

CROYDON COUNCIL

REVENUE BUDGET AND CAPITAL PROGRAMME

2009/10

**Appendix F to agenda item 6
Cabinet, 23rd February 2009**

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY
GENERAL FUND SUMMARY

ACTUAL 2007/8 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
101,166	Department of Adult Services and Housing	96,457	1,096	4,031	101,584	5
67,458	Children, Young People and Learners	72,482	1,564	15,279	89,325	23
56,084	Community Services	59,478	958	4,911	65,347	10
17,110	Resources and Customer Services	16,360	1,186	(3,366)	14,179	(13)
8,253	Planning, Regeneration and Conservation	8,562	24	2,342	10,927	28
14,323	Chief Executive's Office	10,662	180	6,881	17,723	66
-	Single Status	750		(750)	-	(100)
-	Contribution to Provision for Doubtful Debts	380		(200)	180	(53)
-	Council Wide Reorganisation	(500)		500	-	(100)
264,394	NET COST OF SERVICES	264,631	5,008	29,627	299,265	13
-	Area Based Grants *	-		(25,065)	(25,065)	n/a
268	Contingency / Unallocated Provision	2,402		(1,402)	1,000	(58)
	Levies from Other Bodies					
229	Environment Agency	254		(12)	242	(5)
370	Lee Valley Regional Park Authority	385		2	387	1
1,211	London Boroughs Grants Committee	1,182		1	1,183	0
377	London Pensions Fund Authority	531		103	634	19
(7,162)	Interest and Investment Income	(4,937)		-	(4,937)	0
6,734	Interest Payable	7,594		1,140	8,734	15
266,421	NET OPERATING EXPENDITURE	272,042	5,008	4,394	281,444	3
	APPROPRIATIONS					
(4,318)	Contributions to / (from) Earmarked Reserves	63		780	843	1,238
	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
(21,718)	Provision for Repayment of External Loans	(15,689)		(3,255)	(18,944)	21
(2,430)	Deferred / Intangible Charges Written Off	(3,419)		282	(3,137)	(8)
-	Contribution to / (from) General Balances	-			-	n/a
237,955	BUDGET REQUIREMENT	252,998	5,008	2,200	260,206	1,251
	FINANCED BY					
15,378	Revenue Support Grant	14,043		7,865	21,908	56
-	Collection Fund surplus / (deficit)	-			-	n/a
91,635	Payments from NNDR Pool	100,874		(5,959)	94,915	(6)
130,941	Council Tax - Band D Equivalent	138,081		5,302	143,383	4
237,955	TOTAL FINANCING	252,998			260,206	3
2007/8 Band D Equivalent £.pp	COUNCIL TAX SUMMARY		2008/9 Band D Equivalent £.pp	2009/10 Band D Equivalent £.pp		Change Band D Equivalent %
1053.76	London Borough of Croydon	138,081	1,095.81	1,137.89	143,383	3.84
303.88	Greater London Authority	39,040	309.82	309.82	39,040	0.00
1,357.64		177,121	1,405.63	1,447.71	182,423	2.99

* The Area Based Grant for 2008/09 was included in departmental budgets

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

ACTUAL 2007/8 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	EXPENDITURE					
335,948	Employees	194,975	2,999	7,169	205,143	5
38,474	Premises related expenditure	26,776	137	1,257	28,170	5
103,501	Supplies and Services	241,667	438	5,879.0	247,984	3
196,169	Third Party Payments	196,333	4,228	3,558	204,119	4
403,437	Transfer Payments	152,537	37	56,288	208,862	37
7,605	Transport related expenditure	6,619	132	(420)	6,331	(4)
22,465	Capital Charges	20,889	-	3,835	24,724	18
1,313	Deferred/Intangible Charges	3,419	-	(282)	3,137	(8)
(4,112)	Corporate support services bought in	(3,483)	-	(593)	(4,076)	17
37,306	Recharges from other services	29,114	-	(765)	28,349	(3)
1,142,106	TOTAL EXPENDITURE	868,846	7,972	75,926	952,743	10
	INCOME					
(517,589)	Government Grants	(454,492)	(51)	(69,834)	(524,377)	15
-	Area Based Grants*	(20,495)	-	20,495	-	
(244,902)	Other Grants, reimbursements and contributions	(22,222)	(978)	(889)	(24,090)	8
(44,152)	Fees and Charges	(34,031)	(1,347)	1,130	(34,247)	1
(38,537)	Other Customer and Client Receipts	(32,848)	(587)	947	(32,489)	(1)
(120)	Interest Receivable	(135)	-	(12)	(147)	9
(32,413)	Recharges to other services	(39,993)	-	1,865	(38,128)	(5)
(877,713)	TOTAL INCOME	(604,215)	(2,963)	(46,299)	(653,477)	8
264,394	NET EXPENDITURE	264,631	5,008	29,627	299,265	13

* From 2009/10 Area Based Grant is not shown as part of departmental income

STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	Note	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office		248.7	200.1	(48.6)
Children, Young People and Learners		1,221.2	1,249.2	28.0
Community Services		715.5	681.4	(34.1)
Department of Adult Services and Housing		1,039.4	1,058.9	19.5
Planning, Regeneration and Conservation		194.0	183.0	(11.0)
Resources and Customer Services		632.1	647.9	15.8
TOTAL FTE STAFF		4,050.8	4,020.4	(30.5)

REVENUE BUDGET SUMMARY
CORPORATE SUPPORT SERVICES BROUGHT IN

DESCRIPTION	Chief Executive's Office	Community Services	Children, Young People and Learners	Resources & Customer Services	Department Of Adult Serv. & Housing	HRA *	Planning Regeneration & Conservation	TOTAL
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Financial Systems	5	107	115	(424)	73	75	49	0
Financial Planning & Analysis	15	164	519	(1,245)	446	62	39	0
Accountancy & Technical	7	81	255	(611)	219	30	19	0
Treasury & Pensions	3	28	88	(210)	75	10	7	0
Procurement	7	73	232	(556)	199	28	18	0
Audit and Financial Management	31	336	1,061	(2,546)	911	126	80	0
Insurance	4	49	154	(369)	132	18	12	0
Performance and Efficiency	8	84	265	(636)	228	32	20	0
Customer Services	199	938	224	(3,390)	923	641	465	0
Cashiers	0	47	0	(187)	6	134	0	0
Exchequer Services	9	81	208	(994)	625	58	13	0
Accommodation	87	1,782	789	(4,856)	1,003	730	465	0
Facilities Management Support	0	88	32	(310)	156	26	8	0
Asset Planning (Cyclical)	0	720	323	(1,488)	436	9	0	0
Responsive Works	0	1,306	585	(2,698)	790	17	0	0
Customer Focus	173	4,131	3,541	(14,885)	4,386	1,603	1,050	0
Democratic and Legal services	(158)	21	66	1	57	8	5	0
Human Resources	(3,582)	643	1,661	151	690	316	120	0
Payroll services	(702)	126	326	30	135	62	24	0
Strategy and Communication	(1,799)	239	753	15	646	89	57	0
Total	(5,693)	11,043	11,196	(35,207)	12,135	4,074	2,451	-

