 | - |
| 1 | Third Party Payments | 1 | - | - | 1 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 30 | TOTAL EXPENDITURE | 31 | - | - | 31 | - |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 30 | NET CONTROLLABLE COST | 31 | - | - | 31 | - |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 7 | Corporate support services bought in | 7 | - | - | 7 | - |
| 7 | TOTAL UNCONTROLLABLE COST | 7 | - | - | 7 | - |
| 37 | NET COST OF SERVICE | 38 | - | - | 38 | - |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 37 | TOTAL NET EXPENDITURE | 38 | - | - | 38 | - |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| <u>Other resource changes</u> | | | | | | - |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | - |

COST CENTRE: C1920Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| - | Employees | 510 | 10 | - | 520 | 2 |
| - | Premises related expenditure | - | - | - | - | n/a |
| - | 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 |
| - | TOTAL EXPENDITURE | 544 | 10 | - | 554 | 2 |
| - | Government Grants | (82) | - | 82 | - | (100) |
| - | Other Grants, reimbursements and contributions | (110) | - | 20 | (90) | (18) |
| - | Customer and Client Receipts | (5) | - | (102) | (107) | 2,040 |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | (94) | - | - | (94) | - |
| - | TOTAL INCOME | (291) | - | - | (291) | - |

| | | | | | | |
|---|------------------------------|-----|----|---|-----|---|
| - | NET CONTROLLABLE COST | 253 | 10 | - | 263 | 4 |
|---|------------------------------|-----|----|---|-----|---|

| | | | | | | |
|---|--------------------------------------|---|---|-------|-------|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | (263) | (263) | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | (263) | (263) | n/a |

| | | | | | | |
|---|----------------------------|-----|----|-------|---|-------|
| - | NET COST OF SERVICE | 253 | 10 | (263) | - | (100) |
|---|----------------------------|-----|----|-------|---|-------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|---|------------------------------|-----|----|-------|---|-------|
| - | TOTAL NET EXPENDITURE | 253 | 10 | (263) | - | (100) |
|---|------------------------------|-----|----|-------|---|-------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|--------------|
| Strategic budget - agreed pressures / service demands | - |
| Strategic budget - agreed additional income / savings | - |
| Other resource changes | - |
| Increase in income received from Corporate support services bought in | (263) |
| | (263) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (263) |

SERVICE DESCRIPTION

Croydon Legal Services (CLS) 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 will commence 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.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|---------------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C1950Q | Legal Business Management Team | (44) | 5 | 457 | 418 | (1,050) |
| C1952Q | Litigation and Corporate Legal | (178) | 11 | (121) | (288) | 62 |
| C1954Q | Commercial and Property Legal | - | 5 | (83) | (78) | n/a |
| C1956Q | Social Care and Education Legal | (496) | 20 | (569) | (1,045) | 111 |
| | TOTAL NET SPEND | (718) | 41 | (316) | (993) | (878) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN FTE |
|---------------------------------|-------------------------|-------------------------|---------------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Legal Business Management Team | 33.6 | 8.0 | (25.6) |
| Litigation and Corporate Legal | - | 12.0 | 12.0 |
| Commercial and Property Legal | - | 6.2 | 6.2 |
| Social Care and Education Legal | - | 16.5 | 16.5 |
| TOTAL FTE STAFF | 33.6 | 42.7 | 9.1 |

COST CENTRE: C1675P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,675 | Employees | 1,844 | 41 | 534 | 2,419 | 31 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 146 | Supplies and Services | (440) | - | 200 | (240) | (45) |
| 22 | Third Party Payments | 44 | - | - | 44 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 596 | Recharges from other services | 5 | - | - | 5 | - |
| 2,439 | TOTAL EXPENDITURE | 1,453 | 41 | 734 | 2,228 | 53 |
| - | Government Grants | - | - | - | - | n/a |
| 29 | Other Grants, reimbursements and contributions | (159) | - | - | (159) | - |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (4,482) | Recharges to other services | (2,297) | - | (1,034) | (3,331) | 45 |
| (4,453) | TOTAL INCOME | (2,456) | - | (1,034) | (3,490) | 42 |
| (2,014) | NET CONTROLLABLE COST | (1,003) | 41 | (300) | (1,262) | 26 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 285 | Corporate support services bought in | 285 | - | (16) | 269 | (6) |
| 285 | TOTAL UNCONTROLLABLE COST | 285 | - | (16) | 269 | (6) |
| (1,729) | NET COST OF SERVICE | (718) | 41 | (316) | (993) | 38 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (1,729) | TOTAL NET EXPENDITURE | (718) | 41 | (316) | (993) | 38 |

COST CENTRE: C1950Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 234 | Employees | 242 | 5 | 76 | 323 | 33 |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 38 | Supplies and Services | 38 | - | - | 38 | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| 8 | Recharges from other services | 5 | - | - | 5 | - |
| 280 | TOTAL EXPENDITURE | 285 | 5 | 76 | 366 | 28 |
| - | - Government Grants | - | - | - | - | n/a |
| 29 | - Other Grants, reimbursements and contributions | (159) | - | 159 | - | (100) |
| - | - Customer and Client Receipts | - | - | - | - | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| - | - Recharges to other services | (225) | - | 225 | - | (100) |
| 29 | TOTAL INCOME | (384) | - | 384 | - | (100) |
| 309 | NET CONTROLLABLE COST | (99) | 5 | 460 | 366 | (470) |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 55 | Corporate support services bought in | 55 | - | (3) | 52 | (5) |
| 55 | TOTAL UNCONTROLLABLE COST | 55 | - | (3) | 52 | (5) |
| 364 | NET COST OF SERVICE | (44) | 5 | 457 | 418 | (1,050) |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 364 | TOTAL NET EXPENDITURE | (44) | 5 | 457 | 418 | (1,050) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | |
| Realignment within Legal division to reflect new structure (RED 7.4, RED 7.5, RED 7.6) | | | | | | 418 |
| Creation of 1FTE Legal Assistant post | | | | | | 33 |
| Decrease in expenditure on Corporate support services bought in | | | | | | (3) |
| Other minor variances | | | | | | 9 |
| | | | | | | 457 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 457 |

COST CENTRE: C1952Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 426 | Employees | 637 | 11 | 10 | 658 | 3 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 65 | Supplies and Services | (192) | - | 100 | (92) | (52) |
| 17 | Third Party Payments | 33 | - | (16) | 17 | (48) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 29 | Recharges from other services | - | - | - | - | n/a |
| 537 | TOTAL EXPENDITURE | 478 | 11 | 94 | 583 | 22 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (350) | Recharges to other services | (736) | - | (211) | (947) | 29 |
| (350) | TOTAL INCOME | (736) | - | (211) | (947) | 29 |
| 187 | NET CONTROLLABLE COST | (258) | 11 | (117) | (364) | 41 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 80 | Corporate support services bought in | 80 | - | (4) | 76 | (5) |
| 80 | TOTAL UNCONTROLLABLE COST | 80 | - | (4) | 76 | (5) |
| 267 | NET COST OF SERVICE | (178) | 11 | (121) | (288) | 62 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 267 | TOTAL NET EXPENDITURE | (178) | 11 | (121) | (288) | 62 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (100) |
| Transfer of work to inhouse model | | | | | | (100) |
| <u>Other resource changes</u> | | | | | | (17) |
| Realignment within Legal division to reflect new structure (RED 7.3, RED 7.5, RED 7.6) | | | | | | 74 |
| Creation of 1.17 FTE | | | | | | (83) |
| Increase in recharge income | | | | | | (4) |
| Decrease in expenditure on Corporate support services bought in | | | | | | 200 |
| Transfer of previous years' savings from supplies and services to recharge income | | | | | | (200) |
| Increase in recharge income to offset previous year's savings | | | | | | 9 |
| Other minor variations | | | | | | (21) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (121) |