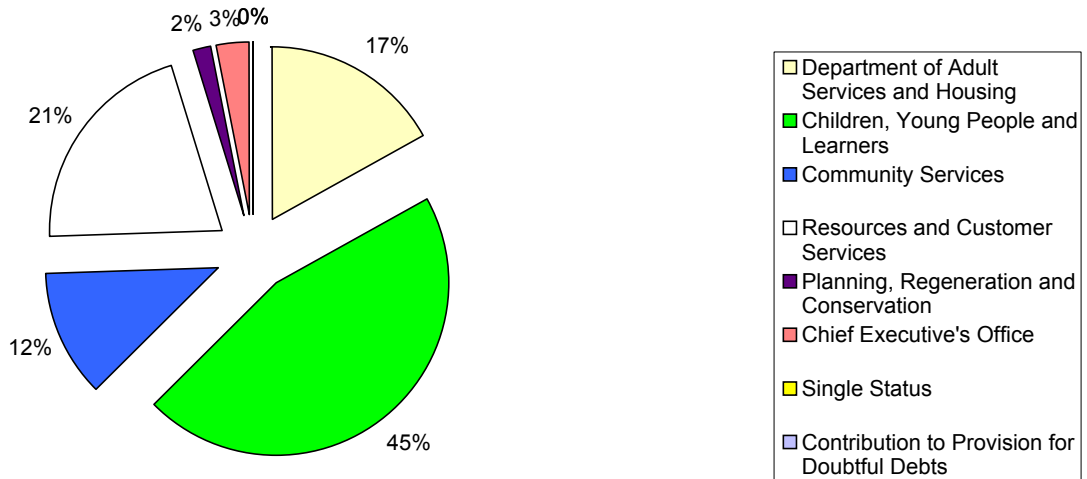
* Non general fund support charge

REVENUE BUDGET SUMMARY

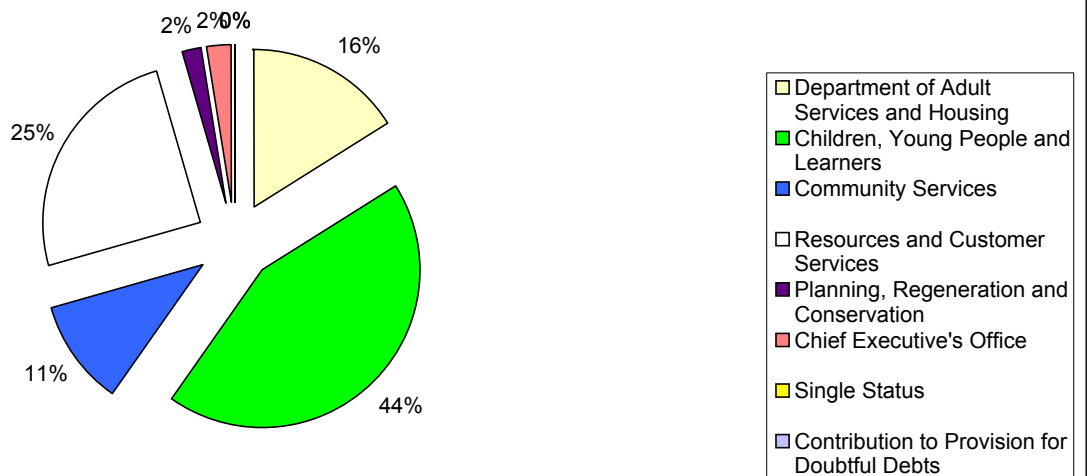
DEPARTMENTAL GROSS EXPENDITURE

ACTUAL 2007/08 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
157,647	Department of Adult Services and Housing	148,466	2,425.5	3,202	154,093	4
616,105	Children, Young People and Learners	395,747	2,137.0	17,652	415,536	5
106,762	Community Services	102,962	1,415.0	(1,736)	102,641	(0)
216,068	Resources and Customer Services	180,386	1,580.0	55,893	237,859	32
17,084	Planning, Regeneration and Conservation	16,325	132.0	2,729	19,186	18
28,441	Chief Executive's Office	24,331	282.0	(1,364)	23,249	(4)
17,084	Single Status	750	-	(750)	-	(100)
28,441	Contribution to Provision for Doubtful Debts	380	-	(200)	180	(53)
-	Council Wide Reorganisation	(500)	-	500	-	(100)
1,187,631	GROSS DEPARTMENTAL COST OF SERVICE	868,847	7,971	75,926	952,743	10

2008/09 GROSS EXPENDITURE BY DEPARTMENT
% of TOTAL



2009/10 GROSS EXPENDITURE BY DEPARTMENT
% of TOTAL

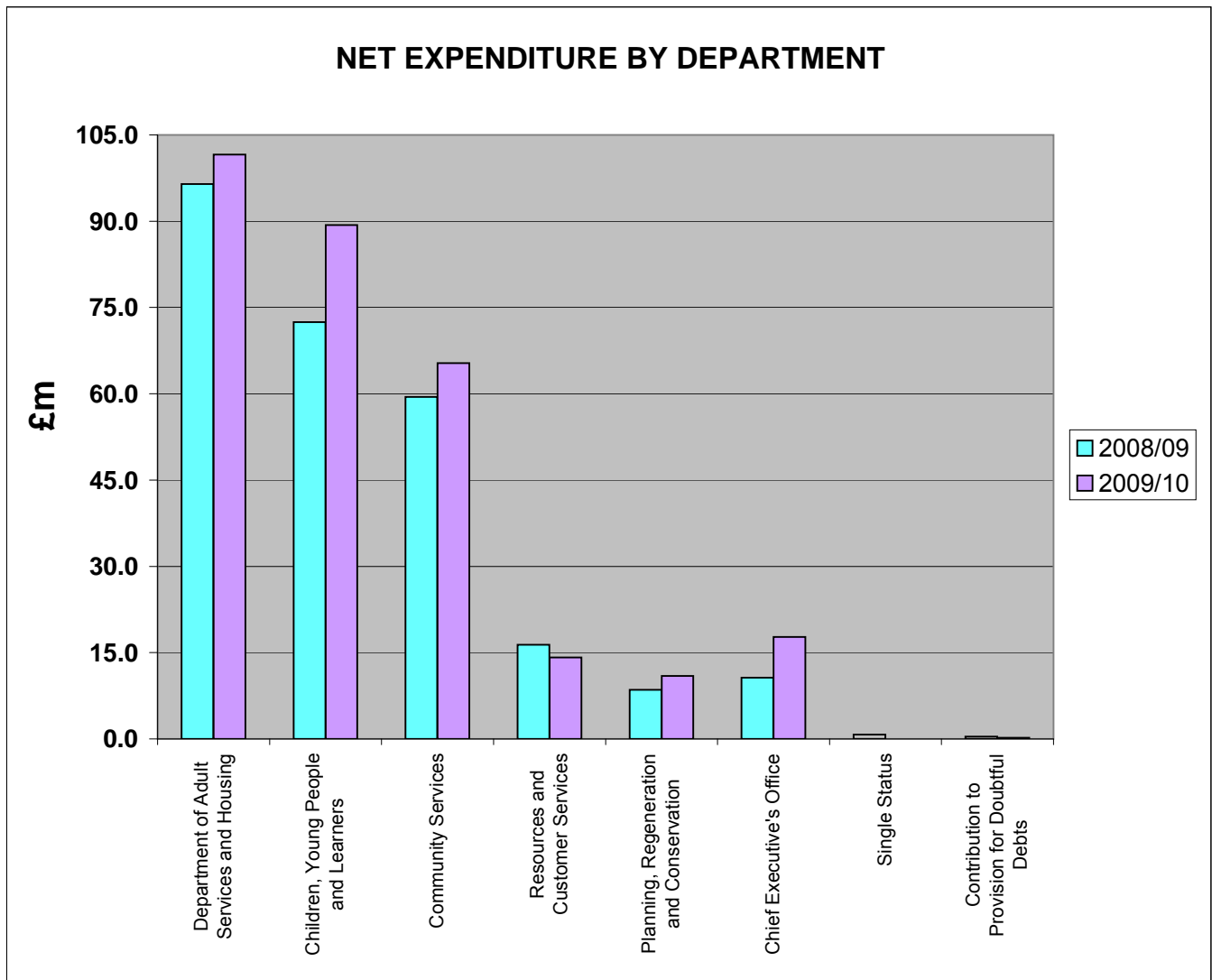


REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

ACTUAL 2007/08 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E)
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	SERVICE BUDGETS					
101,166	Department of Adult Services and Housing	96,457	1,096	4,031	101,584	5
67,458	Children, Young People and Learners	72,482	1,564	15,279	89,325	23
56,084	Community Services	59,478	958	4,911	65,347	10
17,110	Resources and Customer Services	16,360	1,186	(3,366)	14,179	(13)
8,253	Planning, Regeneration and Conservation	8,562	24	2,342	10,927	28
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-	Single Status	750	-	(750)	-	(100)
-	Contribution to Provision for Doubtful Debts	380	-	(200)	180	(53)
-	Council Wide Reorganisation	(500)	-	500	-	(100)
264,394	NET COST OF SERVICES	264,631	5,008	29,627	299,265	13

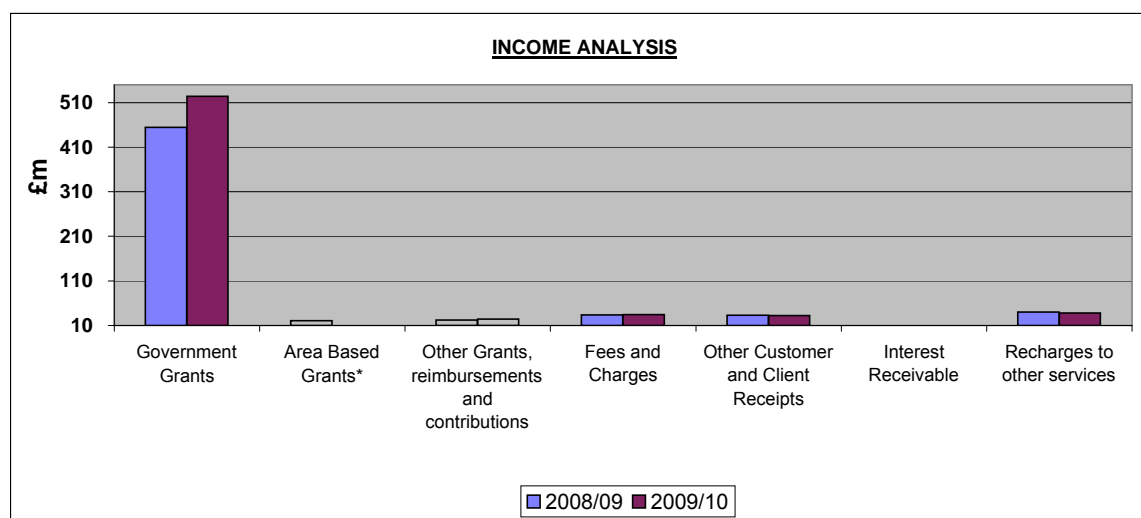
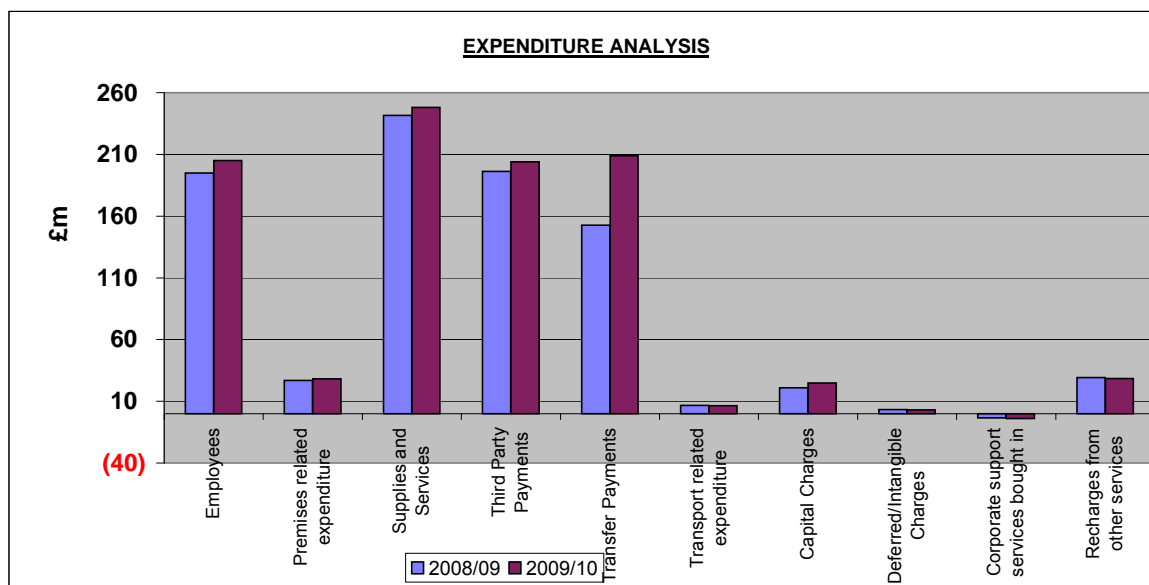
* £20.495m of the £29.627m relates to change in treatment of Area Based Grant



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2007/8	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
£000's						
	EXPENDITURE					
335,948	Employees	194,975	2,999	7,169	205,143	5
38,474	Premises related expenditure	26,776	137	1,257	28,170	5
103,501	Supplies and Services	241,667	438	5,879	247,984	3
196,169	Third Party Payments	196,333	4,228	3,558	204,119	4
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7,605	Transport related expenditure	6,619	132	(420)	6,331	(4)
22,465	Capital Charges	20,889	-	3,835	24,724	18
1,313	Deferred/Intangible Charges	3,419	-	(282)	3,137	(8)
(4,112)	Corporate support services bought in	(3,483)	-	(593)	(4,076)	17
37,306	Recharges from other services	29,114	-	(765)	28,349	(3)
1,142,106	TOTAL EXPENDITURE	868,846	7,972	75,926	952,743	10
	INCOME					
(517,589)	Government Grants	(454,492)	(51)	(69,834)	(524,377)	15
-	Area Based Grants*	(20,495)	-	20,495	-	(100)
(244,902)	Other Grants, reimbursements and contributions	(22,222)	(978)	(889)	(24,090)	8
(44,152)	Fees and Charges	(34,031)	(1,347)	1,130	(34,247)	1
(38,537)	Other Customer and Client Receipts	(32,848)	(587)	947	(32,489)	(1)
(120)	Interest Receivable	(135)	-	(12)	(147)	9
(32,413)	Recharges to other services	(39,993)	-	1,865	(38,128)	(5)
(877,713)	TOTAL INCOME	(604,215)	(2,963)	(46,299)	(653,478)	8
264,394	NET EXPENDITURE	264,631	5,008	29,627	299,265	13



CHIEF EXECUTIVE'S OFFICE

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DEPARTMENT MISSION STATEMENT

We aim to be excellent in everything we do, moving with pace and innovation to help the Council become one of the top ten local authorities in the country. We want to satisfy our customers through the quality and value of the services that we deliver to them. We are determined to put Croydon on the map as a great place to live, work and do business.

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

- 1) Develop and launch a shared long term vision for Croydon
- 2) Progress to the next level of the new equalities standard April 2010
- 3) Successfully complete the first year of the new Comprehensive Area Assessment for Croydon
- 4) Develop a community engagement framework and embed changes resulting from the LGPIH Act
- 5) Review and rewrite the Council's Constitution
- 6) Commence tender for external legal services
- 7) Deliver a successful European election in 2009
- 8) Implement new governance and staffing structures across the department

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Registration of Births	4,949	4,900	5,000	5,000	-
Registration of Deaths	2,116	2,100	2,250	2,250	-
Number of marriages	790	600	850	900	5.9
Certificates from archives	5,383	5,900	5,450	5,500	0.9
% of people who believe people get on well together (NI 1)	N/A	N/A	77%	79%	2.6
No. of visits to croydon.gov.uk	1,328,618	N/A	1,771,490	2,000,000	12.9
Domestic violence sanction detection rate (L2)	48%	N/A	48%	48%	-
% of residents satisfied with local public services (L8)	N/A	N/A	44%	47%	6.8
Environment for a thriving third sector (NI 7)	N/A	N/A	16%	18%	12.5
Average sick days per FTE			7.0		

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	14,370	12,634	12,733	11,399	(10)
Premises related expenditure	248	273	273	96	(65)
Supplies and Services	9,195	4,478	4,979	4,341	(13)
Third Party Payments	6,348	10,993	11,360	11,943	5
Transfer Payments	141	134	134	134	-
Transport related expenditure	58	39	39	38	(3)
Capital Charges	407	784	784	679	(13)
Deferred/Intangible Charges	-	-	-	30	n/a
Corporate support services bought in	(2,553)	(5,203)	(5,203)	(5,693)	9
Recharges (to) / from other services	(51)	(1,879)	(1,879)	(2,257)	20
TOTAL EXPENDITURE	28,163	22,252	23,219	20,710	(11)
Government Grants	(6,068)	(121)	(121)	-	(100)
Area Based Grants	-	(7,760)	(7,760)	-	(100)
Other Grants, reimbursements and contributions	(783)	(37)	(37)	(38)	3
Fees and Charges	(4,567)	(2,381)	(2,289)	(2,202)	(4)
Other Customer and Client Receipts	(2,422)	(1,291)	(1,291)	(747)	(42)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(13,840)	(11,590)	(11,498)	(2,987)	(74)