COST CENTRE: C1954Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 313 | Employees | - | 5 | 394 | 399 | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| 3 | Supplies and Services | - | - | (100) | (100) | n/a |
| 5 | Third Party Payments | - | - | 16 | 16 | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 237 | Recharges from other services | - | - | - | - | n/a |
| 558 | TOTAL EXPENDITURE | - | 5 | 310 | 315 | n/a |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,128) | Recharges to other services | - | - | (393) | (393) | n/a |
| (1,128) | TOTAL INCOME | - | - | (393) | (393) | n/a |
| (570) | NET CONTROLLABLE COST | - | 5 | (83) | (78) | n/a |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| (570) | NET COST OF SERVICE | - | 5 | (83) | (78) | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (570) | TOTAL NET EXPENDITURE | - | 5 | (83) | (78) | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | (100) |
| Transfer of work to inhouse model | | | | | | (100) |
| <u>Other resource changes</u> | | | | | | 17 |
| Realignment within Legal division to reflect new structure (RED 7.3, RED 7.4, RED 7.6) | | | | | | 132 |
| Creation of 2 FTE solicitor posts | | | | | | (132) |
| Increase in recharge income | | | | | | 17 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (83) |

COST CENTRE: C1956Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 702 | Employees | 965 | 20 | 54 | 1,039 | 8 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 40 | Supplies and Services | (286) | - | 200 | (86) | (70) |
| - | Third Party Payments | 11 | - | - | 11 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 322 | Recharges from other services | - | - | - | - | n/a |
| 1,064 | TOTAL EXPENDITURE | 690 | 20 | 254 | 964 | 40 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | (159) | (159) | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (3,004) | Recharges to other services | (1,336) | - | (655) | (1,991) | 49 |
| (3,004) | TOTAL INCOME | (1,336) | - | (814) | (2,150) | 61 |
| (1,940) | NET CONTROLLABLE COST | (646) | 20 | (560) | (1,186) | 84 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 150 | Corporate support services bought in | 150 | - | (9) | 141 | (6) |
| 150 | TOTAL UNCONTROLLABLE COST | 150 | - | (9) | 141 | (6) |
| (1,790) | NET COST OF SERVICE | (496) | 20 | (569) | (1,045) | 111 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (1,790) | TOTAL NET EXPENDITURE | (496) | 20 | (569) | (1,045) | 111 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings | | | | | | (100) |
| Transfer of work to inhouse model | | | | | | (100) |
| Other resource changes | | | | | | (418) |
| Realignment within Legal division to reflect new structure (RED 7.3, RED 7.4, RED 7.5) | | | | | | (42) |
| Increase in recharge income | | | | | | 300 |
| Transfer of previous years' savings from supplies and services to recharge income | | | | | | (300) |
| Increase in recharge income to offset previous year's savings | | | | | | (9) |
| Decrease in expenditure on Corporate support services bought in | | | | | | (469) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (569) |

CHIEF EXECUTIVES DEPARTMENT

CONTENTS

| | Page |
|--|---------|
| DEPARTMENT OVERVIEW | CEDS1 |
| DEPARTMENT SUMMARY | CEDS2 |
| DEPARTMENT SUBJECTIVE SUMMARY | CEDS3 |
| DIVISION AND SERVICE REVENUE BUDGETS | |
| CHIEF EXECUTIVES DEPARTMENT - STRATEGY AND PARTNERSHIP | CED 1.1 |
| Chief Executives Department - Strategy and Partnership Summary | CED 1.2 |
| Communications and Engagement | CED 1.3 |
| Leaders Office | CED 1.4 |
| Communities and Policy | CED 1.5 |
| Learning and Organisational Development | CED 1.6 |
| Chief Executive | CED 1.7 |

KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

The Chief Executive's Office is about positioning Croydon so that it can be a successful place for all its residents and businesses. The key priorities for the year ahead include:

- Creating a clear 3 year corporate plan for the organisation and supporting business plans
- Working closely with communities and individuals so that they can contribute positively to the borough and live independently
- Promoting a clean, safe and healthy borough
- Managing and improving the reputation and influence of Croydon
- Developing a leadership programme as part of a broader culture programme

FINANCIAL PERFORMANCE**COST CENTRE: C1900N**

| DESCRIPTION | ACTUAL 2016/17 £000 | ORIGINAL 2017/18 £000 | FORECAST 2017/18 £000 | BUDGET 2018/19 £000 | % CHANGE % |
|---|---------------------------|-----------------------------|-----------------------------|---------------------------|------------------|
| Employees | 2,402 | 2,431 | 2,935 | 2,829 | (4) |
| Premises related expenditure | 5 | 1 | 5 | 5 | - |
| Supplies and Services | 887 | 344 | 301 | 301 | - |
| Third Party Payments | 375 | 588 | 849 | 890 | 5 |
| Transfer Payments | - | 122 | 122 | 122 | - |
| Transport related expenditure | 9 | - | 17 | 17 | - |
| Capital Charges | - | - | - | - | n/a |
| Intangible Charges | - | - | - | - | n/a |
| REFCUS | 8 | - | - | - | n/a |
| Corporate support services bought in | 167 | (276) | (276) | (1,600) | 480 |
| Recharges from other services | 444 | 75 | 21 | - | (100) |
| TOTAL EXPENDITURE | 4,297 | 3,285 | 3,974 | 2,564 | (35) |
| Government Grants | (6) | - | - | - | n/a |
| Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| Customer and Client Receipts | (103) | (908) | (76) | (826) | 987 |
| Interest Receivable | - | - | - | - | n/a |
| Recharges from other services | (2,443) | (1,196) | (1,180) | (1,180) | - |
| TOTAL INCOME | (2,552) | (2,104) | (1,256) | (2,006) | 60 |
| NET EXPENDITURE | 1,745 | 1,181 | 2,718 | 558 | (79) |
| Contributions to / (from) Reserves | (266) | - | - | - | n/a |
| CURRENT BUDGET | 1,481 | | 1,968 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (2) | | 750 | | |

TOP FINANCIAL RISKS 2018/19

Implementation of department restructure in 2018-19
 Delivery of income targets
 Demand for development support within the organisation, and for support across the wider community