NET EXPENDITURE	14,323	10,662	11,721	17,723	51
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Contributions to / (from) Reserves	198	64	64	63	(2)
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CURRENT BUDGET	14,263	11,149
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	258	636
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TOP FINANCIAL RISKS 2009/10

- 1) Risk that planned efficiency targets will not be achieved.
- 2) Failure to promote equality and eliminate unlawful discrimination.
- 3) Risk of non-compliance with contract and statutory obligations may result in substantial financial and reputational loss and potential for legal challenge
- 4) Risk that council fails to ensure proper safety of its staff and customers due to non-compliance in relation to Health & Safety

CHIEF EXECUTIVE'S OFFICE

SERVICE SUMMARY

CABINET MEMBERS

Deputy Leader Tim Pollard	Performance Management and Cabinet Member for CYPL
Councillor Sara Bashford	Resources and Customer Services
Councillor Gavin Barwell	Community Safety and Cohesion

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jon Rouse	Chief Executive Officer	62312
Julie Belvir	Solicitor to the Council and Monitoring Officer (Democratic & Legal Division)	64985
Damian Roberts	Director, Strategy & Communication	47008
Pam Parkes	Director, HROD	47090

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,223	Democratic and Legal Services	4,293	50	(276)	4,067	(5)
1,008	Human Resources and Organisational Development	7	49	160	216	3,031
4,072	Strategy and Communications	3,944	42	6,992	10,978	178
2,418	Voluntary Sector Funding	2,418	39	5	2,462	2
11,721	TOTAL NET SPEND	10,662	180	6,881	17,723	66
64	Contributions to / (from) Reserves	64	-	(1)	63	(2)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Democratic and Legal Services	73.9	70.0	(3.9)
Human Resources and Organisational Development	94.6	73.6	(21.0)
Strategy and Communications	80.1	56.5	(23.6)
Voluntary Sector Funding	-	-	-
TOTAL FTE STAFF	248.6	200.1	(48.6)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,733	Employees	12,634	197	(1,432)	11,399	(10)
273	Premises related expenditure	273	-	(177)	96	(65)
4,979	Supplies and Services	4,478	5	(142)	4,341	(3)
11,360	Third Party Payments	10,993	80	871	11,943	9
134	Transfer Payments	134	-	-	134	-
39	Transport related expenditure	39	-	(1)	38	(3)
200	Recharges from other Departments	200	-	82	282	41
29,717	TOTAL EXPENDITURE	28,750	282	(799)	28,233	(2)
(121)	Government Grants	(121)	-	121	-	(100)
(7,760)	Area Based Grants	(7,760)	-	7,760	-	(100)
(37)	Other Grants, reimbursements and contributions	(37)	(1)	-	(38)	3
(2,289)	Fees and Charges	(2,381)	(53)	232	(2,202)	(8)
(1,291)	Other Customer and Client Receipts	(1,291)	(48)	592	(747)	(42)
-	Interest Receivable	-	-	-	-	n/a
(2,079)	Recharges to other services	(2,079)	-	(460)	(2,539)	22
(13,577)	TOTAL INCOME	(13,669)	(102)	8,245	(5,526)	(60)

16,140	NET CONTROLLABLE COST	15,081	180	7,446	22,707	51
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784	Capital Charges	784	-	(105)	679	(13)
-	Deferred/Intangible Charges	-	-	30	30	n/a
(5,203)	Corporate support services bought in	(5,203)	-	(490)	(5,693)	9
(4,419)	TOTAL UNCONTROLLABLE COST	(4,419)	-	(565)	(4,984)	13

11,721	NET COST OF SERVICE	10,662	180	6,881	17,723	66
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64	Contributions to / (from) Earmarked Reserves	64	-	(1)	63	(2)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
64	TOTAL APPROPRIATIONS	64	-	(1)	63	(2)

11,785	TOTAL NET EXPENDITURE	10,726	180	6,880	17,786	66
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		843
Strategic budget - agreed additional income / savings		(1,197)
Other resource changes		(354)
TOTAL OTHER VARIATIONS IN RESOURCE		7,234
		6,880

SERVICE DESCRIPTION

Democratic Services

Democratic Services staff provide services to the Mayor, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process, Scrutiny is supported and Neighbourhood Partnership meetings facilitated.

The Electoral Services Team manages the organisation of European, Parliamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains 247,915 names. In addition we act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

In December 2007 the Registrars Service was transferred to Croydon Council from the General Registry Office. They provide a variety of services including registration of births, deaths and marriages, Civil Partnerships, Citizenship Ceremonies and Nationality Checking services to communities in Croydon and others.

Legal Services

The legal contracts for the external provision of Legal Services are packaged to provide a range of advice and casework for support for the Council. Two in house teams continue to deal with Corporate legal work, including planning, and advice and case work for the Social Services Department. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the legal services costs of the two in house teams. The Legal teams in the Division have continued to develop their use of an IT based file management system while local quality initiatives benefit from the wider departmental quality network and the corporate Investors in People project.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Legal	(23)	16	(215)	(222)	865
Democratic	1,141	18	(117)	1,042	(9)
Electoral	2,431	6	(52)	2,385	(2)
Mayoral	303	3	19	325	7
Complaints	67	-	(67)	-	(100)
Registrars	109	7	156	272	150
Contribution to the Coroner's Service	265	-	-	265	-
Contribution to the Local Elections' Reserve	63	-	-	63	-
TOTAL NET SPEND	4,356	50	(276)	4,130	(5)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Legal	26.1	24.9	(1.2)
Democratic	19.8	20.1	0.3
Electoral	7.2	6.7	(0.5)
Mayoral	5.3	5.3	-
Complaints	2.5	-	(2.5)
Registrars	13.0	13.0	-
TOTAL FTE STAFF	73.9	70.0	(3.9)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,362	Employees	3,432	57	(79)	3,410	(1)
13	Premises related expenditure	13	-	-	13	-
2,167	Supplies and Services	2,167	-	(33)	2,134	(2)
308	Third Party Payments	308	-	1	309	0
-	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	-	30	-
200	Recharges from other services	200	-	82	282	41
6,080	TOTAL EXPENDITURE	6,149	57	(29)	6,178	0
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(37)	Other Grants, reimbursements and contributions	(37)	(1)	-	(38)	3
(497)	Fees and Charges	(497)	-	-	(497)	-
(419)	Other Customer and Client Receipts	(419)	(6)	290	(135)	(68)
-	Interest Receivable	-	-	-	-	n/a
(1,178)	Recharges to other services	(1,178)	-	(575)	(1,753)	49
(2,131)	TOTAL INCOME	(2,130)	(7)	(285)	(2,423)	14

3,949	NET CONTROLLABLE COST	4,019	50	(314)	3,755	(7)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
274	Corporate support services bought in	274	-	38	312	14
274	TOTAL UNCONTROLLABLE COST	274	-	38	312	14

4,223	NET COST OF SERVICE	4,293	50	(276)	4,067	(5)
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63	Contributions to / (from) Earmarked Reserves	63	-	-	63	-
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
63	TOTAL APPROPRIATIONS	63	-	-	63	-

4,286	TOTAL NET EXPENDITURE	4,356	50	(276)	4,130	(5)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>			
Single Status outcomes and appeals			9
			9
<u>Strategic budget - agreed additional income / savings</u>			
Absorb Single Status changes through restructurings			(9)
Restructure of Democratic & Legal Services			(75)
Legal Services review of costs (increase in Legal fees)			(203)
Cease webcasting all events			(35)
			(322)
<u>Other resource changes</u>			
Complaints transfer to Resources and Customer Services			(49)
Increased superannuation contributions			51
Corporate Support Services			38
Minor variations			(3)
			37
TOTAL OTHER VARIATIONS IN RESOURCE			(276)

SERVICE DESCRIPTION

Human Resources (HR) and Organisational Development (OD)

Mission :

To deliver a strategic and professionally competent HR and OD service that establishes a diverse workforce that is skilled, that is accountable to those it serves and that delivers the Council's business objectives and enhances the Council's organisational performance. Ensuring the implementation of the Council's People Strategy and corporate strategies.