CHIEF EXECUTIVES DEPARTMENT

DEPARTMENT SUMMARY

CABINET MEMBER

| | |
|--------------------------------|---|
| Councillor Simon Hall | Cabinet Member for Finance and Treasury |
| Councillor Manju Shahul-Hameed | Cabinet Member for Economy and Jobs |
| Councillor Hamida Ali | Cabinet Member for Communities Safety and Justice |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|----------------|---------------------------------------|----------|
| Julian Ellerby | Director of Strategy and Partnerships | 65488 |

| COST CENTRE | DIVISION |
|-------------|--|
| C1900P | Chief Executives Department - Strategy and Partnership |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2017/18 £000's | DIVISION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-----------------------------------|--|--|--|------------------------|--|-------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| 2,718 | Chief Executives Department - Strategy and Partnership | 1,181 | 60 | (683) | 558 | (53) |
| 2,718 | TOTAL NET SPEND | 1,181 | 60 | (683) | 558 | (53) |

STAFF ESTABLISHMENT NUMBERS

| DIVISION | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE FTE STAFF |
|--|--|--|----------------------------------|
| Chief Executives Department - Strategy and Partnership | 43.9 | 53.4 | 9.5 |
| TOTAL FTE STAFF | 43.9 | 53.4 | 9.5 |

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,935 | Employees | 2,431 | 60 | 338 | 2,829 | 16 |
| 5 | Premises related expenditure | 1 | - | 4 | 5 | 400 |
| 301 | Supplies and Services | 344 | - | (43) | 301 | (13) |
| 849 | Third Party Payments | 588 | - | 302 | 890 | 51 |
| 122 | Transfer Payments | 122 | - | - | 122 | - |
| 17 | Transport related expenditure | - | - | 17 | 17 | n/a |
| 21 | Recharges from other services | 75 | - | (75) | - | (100) |
| 4,250 | TOTAL EXPENDITURE | 3,561 | 60 | 543 | 4,164 | 17 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (76) | Customer and Client Receipts | (908) | - | 82 | (826) | (9) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,180) | Recharges to other services | (1,196) | - | 16 | (1,180) | (1) |
| (1,256) | TOTAL INCOME | (2,104) | - | 98 | (2,006) | (5) |
| 2,994 | NET CONTROLLABLE COST | 1,457 | 60 | 641 | 2,158 | 48 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (276) | Corporate support services bought in | (276) | - | (1,324) | (1,600) | 480 |
| (276) | TOTAL UNCONTROLLABLE COST | (276) | - | (1,324) | (1,600) | 480 |
| 2,718 | NET COST OF SERVICE | 1,181 | 60 | (683) | 558 | (53) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,718 | TOTAL NET EXPENDITURE | 1,181 | 60 | (683) | 558 | (53) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | 129 |
| Strategic budget - agreed additional income / savings | | | | | | (275) |
| Other resource changes | | | | | | (537) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (683) |

SERVICE DESCRIPTION

The Communications and Engagement service work to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit – where no one is left behind.

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

The Communities and Policy team support the council in achieving its vision - including its relationships with strategic partners and community groups – with strategic planning and policy development.

Learning and Organisational Development build the organisational and workforce capability so that the council is a collaborative, inclusive and creative environment which allows talent to flourish.

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|--|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| | | | | | | |
| C1616Q | Communications and Engagement | (3) | 28 | (23) | 2 | (167) |
| C1646Q | Leaders Office, Mayor and Cabinet Office | 446 | 5 | (125) | 326 | (27) |
| C1900Q | Communities and Policy | 448 | 10 | (41) | 417 | (7) |
| C1902Q | Learning and Organisational Development | 291 | 11 | (214) | 88 | (70) |
| C1904Q | Chief Executive | (1) | 6 | (280) | (275) | 27,400 |
| | TOTAL NET SPEND | 1,181 | 60 | (683) | 558 | (53) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 | ORIGINAL BUDGET 2018/19 | CHANGE IN |
|--|-------------------------|-------------------------|-----------|
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Communications and Engagement | 25.6 | 25.6 | - |
| Leaders Office, Mayor and Cabinet Office | 7.3 | 6.8 | (0.5) |
| Communities and Policy | - | 10 | 10.0 |
| Learning and Organisational Development | 10.0 | 10.0 | - |
| Chief Executive | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 43.9 | 53.4 | 9.5 |

COST CENTRE: C1900P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 2,935 | Employees | 2,431 | 60 | 338 | 2,829 | 16 |
| 5 | Premises related expenditure | 1 | - | 4 | 5 | 400 |
| 301 | Supplies and Services | 344 | - | (43) | 301 | (13) |
| 849 | Third Party Payments | 588 | - | 302 | 890 | 51 |
| 122 | Transfer Payments | 122 | - | - | 122 | - |
| 17 | Transport related expenditure | - | - | 17 | 17 | n/a |
| 21 | Recharges from other services | 75 | - | (75) | - | (100) |
| 4,250 | TOTAL EXPENDITURE | 3,561 | 60 | 543 | 4,164 | 17 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (76) | Customer and Client Receipts | (908) | - | 82 | (826) | (9) |
| - | Interest Receivable | - | - | - | - | n/a |
| (1,180) | Recharges to other services | (1,196) | - | 16 | (1,180) | (1) |
| (1,256) | TOTAL INCOME | (2,104) | - | 98 | (2,006) | (5) |
| 2,994 | NET CONTROLLABLE COST | 1,457 | 60 | 641 | 2,158 | 48 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (276) | Corporate support services bought in | (276) | - | (1,324) | (1,600) | 480 |
| (276) | TOTAL UNCONTROLLABLE COST | (276) | - | (1,324) | (1,600) | 480 |
| 2,718 | NET COST OF SERVICE | 1,181 | 60 | (683) | 558 | (53) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 2,718 | TOTAL NET EXPENDITURE | 1,181 | 60 | (683) | 558 | (53) |

COST CENTRE: C1616Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,305 | Employees | 1,277 | 28 | 28 | 1,333 | 4 |
| - | Premises related expenditure | - | - | - | - | n/a |
| 154 | Supplies and Services | 196 | - | (42) | 154 | (21) |
| 304 | Third Party Payments | 334 | - | (30) | 304 | (9) |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | 54 | - | (54) | - | (100) |
| 1,763 | TOTAL EXPENDITURE | 1,861 | 28 | (98) | 1,791 | (4) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (76) | Customer and Client Receipts | (908) | - | 832 | (76) | (92) |
| - | Interest Receivable | - | - | - | - | n/a |
| (407) | Recharges to other services | (423) | - | 16 | (407) | (4) |
| (483) | TOTAL INCOME | (1,331) | - | 848 | (483) | (64) |

| | | | | | | |
|-------|------------------------------|-----|----|-----|-------|-----|
| 1,280 | NET CONTROLLABLE COST | 530 | 28 | 750 | 1,308 | 147 |
|-------|------------------------------|-----|----|-----|-------|-----|

| | | | | | | |
|-------|--------------------------------------|-------|---|-------|---------|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (533) | Corporate support services bought in | (533) | - | (773) | (1,306) | 145 |
| (533) | TOTAL UNCONTROLLABLE COST | (533) | - | (773) | (1,306) | 145 |

| | | | | | | |
|-----|----------------------------|-----|----|------|---|-------|
| 747 | NET COST OF SERVICE | (3) | 28 | (23) | 2 | (167) |
|-----|----------------------------|-----|----|------|---|-------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|----|------|---|-------|
| 747 | TOTAL NET EXPENDITURE | (3) | 28 | (23) | 2 | (167) |
|-----|------------------------------|-----|----|------|---|-------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| | - |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Increase in income received from Corporate support services bought in | (773) |
| Transfer of Digital advertising income budget to Chief Executive (CED 1.7) | 750 |
| | (23) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (23) |