Key Objectives:

The priorities for the service are to continue to deliver a high quality support to Council departments and at the same time to develop ways of working that will transform the HR function within the Council. The Council's HR Strategic themes are:

- Organisational Development
- Pay and workforce planning
- Equalities and diversity
- Performance management
- Workforce modernisation
- HR and OD Service Development

In 2009/10 HR and OD will focus on the next phase of service improvement through a transition to a true consultancy and business partner approach using an HR and OD balanced scorecard and performance agreement as the driver for improvement.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
HR Consultancy	952	(21)	(175)	756	(21)
Occupational Health, Health & Safety	618	-	(618)	-	(100)
Occupational Health	-	3	221	224	n/a
Business Development & Information	1,533	66	802	2,401	57
Organisation Development	927	3	(505)	425	(54)
Contribution to the Workplace Nursery Reserve	1	-	(1)	-	(100)
Leadership Academy	-	1	106	107	n/a
Learning & Development	-	(7)	291	284	n/a
Internal Communications	-	2	207	209	n/a
Union Representation	133	2	(2)	133	-
Corporate support services recharged	(4,156)	-	(167)	(4,323)	4
TOTAL NET SPEND	8	49	159	216	2,739

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	38.4	27.0	(11.4)
Occupational Health, Health & Safety	15.4	-	(15.4)
Occupational Health	-	3.6	3.6
Business Development & Information	21.9	22.0	0.1
Organisation Development	19.0	8.0	(11.0)
Leadership Academy	-	-	-
Learning & Development	-	7.0	7.0
Internal Communications	-	3.0	3.0
Union Representation	-	3.0	3.0
TOTAL FTE STAFF	94.6	73.6	(21.0)

CHIEF EXECUTIVE'S OFFICE

HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,921	Employees	4,829	76	(388)	4,517	(6)
8	Premises related expenditure	8	-	-	8	-
1,031	Supplies and Services	581	5	(9)	577	(1)
1,582	Third Party Payments	1,215	41	103	1,359	12
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
7,542	TOTAL EXPENDITURE	6,633	122	(294)	6,461	(3)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,778)	Fees and Charges	(1,870)	(52)	217	(1,705)	(9)
(435)	Other Customer and Client Receipts	(435)	(21)	259	(197)	(55)
-	Interest Receivable	-	-	-	-	n/a
(165)	Recharges to other services	(165)	-	115	(50)	(70)
(2,378)	TOTAL INCOME	(2,470)	(73)	591	(1,952)	(21)

5,164	NET CONTROLLABLE COST	4,163	49	297	4,509	8
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	30	30	n/a
(4,156)	Corporate support services bought in	(4,156)	-	(167)	(4,323)	4
(4,156)	TOTAL UNCONTROLLABLE COST	(4,156)	-	(137)	(4,293)	3

1,008	NET COST OF SERVICE	7	49	160	216	3,030
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1	Contributions to / (from) Earmarked Reserves	1	-	(1)	-	(100)
-	Contributions to / (from) Capital 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	TOTAL APPROPRIATIONS	1	-	(1)	-	(100)

1,009	TOTAL NET EXPENDITURE	8	49	159	216	2,700
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Shortfall in HR&OD income	496
	Maintenance costs of the Payroll contract	140
	Comensura contract	89
	Single Status outcomes and appeals	10
		735
<u>Strategic budget - agreed additional income / savings</u>		
	Nursery closure	(15)
	Re-organisation of HR&OD	(427)
	Leadership Academy	(100)
	VME decommissioning	(109)
	CHRIS rollout	(175)
	Absorb Single Status changes through restructurings	(10)
		(836)
<u>Other resource changes</u>		
	Increased superannuation contributions	73
	Intangible Charges	30
	Corporate Support Services	(167)
	Host Server transfer from Resources and Customer Services	260
	Rewards & Benefits Programme	75
	Other staff variations	(18)
	Minor variations	7
		260
	TOTAL OTHER VARIATIONS IN RESOURCE	159

SERVICE DESCRIPTION

The Division comprises of three units – Communications, Strategy and Analysis and Equalities and Cohesion covering a wide range of strategic functions. Including economic and environment activities, which will be transferred to Planning, Regeneration and Conservation department in 2009/10.

Strategy and Analysis includes the Council policy, observatory (research and analysis) and support for the Local Strategic Partnership. With responsibility for the development of service planning across the organisation, the Corporate Plan, Community Strategy and customer research the unit will also give a renewed emphasis to partnership working and development of research and analysis, reflecting current developments in the Council and the new Comprehensive Area Assessment.

Communications comprise Press and Public Relations, Graphic Design and the Web team. It manages the Council's relationships with the media and public relations and is responsible for publication of 'Your Croydon', the Council's monthly community magazine. The Design Studio is responsible for providing high quality, conceptual design for documents and publications and promotions for internal and external customers as well as for designing and reinforcing the Council's visual brand and image. The Web Team have responsibility for the Council's electronic communications channels, this includes the Council's main website, www.croydon.gov.uk, as well as Croydon on-line and the intranet.

Equalities and Cohesion unit combines previous separate equality and voluntary sector functions in a single team. This unit will help develop and establish a mainstream approach through the rest of the organisation and give greater recognition to the third

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Press Office	553	5	(26)	532
Graphic Design	62	(7)	(7)	48	(23)
Policy Unit	513	0	(166)	347	(32)
Administration	539	7	51	597	11
Service Support for Central Departments	1,358	10	104	1,472	8
Local Authority Administration	282	0	60	342	21
Directorate	207	0	(207)	0	(100)
Local Strategic Partnership	372	6	43	421	13
Web Team	287	4	(32)	259	(10)
Public Relations	0	0	120	120	n/a
Observatory	0	0	214	214	n/a
Equalities & Cohesion	529	4	453	987	87
Safer Croydon	0	0	265	265	n/a
Corporate support services recharged	(1,536)	0	(549)	(2,085)	36
Total Strategy and Communication	3,166	29	324	3,519	7
Safer Croydon	308	5	(48)	265	(14)
Business Liaison	363	2	(1)	364	0
Local Enterprise Growth Initiative	0	6	6,710	6,716	n/a
Domestic Violence Support	107	0	7	114	7
Total Economy and Environment pending transfer to PR&C	778	13	6,668	7,459	859
TOTAL NET SPEND	3,944	42	6,992	10,978	178

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Press Office	7.5	6.0	(1.5)
Graphic Design	7.6	7.0	(0.6)
Corporate Planning	5.1	-	(5.1)
Policy Unit	-	5.0	5.0
Administration	8.0	4.0	(4.0)
Service Support for Central Departments	7.3	8.0	0.7
Directorate	1.0	-	(1.0)
Local Strategic Partnership	-	3.0	3.0
Web Team	4.0	4.0	-
Public Relations	2.0	2.0	-
Observatory	-	2.0	2.0
Equalities and Cohesion	6.5	10.5	4.0
Safer Croydon	6.0	2.0	(4.0)
Business Liaison	2.6	3.0	0.4
Community Regeneration	6.5	-	(6.5)
Local Enterprise Growth Initiative	16.0	-	(16.0)
TOTAL FTE STAFF	80.1	56.5	(23.6)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,450	Employees	4,373	64	(965)	3,472	(21)
252	Premises related expenditure	252	-	(177)	75	(70)
1,781	Supplies and Services	1,730	-	(100)	1,630	(6)
7,185	Third Party Payments	7,185	-	762	7,947	11
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	(1)	8	(11)
-	Recharges from other services	-	-	-	-	n/a
13,677	TOTAL EXPENDITURE	13,549	64	(481)	13,132	(3)
(121)	Government Grants	(121)	-	121	-	(100)
(7,760)	Area Based Grants	(7,760)	-	7,760	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	(100)
(14)	Fees and Charges	(14)	(1)	15	-	(100)
(437)	Other Customer and Client Receipts	(437)	(21)	43	(415)	n/a
-	Interest Receivable	-	-	-	-	n/a
(736)	Recharges to other services	(736)	-	-	(736)	-
(9,068)	TOTAL INCOME	(9,068)	(22)	7,939	(1,151)	(87)