COST CENTRE: C1646Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 244 | Employees | 319 | 5 | (54) | 270 | (15) |
| - | Premises related expenditure | 1 | - | (1) | - | (100) |
| 39 | Supplies and Services | 22 | - | 17 | 39 | 77 |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 17 | Transport related expenditure | - | - | 17 | 17 | n/a |
| 21 | Recharges from other services | 21 | - | (21) | - | (100) |
| 321 | TOTAL EXPENDITURE | 363 | 5 | (42) | 326 | (10) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|---|------|-----|------|
| 321 | NET CONTROLLABLE COST | 363 | 5 | (42) | 326 | (10) |
|-----|------------------------------|-----|---|------|-----|------|

| | | | | | | |
|----|--------------------------------------|----|---|------|---|-------|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 83 | Corporate support services bought in | 83 | - | (83) | - | (100) |
| 83 | TOTAL UNCONTROLLABLE COST | 83 | - | (83) | - | (100) |

| | | | | | | |
|-----|----------------------------|-----|---|-------|-----|------|
| 404 | NET COST OF SERVICE | 446 | 5 | (125) | 326 | (27) |
|-----|----------------------------|-----|---|-------|-----|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|---|-------|-----|------|
| 404 | TOTAL NET EXPENDITURE | 446 | 5 | (125) | 326 | (27) |
|-----|------------------------------|-----|---|-------|-----|------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | £000's |
|--|--|--------------|
| <u>Strategic budget - agreed pressures / service demands</u> | | |
| | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | |
| | | - |
| <u>Other resource changes</u> | | |
| Increase in income received from Corporate support services bought in | | (83) |
| Transfer of 0.25 FTE management post from the Resource department (RED 6.5) - from the Governance team | | (21) |
| Reduction in historic recharges to other services (RED 6.4 and 6.5) | | (21) |
| | | (125) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | (125) |

COST CENTRE: C1900Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 537 | Employees | - | 10 | 537 | 547 | n/a |
| - | Premises related expenditure | - | - | - | - | n/a |
| 1 | Supplies and Services | - | - | 1 | 1 | n/a |
| 545 | Third Party Payments | 254 | - | 332 | 586 | 131 |
| 122 | Transfer Payments | 122 | - | - | 122 | - |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 1,205 | TOTAL EXPENDITURE | 376 | 10 | 870 | 1,256 | 234 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|----|-----|-------|-----|
| 1,205 | NET CONTROLLABLE COST | 376 | 10 | 870 | 1,256 | 234 |
|-------|------------------------------|-----|----|-----|-------|-----|

| | | | | | | |
|----|--------------------------------------|----|---|-------|-------|---------|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| 72 | Corporate support services bought in | 72 | - | (911) | (839) | (1,265) |
| 72 | TOTAL UNCONTROLLABLE COST | 72 | - | (911) | (839) | (1,265) |

| | | | | | | |
|-------|----------------------------|-----|----|------|-----|-----|
| 1,277 | NET COST OF SERVICE | 448 | 10 | (41) | 417 | (7) |
|-------|----------------------------|-----|----|------|-----|-----|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-------|------------------------------|-----|----|------|-----|-----|
| 1,277 | TOTAL NET EXPENDITURE | 448 | 10 | (41) | 417 | (7) |
|-------|------------------------------|-----|----|------|-----|-----|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|-------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Additional funding to support policy development | 41 |
| | 41 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Increase in income received from Corporate support services bought in | (911) |
| Transfer of post from Transformation to Chief Executive Department (RED 1.7) | 100 |
| In-year transfer Communities & Policy budget from Resources Department (RED 2.8) as part of the set up of the Department | 729 |
| | (82) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (41) |

COST CENTRE: C1902Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 609 | Employees | 595 | 11 | 102 | 708 | 19 |
| 5 | Premises related expenditure | - | - | 5 | 5 | n/a |
| 72 | Supplies and Services | 91 | - | (19) | 72 | (21) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| - | Recharges from other services | - | - | - | - | n/a |
| 686 | TOTAL EXPENDITURE | 686 | 11 | 88 | 785 | 14 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| (36) | Recharges to other services | (36) | - | - | (36) | - |
| (36) | TOTAL INCOME | (36) | - | - | (36) | - |

| | | | | | | |
|-----|------------------------------|-----|----|----|-----|----|
| 650 | NET CONTROLLABLE COST | 650 | 11 | 88 | 749 | 15 |
|-----|------------------------------|-----|----|----|-----|----|

| | | | | | | |
|-------|--------------------------------------|-------|---|-------|-------|-----|
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (359) | Corporate support services bought in | (359) | - | (302) | (661) | 84 |
| (359) | TOTAL UNCONTROLLABLE COST | (359) | - | (302) | (661) | 84 |

| | | | | | | |
|-----|----------------------------|-----|----|-------|----|------|
| 291 | NET COST OF SERVICE | 291 | 11 | (214) | 88 | (70) |
|-----|----------------------------|-----|----|-------|----|------|

| | | | | | | |
|---|--|---|---|---|---|-----|
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |

| | | | | | | |
|-----|------------------------------|-----|----|-------|----|------|
| 291 | TOTAL NET EXPENDITURE | 291 | 11 | (214) | 88 | (70) |
|-----|------------------------------|-----|----|-------|----|------|

| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|--------------|
| <u>Strategic budget - agreed pressures / service demands</u> | |
| Additional funding to support organisational learning and development | 88 |
| | 88 |
| <u>Strategic budget - agreed additional income / savings</u> | |
| | - |
| <u>Other resource changes</u> | |
| Increase in income received from Corporate support services bought in (i.e. recharges) | (302) |
| | (302) |
| TOTAL OTHER VARIATIONS IN RESOURCE | (214) |