4,609	NET CONTROLLABLE COST	4,481	42	7,458	11,981	167
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784	Capital Charges	784	-	(105)	679	(13)
-	Deferred/Intangible Charges	-	-	-	-	n/a
(1,321)	Corporate support services bought in	(1,321)	-	(361)	(1,682)	27
(537)	TOTAL UNCONTROLLABLE COST	(537)	-	(466)	(1,003)	87

4,072	NET COST OF SERVICE	3,944	42	6,992	10,978	178
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

4,072	TOTAL NET EXPENDITURE	3,944	42	6,992	10,978	178
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref.	
Single Status outcomes and appeals		39
Shortfall in 2008/09 baseline budget		60
		99
<u>Strategic budget - agreed additional income / savings</u>	Ref.	
Absorb Single Status changes through restructurings		(39)
		(39)
<u>Other resource changes</u>	Ref.	
Increased superannuation contributions		50
Capital Charges		(105)
Corporate Support Services		(337)
Other staff variations		(62)
Area Based Grant income		626
Reduction of other grants		71
Corporate restructure		(175)
PA transfers from other departments		201
Legal recharges		(5)
Increased superannuation contributions		13
Corporate Support Services		(24)
Area Based Grant income		7,134
Reduction of other grants		50
Restructure of Economy & Environment		(505)
		6,932
TOTAL OTHER VARIATIONS IN RESOURCE		6,992

* Economy and Environment activities budget of £7.194m is to be transferred to Planning, Regeneration & Conservation department

SERVICE DESCRIPTION

The Corporate Funding Programme

The key priority areas covered by the corporate funding programme are:

- Legal and advice
- Infrastructural support and capacity building
- Community Centres
- Crime and Disorder
- Environment and Sustainability
- Small grants

This programme also supports bids for funding from voluntary and community groups which do not fit into the remit of any individual service department.

The administration of funding to the voluntary and community sector has been partially centralised and the Voluntary Sector Funding budget now includes provision for service areas previously dealt with within service departments. These include Housing, Education and some elements of Social Services. Budgets from these departments now form part of the Voluntary Sector Funding Budget.

Voluntary Sector Funding provides support to strategically important Borough-wide organisations and groups which span the responsibilities of a number of Services. The main areas are 'umbrella' groups, advice agencies, community centres and small ethnic minority community groups.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Voluntary Sector Funding	2,418	39	5	2,462	2
TOTAL NET SPEND	2,418	39	5	2,462	2

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Nil Staff	-	-	-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (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
2,284	Third Party Payments	2,284	39	5	2,328	2
134	Transfer Payments	134			134	-
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
2,418	TOTAL EXPENDITURE	2,418	39	5	2,462	2
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a

2,418	NET CONTROLLABLE COST	2,418	39	5	2,462	2
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

2,418	NET COST OF SERVICE	2,418	39	5	2,462	2
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

2,418	TOTAL NET EXPENDITURE	2,418	39	5	2,462	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>	<u>Ref.</u>		-
<u>Strategic budget - agreed additional income / savings</u>	<u>Ref.</u>		-
<u>Other resource changes</u>	<u>Ref.</u>		5
Transfer from Community Services			5
TOTAL OTHER VARIATIONS IN RESOURCE			5

COMMUNITY SERVICES

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DEPARTMENT MISSION STATEMENT

Community services department is committed to providing a choice of high quality and accessible services that are based on what local people need and require, not on historical precedent. The services will help to create an enhanced quality of life and promote the well-being of residents. They will ensure that the environment is safe and attractive and that Croydon is a pleasant place in which to live now and in the future.

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

- 1) Joint procurement with neighbouring boroughs for new recycling and waste treatment contracts to divert more waste from landfill.
- 2) Increase participation in culture, including sport.
- 3) Improve customer satisfaction with green spaces.
- 4) Progress Street Lighting PFI project.
- 5) Reduce anti-social behaviour and tackle the fear of crime.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Percentage of household waste recycled / composted	22.71%	28%	28%	35%	25
Numbers of people engaged in the arts	n/a	44.3%	44.3%	44.3%	-
Reduce acquisitive crime	23.01 per 1000	22.55	22.55	22.09	(2)
Streets and public places showing litter and detritus	2%	Baseline	11.0%	tbc	n/a
Number of successful Acceptable Behaviour Agreements.	67	79	79	83	5

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	26,359	27,486	28,001	28,194	1
Premises related expenditure	6,607	6,789	6,288	7,086	13
Supplies and Services	19,960	21,437	18,969	21,667	14
Third Party Payments	21,493	22,011	22,081	21,597	(2)
Transfer Payments	27	-	-	-	n/a
Transport related expenditure	2,466	1,908	1,685	1,517	(10)
Capital Charges	5,117	5,199	5,198	5,099	(2)
Deferred/Intangible Charges	-	-	-	-	n/a
Corporate support services bought in	9,483	10,267	10,267	11,043	8
Recharges (to) / from other services	(5,958)	(7,531)	(4,228)	(4,050)	(4)
TOTAL EXPENDITURE	85,555	87,567	88,261	92,154	4
Government Grants	(767)	(5)	(5)	(5)	(2)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(719)	(299)	(313)	(310)	(1)
Fees and Charges	(11,111)	(13,379)	(12,250)	(12,177)	(1)
Other Customer and Client Receipts	(16,875)	(14,406)	(14,476)	(14,315)	(1)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(29,471)	(28,089)	(27,044)	(26,807)	(1)
NET EXPENDITURE	56,084	59,478	61,217	65,347	7
Contributions to / (from) Reserves	(143)				n/a
CURRENT BUDGET	53,097		59,502		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	2,843		1,715		

TOP FIVE FINANCIAL RISKS 2009/10

- 1) Staff costs - ability to fund existing staff following implementation of single status
- 2) Economic downturn - impact on income and the ability to generate capital receipts to fund capital programme
- 3) Reliance on external contractor - risk of contractor having financial difficulties and their ability to raise funds for required investment (ie street lighting PFI and future waste technology)
- 4) Implementing planned efficiencies by 1st April 2009
- 5) Unexpected / unfunded service pressures

COMMUNITY SERVICES

SERVICE SUMMARY

CABINET MEMBER

Councillor Gavin Barwell	Cabinet Member for Safety and Cohesion
Councillor Steve Hollands	Cabinet Member for Culture and Sport
Councillor Phil Thomas	Cabinet Member for Environment & Highways

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Tom Jeffrey	Executive - Director of Community Services	61325
Pauline Scott - Garrett	Director - Culture	65709
Alan Dalton & Ian Stupple	Director - Community Safety & Protection (interim)	65433
Paul Blacker	Director of Finance & Strategy (Interim)	61304
Ian Stupple	Director - Streetscene and Waste Management	65515

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
80	Community Safety and Protection	(881)	(140)	2,479	1,458	(266)
22,854	Culture and Sports	22,908	280	1,340	24,528	7
57	Finance and Strategy	-	46	(46)	-	n/a
38,226	Street Scene & Waste Management	37,450	772	1,138	39,360	5
61,217	TOTAL NET SPEND	59,478	958	4,911	65,347	10
0	Good housekeeping loan repayment	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Community Safety and Protection	288.9	291.6	2.7
Culture and Sports	240.6	224.7	(15.9)
Finance and Strategy	45.0	34.1	(10.9)
Street Scene & Waste Management	141.0	131.0	(10.0)
TOTAL FTE STAFF	715.5	681.4	(34.1)