COST CENTRE: C1904Q

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 240 | Employees | 240 | 6 | (275) | (29) | (112) |
| - | - Premises related expenditure | - | - | - | - | n/a |
| 35 | Supplies and Services | 35 | - | - | 35 | - |
| - | - Third Party Payments | - | - | - | - | n/a |
| - | - Transfer Payments | - | - | - | - | n/a |
| - | - Transport related expenditure | - | - | - | - | n/a |
| - | - Recharges from other services | - | - | - | - | n/a |
| 275 | TOTAL EXPENDITURE | 275 | 6 | (275) | 6 | (98) |
| - | - Government Grants | - | - | - | - | n/a |
| - | - Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | - Customer and Client Receipts | - | - | (750) | (750) | n/a |
| - | - Interest Receivable | - | - | - | - | n/a |
| (737) | Recharges to other services | (737) | - | - | (737) | - |
| (737) | TOTAL INCOME | (737) | - | (750) | (1,487) | 102 |
| (462) | NET CONTROLLABLE COST | (462) | 6 | (1,025) | (1,481) | 221 |
| - | - Capital Charges | - | - | - | - | n/a |
| - | - Intangible Charges | - | - | - | - | n/a |
| - | - REFCUS | - | - | - | - | n/a |
| 461 | Corporate support services bought in | 461 | - | 745 | 1,206 | 162 |
| 461 | TOTAL UNCONTROLLABLE COST | 461 | - | 745 | 1,206 | 162 |
| (1) | NET COST OF SERVICE | (1) | 6 | (280) | (275) | 27,400 |
| - | - Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | - Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | - Financing of Capital Expenditure | - | - | - | - | n/a |
| - | - Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | - Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (1) | TOTAL NET EXPENDITURE | (1) | 6 | (280) | (275) | 27,400 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | - |
| Strategic budget - agreed additional income / savings To carry out a review of the department, to ensure it is aligned to priorities and to identify efficiencies and further income opportunities. | | | | | | (275) |
| Other resource changes | | | | | | (275) |
| Increase in recharge from Corporate support services bought in | | | | | | 745 |
| Transfer of Digital advertising income budget from Communications and Engagement (CED 1.3) | | | | | | (750) |
| | | | | | | (5) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (280) |

HOUSING REVENUE ACCOUNT

CONTENTS

| | Page |
|---|---------|
| DEPARTMENT OVERVIEW | HRAS1 |
| DEPARTMENT SUMMARY | HRAS2 |
| DEPARTMENT SUBJECTIVE SUMMARY | HRAS3 |
| DIVISION AND SERVICE REVENUE BUDGETS | |
| HOUSING REVENUE ACCOUNT - People | HRA 1.1 |
| Housing Need | HRA 1.2 |
| HOUSING REVENUE ACCOUNT - Place | HRA 2.1 |
| Housing Revenue Account - Place Summary | HRA 2.2 |
| District Centres & Regeneration | HRA 2.3 |
| Safety | HRA 2.4 |
| HOUSING REVENUE ACCOUNT - Directorate & Central Costs | HRA 3.1 |
| Directorate & Central Costs | HRA 3.2 |

KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

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 2016/17 £000 | ORIGINAL 2017/18 £000 | FORECAST 2017/18 £000 | BUDGET 2018/19 £000 | % CHANGE % |
|---|---------------------------|-----------------------------|-----------------------------|---------------------------|------------------|
| Employees | 9,522 | 14,628 | 13,695 | 14,095 | 3 |
| Premises related expenditure | 29,840 | 26,524 | 23,188 | 26,148 | 13 |
| Supplies and Services | 3,739 | 7,717 | 7,699 | 2,834 | (63) |
| Third Party Payments | 424 | 698 | 558 | 437 | (22) |
| Transfer Payments | 634 | 175 | 601 | 175 | (71) |
| Transport related expenditure | 14 | 149 | 59 | 117 | 98 |
| Capital Charges | 32,249 | 32,249 | 32,249 | 36,811 | 14 |
| Intangible Charges | 46 | 49 | 49 | 47 | (4) |
| REFCUS | - | 992 | 992 | 522 | (47) |
| Corporate support services bought in | 6,705 | 6,705 | 6,704 | 6,705 | 0 |
| Recharges from other services | 7,905 | 5,409 | 6,183 | 6,223 | 1 |
| TOTAL EXPENDITURE | 91,078 | 95,295 | 91,977 | 94,114 | 2 |
| Government Grants | - | - | - | - | n/a |
| Other Grants, reimbursements and contributions | (151) | (209) | (179) | (209) | 17 |
| Customer and Client Receipts | (91,807) | (93,259) | (90,820) | (92,078) | 1 |
| Interest Receivable | - | (20) | - | (20) | n/a |
| Recharges to other services | (1,866) | (1,807) | (1,716) | (1,807) | 5 |
| TOTAL INCOME | (93,824) | (95,295) | (92,715) | (94,114) | 2 |
| NET EXPENDITURE | (2,746) | - | (738) | - | (100) |
| Contributions to / (from) Reserves | - | - | - | - | n/a |
| CURRENT BUDGET | - | | - | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (2,746) | | (738) | | |

TOP FINANCIAL RISKS 2018/19

- 1) 1% rent reduction - Year 3 of the government's 4-year policy to reduce social rents
- 2) Risk of increased bad debt (owing partly to the implementation of universal credit)
- 3) Anticipated impact of the High Value Voids (HVV) government manifesto commitment

CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-----------------|--|----------|
| Richard Simpson | Executive Director Of Resources and S151 Officer | 61848 |
| Shifa Mustafa | Executive Director of Place | 47575 |
| Stephen Tate | Director - District Centres and Regeneration | 47446 |
| Andy Opie | Director - Safety | 65686 |
| Mark Meehan | Director - Housing Needs & Gateway | 65474 |
| Julia Pitt | Interim Director - Gateway and Welfare | 62173 |

| COST CENTRE | DIVISION |
|-------------|---------------------------------------|
| C2200N | People - HRA |
| C2100N | Place - HRA |
| C2400N | Directorate & Centralised Costs - HRA |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2017/18 £000's | DIVISION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|---------------------------------------|--|--|------------------------|--|-------------------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| (68,395) | People - HRA | (68,031) | 127 | 732 | (67,172) | 1 |
| 17,486 | Place - HRA | 17,860 | 114 | (446) | 17,528 | (2) |
| 50,171 | Directorate & Centralised Costs - HRA | 50,171 | 4 | (531) | 49,644 | (1) |
| (738) | TOTAL NET SPEND | - | 245 | (245) | - | - |

STAFF ESTABLISHMENT NUMBERS

| DIVISION | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE FTE STAFF |
|---------------------------------------|--|--|----------------------------------|
| People - HRA | 197.2 | 179.8 | (17.4) |
| Place - HRA | 128.4 | 116.3 | (12.1) |
| Directorate & Centralised Costs - HRA | 2.6 | 2.6 | - |
| TOTAL FTE STAFF | 328.2 | 298.7 | (29.5) |