COMMUNITY SERVICES

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,001	Employees	27,486	525	183	28,194	3
6,288	Premises related expenditure	6,789	48	249	7,086	4
18,969	Supplies and Services	21,437	138	92	21,667	1
22,081	Third Party Payments	22,011	704	(1,118)	21,597	(2)
-	Transfer Payments	-	-	-	-	n/a
1,685	Transport related expenditure	1,908	-	(391)	1,517	(20)
7,821	Recharges from other services	7,864	-	(1,427)	6,437	(18)
84,845	TOTAL EXPENDITURE	87,495	1,415	(2,412)	86,498	(1)
(5)	Government Grants	(5)	-	-	(5)	-
-	Area Based Grants	-	-	-	-	n/a
(313)	Other Grants, reimbursements and contributions	(299)	-	(11)	(310)	4
(12,250)	Fees and Charges	(13,379)	(365)	1,567	(12,177)	(9)
(14,476)	Other Customer and Client Receipts	(14,406)	(92)	183	(14,315)	(1)
-	Interest Receivable	-	-	-	-	n/a
(12,049)	Recharges to other services	(15,395)	-	4,908	(10,487)	(32)
(39,093)	TOTAL INCOME	(43,484)	(457)	6,647	(37,294)	(14)

45,752	NET CONTROLLABLE COST	44,012	958	4,235	49,205	12
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5,198	Capital Charges	5,199	-	(100)	5,099	(2)
-	Deferred/Intangible Charges	-	-	-	-	n/a
10,267	Corporate support services bought in	10,267	-	776	11,043	8
15,465	TOTAL UNCONTROLLABLE COST	15,466	-	676	16,142	4

61,217	NET COST OF SERVICE	59,478	958	4,911	65,347	10
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

61,217	TOTAL NET EXPENDITURE	59,478	958	4,911	65,347	10
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*** OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

		£000's
Strategic budget - agreed pressures / service demands		3,382
Strategic budget - agreed additional income / savings		(3,199)
Other resource changes		183
TOTAL OTHER VARIATIONS IN RESOURCE		4,911

SERVICE DESCRIPTION**Bereavement Services**

The Bereavement Services section is responsible for managing and administering the Crematorium and the garden of remembrance as well as the three cemeteries serving the borough (Mitcham cemetery, Queens Road cemetery and Greenlawn Memorial Park) including the associated grounds maintenance and memorial sales. In addition the service runs the public mortuary in Thornton Road, which is a designated disaster area for the coroners areas.

The remit of the service includes responsibility for:

- Grounds maintenance of all sites
- Memorial sales
- An advisory service for family arranged funerals
- Providing information on all aspects of the funeral process
- Promoting the service including an annual programme of events which includes cemetery walks, seminars, open days, and memorial services
- Developing strong relationships with key stakeholders
- Identifying and implementing opportunities to continually improve customer satisfaction levels.

Community Safety Service

This team brings all of the Council's main operational crime reduction services together into one unit. Working closely with the Police, the team includes:

- Anti-Social Behaviour (ASB) Unit
- 24 hour Mobile Enforcement Unit
- 24 hour CCTV/ control room function
- Community Safety team including Neighbourhood Enforcement Officers integrated with Police Safer Neighbourhood Teams.

Recent developments in the team includes working collaboratively to implement Croydon's first 24-hour rapid response Witness Support Service; converting the borough's CCTV to a state of the art digital system and expanding the Safer Croydon Radio Network. Last year also saw community safety and ASB interventions training given to 256 staff and partners, and implementation of Acceptable Behaviour Agreements to tackle anti-social behaviour - achieving 67 agreements with a 94% success rate. The Council's first 24 hour Witness Support Service was introduced successfully along with various joint initiatives with the Police including Dispersal Orders, Closures of Class A drug premises and Croydon's first Gating Order.

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 Team

Secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency.

Licensing Team

Secures the suitability of those premises where the council is the licensing or certifying authority, and to secure the health, safety and welfare of those attending these premises.

Trading Standards Team

Ensures that local people and businesses are protected from illegal and unfair trade practices; protects responsible businesses from unfair competition; provides advice to local people and businesses on trading standards issues and works with local businesses to ensure that they are aware of and comply with trading standards legislation.

continued on page 1.1b

SERVICE DESCRIPTION

continued from page 1.1a

Pollution Service

The pollution service consists of a team of 11 officers which provides a wide range of services to prevent pollution problems from happening and using the council's enforcement powers to deal with pollution issues when they do arise. The vast majority of the service's work involves discharging the Council's statutory duties with regard to pollution. This includes:

- identifying all contaminated land throughout the borough and ensuring it is cleaned up, including making sure land is cleaned up prior to redevelopment;
- running an air pollution monitoring network and issuing air quality information, alerts and health advice to the public;
- drawing up policies and implementing plans to reduce pollution;
- licensing and inspecting industrial plant which emits air pollution;
- acting as a 'Responsible Authority' under the Licensing Act 2003;
- responding to environmental emergencies such as chemical spills and leaks;
- carrying out environmental assessments of the planning applications the Council receives, to ensure they do not pose risks to health or the environment by pollution;
- investigating around 6,000 complaints per year about air pollution (including bonfires), noise, odours and fumes on a 24/7 basis;
- regulating the pollution impacts of large construction sites in the borough;
- providing a 24/7 service to deal with environmental health emergencies

The service also work closely with the planning and transportation department to develop and implement transport projects under the local implementation plan of the Mayor of London's Transport Strategy, which reduce noise and air pollution in Croydon.

These projects, which bring around £300,000 of annual investment by Transport for London to Croydon, include managing the South London Freight Quality Partnership. The Pollution Service also works closely with the environment and sustainability team on the implementation of the council's environment and climate change strategy.

Parking Services

Parking Services mission is to create a safe and efficient flow of traffic through our borough; create the best possible Parking Services infrastructure; continuous maintenance of Parking Services infrastructure; provision of adequate parking allowance and easy access to it; effective and robust parking/traffic enforcement and debt recovery; and transparent and professional consideration for customers' requests and complaints.

The Parking Services division has a portfolio of services that includes

- The creation of controlled parking
- Provision of short and long term parking through highway parking spaces
- Provision of parking through car parks
- Provision of permitted parking through suspensions, dispensations and permits including resident, business, visitor, doctor and charity permits
- Provision of the service of the enforcement of Abandoned Vehicles, shopmobility services, 14 'Pay and Display' surface sites and over 792km of road
- Processing of Penalty Charge Notices for parking and bus lane contraventions in Croydon and administration of unpaid charges from appeals and debt registration at court stage through to enforcement by bailiffs'

SERVICE DESCRIPTION

Description is on page 1.1a and 1.1b

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Bereavement Services	893	(55)	(132)	706	(21)
Community Safety Service	1,978	29	763	2,770	40
Commercial Services	1,449	21	148	1,618	12
Trading Standards Service	1,032	12	33	1,077	4
Pollution Control	674	7	146	827	23
Safer Croydon	-		1,049	1,049	n/a
Parking Services	(6,907)	(138)	456	(6,589)	(5)
Public Protection and Crime Trading Accounts	-	(16)	16	-	n/a
TOTAL NET SPEND	(881)	(140)	2,479	1,458	(266)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
	Bereavement Services	30.8	30.7
Community Safety Service	63.0	64.6	1.6
Commercial Services	24.0	23.1	(0.9)
Trading Standards Service	15.0	15.0	-
Pollution Control	10.8	10.4	(0.4)
Safer Croydon	-	-	-
Parking Services	144.1	146.6	2.5
Public Protection and Crime Trading Accounts	1.2	1.2	-
TOTAL FTE STAFF	288.9	291.6	2.7