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 13,695 | Employees | 14,628 | 245 | (778) | 14,095 | (4) |
| 23,188 | Premises related expenditure | 26,524 | - | (376) | 26,148 | (1) |
| 7,699 | Supplies and Services | 7,717 | - | (4,883) | 2,834 | (63) |
| 558 | Third Party Payments | 698 | - | (261) | 437 | (37) |
| 601 | Transfer Payments | 175 | - | - | 175 | - |
| 59 | Transport related expenditure | 149 | - | (32) | 117 | (21) |
| 6,183 | Recharges from other services | 5,409 | - | 814 | 6,223 | 15 |
| 51,983 | TOTAL EXPENDITURE | 55,300 | 245 | (5,516) | 50,029 | (10) |
| - | Government Grants | - | - | - | - | n/a |
| (179) | Other Grants, reimbursements and contributions | (209) | - | - | (209) | - |
| (90,820) | Customer and Client Receipts | (93,259) | - | 1,181 | (92,078) | (1) |
| - | Interest Receivable | (20) | - | - | (20) | - |
| (1,716) | Recharges to other services | (1,807) | - | - | (1,807) | - |
| (92,715) | TOTAL INCOME | (95,295) | - | 1,181 | (94,114) | (1) |
| (40,732) | NET CONTROLLABLE COST | (39,995) | 245 | (4,335) | (44,085) | 10 |
| 32,249 | Capital Charges | 32,249 | - | 4,562 | 36,811 | 14 |
| 49 | Intangible Charges | 49 | - | (2) | 47 | (4) |
| 992 | REFCUS | 992 | - | (470) | 522 | (47) |
| 6,704 | Corporate support services bought in | 6,705 | - | - | 6,705 | - |
| 39,994 | TOTAL UNCONTROLLABLE COST | 39,995 | - | 4,090 | 44,085 | 10 |
| (738) | NET COST OF SERVICE | - | 245 | (245) | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (738) | TOTAL NET EXPENDITURE | - | 245 | (245) | - | n/a |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| Strategic budget - agreed pressures / service demands | | | | | | 224 |
| Strategic budget - agreed additional income / savings | | | | | | (1,702) |
| Other resource changes | | | | | | 1,233 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (245) |

SERVICE DESCRIPTION

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

Income to the Housing Revenue Account

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

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

For 2018-19 there is a reduction of 1% on dwellings rents which is estimated to have an impact of £1.437m.

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 £78m annually). It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages. This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting.

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

Tenancy and Neighbourhood Services

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

Housing Solutions

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

Housing Renewal

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

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------|------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C2420P | Housing Need - HRA | (68,031) | 127 | 732 | (67,172) | (1) |
| | TOTAL NET SPEND | (68,031) | 127 | 732 | (67,172) | (1) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|------------------------|-----------------------------------|-----------------------------------|---------------------|
| | Housing Need - HRA | 197.2 | 179.8 |
| TOTAL FTE STAFF | 197.2 | 179.8 | (17.4) |

COST CENTRE: C2420P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 6,837 | Employees | 7,361 | 127 | (413) | 7,075 | (4) |
| 9,808 | Premises related expenditure | 13,142 | - | (114) | 13,028 | (1) |
| 1,417 | Supplies and Services | 1,350 | - | 175 | 1,525 | 13 |
| 454 | Third Party Payments | 570 | - | (261) | 309 | (46) |
| 601 | Transfer Payments | 175 | - | - | 175 | - |
| 19 | Transport related expenditure | 96 | - | (1) | 95 | (1) |
| 3,518 | Recharges from other services | 2,807 | - | 165 | 2,972 | 6 |
| 22,654 | TOTAL EXPENDITURE | 25,501 | 127 | (449) | 25,179 | (1) |
| - | Government Grants | - | - | - | - | n/a |
| (179) | Other Grants, reimbursements and contributions | (209) | - | - | (209) | - |
| (90,805) | Customer and Client Receipts | (93,259) | - | 1,181 | (92,078) | (1) |
| - | Interest Receivable | - | - | - | - | n/a |
| (64) | Recharges to other services | (64) | - | - | (64) | - |
| (91,048) | TOTAL INCOME | (93,532) | - | 1,181 | (92,351) | (1) |
| (68,394) | NET CONTROLLABLE COST | (68,031) | 127 | 732 | (67,172) | (1) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| (1) | Corporate support services bought in | - | - | - | - | n/a |
| (1) | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| (68,395) | NET COST OF SERVICE | (68,031) | 127 | 732 | (67,172) | (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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| (68,395) | TOTAL NET EXPENDITURE | (68,031) | 127 | 732 | (67,172) | (1) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Standardise staffing across Housing Needs to drive implementation of common standards. | | | | | | (399) |
| Reduce budget in areas with historic underspends, reduce running costs and explore additional funding opportunities. | | | | | | (306) |
| | | | | | | (705) |
| <u>Other resource changes</u> | | | | | | |
| 1% Rent Reduction | | | | | | 1,437 |
| | | | | | | 1,437 |

SERVICE DESCRIPTION

The HRA elements of the Place department include the following services:
 Responsive Repairs and cyclical maintenance of the Council's Housing stock. The service responds to around 60,000 repair requests each year. The repairs service is delivered through a long term partnering contract.
 Asset Management and Engagement to ensure that tenants are informed and consulted on the priorities for the HRA and to develop the HRA strategy for stock and Investment.
 The Home and School Improvement service focuses on major capital improvements to HRA properties such as energy efficiency, kitchen and bathroom and security programmes. The above services are contained within the Service category District Centres and Regeneration - HRA

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|------------------------|---------------------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C2125P C2130P | District Centres & Regeneration - HRA | 16,478 | 91 | (480) | 16,089 | (2) |
| | Safety - HRA | 1,382 | 23 | 34 | 1,439 | 4 |
| TOTAL NET SPEND | | 17,860 | 114 | (446) | 17,528 | 2 |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|---------------------------------------|-----------------------------------|-----------------------------------|---------------------|
| District Centres & Regeneration - HRA | 99.9 | 96.2 | (3.7) |
| Safety - HRA | 28.5 | 20.1 | (8.4) |
| TOTAL FTE STAFF | 128.4 | 116.3 | (12.1) |

COST CENTRE: C2100N

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|-------------------------------|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 5,449 | Employees | 5,858 | 114 | (321) | 5,651 | (4) |
| 12,315 | Premises related expenditure | 12,317 | - | (258) | 12,059 | (2) |
| 831 | Supplies and Services | 916 | - | (3) | 913 | (0) |
| - | Third Party Payments | 24 | - | - | 24 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 40 | Transport related expenditure | 53 | - | (31) | 22 | (58) |
| 475 | Recharges from other services | 412 | - | 167 | 579 | 41 |
| 19,110 | TOTAL EXPENDITURE | 19,580 | 114 | (446) | 19,248 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (15) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | (20) | - | - | (20) | - |
| (1,609) | Recharges to other services | (1,700) | - | - | (1,700) | - |
| (1,624) | TOTAL INCOME | (1,720) | - | - | (1,720) | - |
| 17,486 | NET CONTROLLABLE COST | 17,860 | 114 | (446) | 17,528 | (2) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 17,486 | NET COST OF SERVICE | 17,860 | 114 | (446) | 17,528 | (2) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 17,486 | TOTAL NET EXPENDITURE | 17,860 | 114 | (446) | 17,528 | (2) |

COST CENTRE: C2125P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 4,292 | Employees | 4,702 | 91 | (93) | 4,700 | (0) |
| 12,313 | Premises related expenditure | 12,315 | - | (256) | 12,059 | (2) |
| 777 | Supplies and Services | 862 | - | 32 | 894 | 4 |
| - | Third Party Payments | 24 | - | - | 24 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| 23 | Transport related expenditure | 36 | - | (23) | 13 | (64) |
| 322 | Recharges from other services | 259 | - | (140) | 119 | (54) |
| 17,727 | TOTAL EXPENDITURE | 18,198 | 91 | (480) | 17,809 | (2) |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| (15) | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | (20) | - | - | (20) | - |
| (1,609) | Recharges to other services | (1,700) | - | - | (1,700) | - |
| (1,624) | TOTAL INCOME | (1,720) | - | - | (1,720) | - |
| 16,103 | NET CONTROLLABLE COST | 16,478 | 91 | (480) | 16,089 | (2) |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 16,103 | NET COST OF SERVICE | 16,478 | 91 | (480) | 16,089 | (2) |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 16,103 | TOTAL NET EXPENDITURE | 16,478 | 91 | (480) | 16,089 | (2) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| A new team of four employees to address contract compliance in safety process and systems | | | | | | 224 |
| | | | | | | - |
| | | | | | | - |
| | | | | | | 224 |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Reduction in responsive repairs budget relating to void periods. | | | | | | (200) |
| Savings on Home and School Improvement Services in gas servicing and efficiency savings on running costs | | | | | | (80) |
| Projects are ending in Asset Management & Involvement allowing reduction in staff costs | | | | | | (68) |
| The work of the Strategic Projects Team has been reduced and absorbed into Asset Management & Involvement | | | | | | (268) |
| | | | | | | - |
| | | | | | | - |
| | | | | | | (616) |
| <u>Other resource changes</u> | | | | | | |
| Other budget realignment with centralised budget and minor variations including scale point salary increases | | | | | | (88) |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | (88) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (480) |

COST CENTRE: C2130P

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|--|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,157 | Employees | 1,156 | 23 | (228) | 951 | (18) |
| 2 | Premises related expenditure | 2 | - | (2) | - | (100) |
| 54 | Supplies and Services | 54 | - | (35) | 19 | (65) |
| - | Third Party Payments | - | - | - | - | n/a |
| - | Transfer Payments | - | - | - | - | n/a |
| 17 | Transport related expenditure | 17 | - | (8) | 9 | (47) |
| 153 | Recharges from other services | 153 | - | 307 | 460 | 201 |
| 1,383 | TOTAL EXPENDITURE | 1,382 | 23 | 34 | 1,439 | 4 |
| - | Government Grants | - | - | - | - | n/a |
| - | Other Grants, reimbursements and contributions | - | - | - | - | n/a |
| - | Customer and Client Receipts | - | - | - | - | n/a |
| - | Interest Receivable | - | - | - | - | n/a |
| - | Recharges to other services | - | - | - | - | n/a |
| - | TOTAL INCOME | - | - | - | - | n/a |
| 1,383 | NET CONTROLLABLE COST | 1,382 | 23 | 34 | 1,439 | 4 |
| - | Capital Charges | - | - | - | - | n/a |
| - | Intangible Charges | - | - | - | - | n/a |
| - | REFCUS | - | - | - | - | n/a |
| - | Corporate support services bought in | - | - | - | - | n/a |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 1,383 | NET COST OF SERVICE | 1,382 | 23 | 34 | 1,439 | 4 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| - | Contributions to / (from) Capital Reserves: | - | - | - | - | n/a |
| - | Financing of Capital Expenditure | - | - | - | - | n/a |
| - | Provision for Repayment of External Loans | - | - | - | - | n/a |
| - | Contribution to / (from) General Balances | - | - | - | - | n/a |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 1,383 | TOTAL NET EXPENDITURE | 1,382 | 23 | 34 | 1,439 | 4 |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| | | | | | | - |
| <u>Other resource changes</u> | | | | | | - |
| Other budget realignment with centralised budget and minor variations including scale point salary increases | | | | | | 34 |
| | | | | | | - |
| | | | | | | - |
| | | | | | | 34 |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | 34 |

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
- HRA contingency budgets set aside to manage emerging risks and in-year budget pressures

MOVEMENT IN NET EXPENDITURE

| COST CENTRE | SERVICE | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---------------|---------------------------------|------------------------------------|---|------------------|------------------------------------|----------------|
| | | | Inflation (B) £000's | Other (C) £000's | | |
| C2400N | Directorate & Centralised Costs | 50,171 | 4 | (531) | 49,644 | (1) |
| | TOTAL NET SPEND | 50,171 | 4 | (531) | 49,644 | (1) |

STAFF ESTABLISHMENT NUMBERS

| SERVICE | ORIGINAL BUDGET 2017/18 FTE STAFF | ORIGINAL BUDGET 2018/19 FTE STAFF | CHANGE IN FTE STAFF |
|---------------------------------|-----------------------------------|-----------------------------------|---------------------|
| Directorate & Centralised Costs | 2.6 | 2.6 | - |
| TOTAL FTE STAFF | 2.6 | 2.6 | - |

COST CENTRE: C2400N

| FORECAST 2017/18 £000's | DESCRIPTION | ORIGINAL BUDGET 2017/18 (A) £000's | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET 2018/19 (D) £000's | % CHANGE (E) % |
|---|--|--|--|--------------------------|--|-------------------------|
| | | | Inflation (B) £000's | * Other (C) £000's | | |
| 1,409 | Employees | 1,409 | 4 | (44) | 1,369 | (3) |
| 1,065 | Premises related expenditure | 1,065 | - | (4) | 1,061 | (0) |
| 5,451 | Supplies and Services | 5,451 | - | (5,055) | 396 | (93) |
| 104 | Third Party Payments | 104 | - | - | 104 | - |
| - | Transfer Payments | - | - | - | - | n/a |
| - | Transport related expenditure | - | - | - | - | n/a |
| 2,190 | Recharges from other services | 2,190 | - | 482 | 2,672 | 22 |
| 10,219 | TOTAL EXPENDITURE | 10,219 | 4 | (4,621) | 5,602 | (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) | - |
| (43) | TOTAL INCOME | (43) | - | - | (43) | - |
| 10,176 | NET CONTROLLABLE COST | 10,176 | 4 | (4,621) | 5,559 | (45) |
| 32,249 | Capital Charges | 32,249 | - | 4,562 | 36,811 | 14 |
| 49 | Intangible Charges | 49 | - | (2) | 47 | (4) |
| 992 | REFCUS | 992 | - | (470) | 522 | (47) |
| 6,705 | Corporate support services bought in | 6,705 | - | - | 6,705 | - |
| 39,995 | TOTAL UNCONTROLLABLE COST | 39,995 | - | 4,090 | 44,085 | 10 |
| 50,171 | NET COST OF SERVICE | 50,171 | 4 | (531) | 49,644 | (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 |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n/a |
| 50,171 | TOTAL NET EXPENDITURE | 50,171 | 4 | (531) | 49,644 | (1) |
| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | | | | | | £000's |
| <u>Strategic budget - agreed pressures / service demands</u> | | | | | | |
| | | | | | | - |
| <u>Strategic budget - agreed additional income / savings</u> | | | | | | |
| Rationalisation of budget lines related to historic working practices | | | | | | (381) |
| | | | | | | (381) |
| <u>Other resource changes</u> | | | | | | |
| Use of contingency to fund minor realignments of budget and scale points. | | | | | | (150) |
| | | | | | | (150) |
| TOTAL OTHER VARIATIONS IN RESOURCE | | | | | | (531) |

CAPITAL PROGRAMME

CONTENTS

| | Page |
|--------------------|------|
| FUNDING | CP1 |
| DETAILED PROGRAMME | CP2 |

Capital Programme Resourcing 2018/19 to 2020/21

| Funding | Budget 2018/19 £000's | Budget 2019/20 £000's | Budget 2020/21 £000's | Total 2018/19 to 2020/21 £000's |
|--|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Capital receipts | | 2,500 | | 2,500 |
| School Condition Funding (Education) | 3,770 | | | 3,770 |
| Basic Needs (Education) | | 6,833 | | 6,833 |
| EFA Invest to Save (Education) | 969 | 969 | 969 | 2,907 |
| TFL LIP and other funding* | 2,663 | 2,462 | 2,000 | 7,125 |
| NHS | | 5,000 | | 5,000 |
| CIL* | 6,800 | 6,800 | 6,800 | 20,400 |
| CIL local meaningful proportion | 1,200 | 1,200 | 1,200 | 3,600 |
| Disabled Facilities Grants | 2,400 | 2,400 | | 4,800 |
| Borrowing - (RIF) | 194,929 | 37,273 | 20,000 | 252,202 |
| Growth Zone* | 4,000 | 27,000 | 90,000 | 121,000 |
| s106 | 260 | | | 260 |
| Borrowing | 96,475 | 22,992 | 24,932 | 144,399 |
| GENERAL FUND | 313,466 | 115,429 | 145,901 | 574,796 |
| | | | | |
| Major Repairs Allowance | 21,209 | 21,209 | 21,209 | 63,627 |
| HRA - Revenue Contribution | 3,718 | 3,718 | 3,718 | 11,154 |
| HRA - Use Of Reserves | 7,458 | 7,024 | 2,024 | 16,506 |
| HRA FUNDING | 32,385 | 31,951 | 26,951 | 91,287 |
| | | | | |
| TOTAL FUNDING | 345,851 | 147,380 | 172,852 | 666,083 |
| | | | | |
| UNDER/OVER FUNDING OF PROGRAMME | - | - | - | - |

CAPITAL PROGRAMME 2018/19 to 2020/21

These pages show details of the proposed capital programme for 2018/21

| Description | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Total 2018/19 to 2020/21 |
|--|----------------|----------------|----------------|--------------------------|
| | £000's | £000's | £000's | £000's |
| Disabled Facilities Grant | 2,400 | 2,400 | 2,400 | 7,200 |
| Education - Major Maintenance | 3,020 | 2,000 | 2,000 | 7,020 |
| Education - Fire Safety Works | 2,000 | 1,000 | | 3,000 |
| Education - Other education schemes | 2,118 | 6,833 | | 8,951 |
| Education - Primary Perm Expansion | 11,639 | 896 | | 12,535 |
| Education - SEN | 16,750 | 8,612 | 969 | 26,331 |
| Bereavement services | 1,250 | | | 1,250 |
| Bereavement services | 110 | | | 110 |
| People sub total | 39,287 | 21,741 | 5,369 | 66,397 |
| Fiveways junction | | 3,000 | 2,000 | 5,000 |
| Highways - bridges and highways structures | 793 | 223 | 8,110 | 9,126 |
| Highways - flood water management | 410 | 414 | 175 | 999 |
| Highways - Tree works | 179 | 179 | 179 | 537 |
| Leisure centres equipment upgrade | 1,315 | 1,004 | | 2,319 |
| South Norwood regeneration | 500 | | | 500 |
| Libraries investment - South Norwood library | 555 | | | 555 |
| Libraries investment - general | 130 | | | 130 |
| New Addington wellbeing centre - borrowing element | 200 | 6,500 | 6,500 | 13,200 |
| Walking and cycling strategy | 1,381 | 750 | 750 | 2,881 |
| Parking investment | 400 | 153 | | 553 |
| Parking investment | 200 | | | 200 |
| Safety - digital upgrade of CCTV | 500 | 500 | | 1,000 |
| Fieldway Cluster | 4,000 | | | 4,000 |
| Signage | 25 | | | 25 |
| Highways - general maintenance programme | 5,000 | 5,000 | 5,000 | 15,000 |
| Affordable Housing LLP | 30,090 | 7,273 | | 37,363 |
| Brick by Brick programme | 164,839 | 30,000 | 20,000 | 214,839 |
| Feasibility - district centres and regeneration | 330 | 330 | 330 | 990 |
| New waste contract - vehicles | 7,106 | | | 7,106 |
| Waste and recycling | 2,660 | | | 2,660 |
| Blackhorse Rd Bridge | 1,755 | | | 1,755 |
| New Addington Leisure Centre | 24,386 | | - | 24,386 |
| Growth Zone Programme | 4,000 | 27,000 | 90,000 | 121,000 |
| TFL - LIP | 2,462 | 2,462 | 2,000 | 6,924 |
| Community ward budgets | 576 | 576 | 576 | 1,728 |
| Devolution initiatives | 782 | 912 | 912 | 2,606 |
| Empty Homes Grants | 500 | 500 | 500 | 1,500 |
| Place sub total | 255,074 | 86,776 | 137,032 | 478,882 |
| Asset strategy - Cavendish House | 100 | | | 100 |
| Asset strategy - Stubbs Mead | 1,650 | | | 1,650 |
| Asset strategy - BWH | 50 | | | 50 |
| Asset strategy - Family Justice Centre | 200 | | | 200 |
| Asset strategy - Capita Davis House relocation | 50 | | | 50 |
| Asset strategy - Heathfield House | 100 | | | 100 |
| Corporate Property Maintenance Programme | 2,000 | 2,000 | 2,000 | 6,000 |
| ICT - People | 3,400 | | | 3,400 |
| ICT - Infrastructure and transformation | 7,500 | 4,500 | 1,500 | 13,500 |
| ICT - Finance and HR system | 4,055 | 412 | | 4,467 |
| Resources sub - total | 19,105 | 6,912 | 3,500 | 29,517 |
| General Fund Total | 313,466 | 115,429 | 145,901 | 574,796 |

| Description | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Total 2018/19 to 2020/21 |
|----------------------------------|----------------|----------------|----------------|--------------------------|
| | £000's | £000's | £000's | £000's |
| Special Transfer Payments | 180 | 180 | 180 | 540 |
| Asset management ICT database | 434 | | | 434 |
| Fire safety programme | 5,000 | 5,000 | | 10,000 |
| Repair and Improvements | 26,771 | 26,771 | 26,771 | 80,313 |
| HRA Total | 32,385 | 31,951 | 26,951 | 91,287 |
| TOTAL CAPITAL EXPENDITURE | 345,851 | 147,380 | 172,852 | 666,083 |