COMMUNITY SERVICES

COMMUNITY SAFETY & PROTECTION

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,894	Employees	11,363	202	816	12,381	9
1,526	Premises related expenditure	1,900	13	68	1,981	4
2,353	Supplies and Services	1,761	-	557	2,318	32
238	Third Party Payments	178	-	(43)	135	(24)
-	Transfer Payments	-	-	-	-	n/a
386	Transport related expenditure	358	-	37	395	10
3,180	Recharges from other services	3,177	(622)	-	2,555	(20)
19,577	TOTAL EXPENDITURE	18,737	215	813	19,765	5
	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(6,984)	Fees and Charges	(7,138)	(305)	602	(6,841)	(4)
(12,975)	Other Customer and Client Receipts	(12,740)	(50)	(178)	(12,968)	2
	Interest Receivable	-	-	-	-	n/a
(2,229)	Recharges to other services	(2,429)	-	112	(2,317)	(5)
(22,188)	TOTAL INCOME	(22,308)	(355)	536	(22,127)	(1)
(2,611)	NET CONTROLLABLE COST	(3,571)	(140)	1,349	(2,362)	(34)
96	Capital Charges	96	-	913	1,009	951
	Deferred/Intangible Charges	-	-	-	-	n/a
2,595	Corporate support services bought in	2,594	-	217	2,811	8
2,691	TOTAL UNCONTROLLABLE COST	2,690	-	1,130	3,820	42
80	NET COST OF SERVICE	(881)	(140)	2,479	1,458	(266)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
80	TOTAL NET EXPENDITURE	(881)	(140)	2,479	1,458	(266)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref.
Cash collection and banking						85
Safer Croydon Radios unachievable income						90
Witness Support unachievable income						80
Sale of puppies unachievable income						11
CCTV staff costs outsourcing not achievable						265
Environmental Health cessation of training						31
Bereavement grounds maintenance						20
Single Status						391
Shortfall in Community Safety						200
PCN income shortfall						250
Freeze on Parking charges						200
						1,623
Strategic budget - agreed additional income / savings						
Mobile CCTV equipment						(30)
Suspensions income increase in prices above inflator						(20)
Review of Parking charges						(69)
Public Protection - Defer non-urgent service improvements (1 year only)						(133)
Environmental Health - Principal EHC						(52)
Environmental Health - Pest Contro						(26)
Trading Standards - Redundancy costs in previous budge						(23)
Review of CCTV						(199)
Review of Community Safety						(10)
Charging system for Wandle Car Park and staff parking						(200)
						(762)
Other resource changes						Ref.
Transfer from:-						
Corporate Restructure						8
Street Scene & Waste Management (Dog Warden Service)						37
Street Scene & Waste Management (Pollution Restructuring)						35
Pensions increase						116
Legal Charges Contract @ RPI						(142)
Insurance budget adjustment						(11)
Utilities						69
Area Based Grant 2009/10						1,049
Minor variations						2
Staff Changes						(131)
Variation in running expenses						100
Variation in income						96
Capital charges						913
Corporate support services bought in						217
Variation in recharges						(740)
						1,618
TOTAL OTHER VARIATIONS IN RESOURCE						2,479

SERVICE DESCRIPTION

Arts and Heritage

General

- Management of strategic partnerships with national and regional bodies for arts and heritage development
- Support for place making and urban design
- Creative industries and tourism development

Arts

- Delivery of the Clocktower arts complex events, film and education programme at the Braithwaite Hall and David Lean Cinema
- Delivery of a Special Events programme, supporting a range of cultural initiatives including the Croydon Summer Festival
- Delivery of a programme of grant aid including support to the London Mozart Players as well as small arts project funding
- Support and advise local artists and voluntary organisations

Heritage

- Management of the Museum of Croydon collections, interpretation, exhibitions, education and outreach
- Management of the Borough Archive
- Delivery of the Croydon Local Studies service
- Heritage development

Business & Operations

- Management of the Clocktower, three Community Halls and Shirley Windmill
- Event management in Croydon's parks and green spaces
- Development of hires and conferences
- Delivery of technical production services
- Management of the Croydon Film Commission

Libraries

Croydon Libraries' services are delivered through the Central Library, 12 community libraries, the Home Library Service and a range of community outreach activities.

Key services provided are:

- Non-fiction books covering a broad range of subjects for lifelong learning, work and leisure
- Fiction books in hardback and paperback from classics to the latest bestsellers, from 'quick reads' to challenging contemporary authors
- Books, leaflets, newspapers and magazines and information in community languages
- Books for children from birth to teenage
- Collections for teenagers
- Newspapers and magazines in all libraries
- DVDs and talking books available in all libraries. A large CD collection in the Central Library
- Enquiry services at all service points
- A stock circulation system for both adult and children's titles to enable a wide range of items to be accessed in all libraries
- Reader development programmes including adult, family, teenage and children's reading groups; themed stock displays and promotional events
- Wordwise collections, for children with dyslexia, available at 4 libraries
- Support for children's learning including Homework Help Clubs at 5 libraries
- Baby rhyme times, story times and the extended Bookstart programme to support early years development
- The summer reading trail
- Next steps – accredited careers information advice and guidance
- Books on Prescription – information and cognitive support of people with mental health problems
- Free information leaflets from statutory, professional, private and voluntary organisations, at local, regional and national levels
- ICT learning centres providing free use of the People's Network public access PCs and free access to the internet
- Specialist reference and information services, including business, government, European and community information
- Informed referral to information and advice agencies
- A community information database, accessible through the web or hard copy
- Visits by specialist staff to schools, playgroups, nurseries, health centres, residential homes, sheltered accommodation and other community venues
- Information and advice sessions from agencies such as Pensions, Information, Advice & Guidance
- Display facilities in all libraries for individuals and local organisations

SERVICE DESCRIPTION

continued from page 2.1a

Sport and Green Spaces

Scope of Service - Active Lifestyles

The team works in partnership with Croydon PCT to provide a range of physical activity programmes to improve the health and wellbeing of the community. It aims to provide affordable activities to meet the varying health and cultural needs of the local population. Opportunities are made available for people to take part in regular exercise classes such as low impact aerobics and swimming to prevent the onset of ill health and to help people manage existing medical conditions.

Key areas of service provided include:

- Exercise Referral,
- Walking and cycling for Health
- Physical Activity Programme including the management of the staff gym in Taberner House

Scope of Service - Sports Development

Sports Development team aims to provide and promote sporting opportunity for people, including those with special needs in Croydon. Sports Development work in partnership with local, regional and national agencies to provide structured pathways from grass roots level leading towards excellence.

Key service areas Include:

- Providing opportunities to participate in sport and providing progression routes from school, community and elite sports
- Deliver community/Estate based sports aimed at providing positive and diversionary activities for young people.
- Working with the school sport partnership to provide opportunities for young people to participate in sport as part of the extended services offer
- Capacity building and supporting sports volunteers
- Grant aiding local sports clubs to support the delivery of sport to the community

Scope of Service - Leisure Management

The Leisure Management contract team works in partnership with Fusion to deliver services from the Council's leisure centres including New Addington, Purley and South Norwood Pools, Thornton Heath Leisure Centre and Monks Hill Leisure centre.

Scope of Service - Green spaces

The Green Spaces service has responsibility for providing the borough with a broad spectrum of services, facilities and activities which include the protection, conservation and maintenance of green spaces, trees and woodlands and the provision of sports facilities and activities for all ages. These include the following:

- Sport in parks
- Croydon Arena running track
- Allotments
- Park buildings and properties
- Tennis and other games courts
- Grounds maintenance and horticultural services
- Open countryside
- Over 120 individual open space sites
- Children's playgrounds and play areas
- Ornamental gardens
- Trees and Woodlands including street trees and verges maintenance
- High Hedges dispute adjudication
- Nature Conservation areas
- Teenage facilities including skate park and Multi-use Games Courts

The services also play a key role in developing, supporting and promoting the services of other Council departments for example

SERVICE DESCRIPTION

Description is on page 2.1a and 2.1b

MOVEMENT IN NET EXPENDITURE

Recharges from other services

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
	2008/9	Inflation	Other	2009/10	
	(A) £000's	(B) £000's	(C) £000's	(D) £000's	
Culture Central	628	9	(186)	451	(28)
Arts Museums and Community Development	4,206	29	(190)	4,045	(4)
Fairfield Halls	179		(129)	50	(72)
Libraries Division	9,033	73	666	9,772	8
Leisure Division	2,003	53	403	2,459	23
Sports and Green Spaces Management	28	(5)	221	244	771
Green Spaces	6,673	117	422	7,212	8
Sports Division	158	4	133	295	87
TOTAL NET SPEND	22,908	280	1,340	24,528	7

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2008/9	2009/10	IN
	FTE STAFF	FTE STAFF	FTE
Culture Central	5.5	3.4	(2.1)
Arts Museums and Community Development	52.6	34.7	(17.9)
Fairfield Halls	-	-	-
Libraries Division	124.7	125.0	0.3
Leisure Division	1.0	1.0	-
Sports and Green Spaces Management	-	3.5	3.5
Green Spaces	50.2	51.2	1.0
Sports Division	6.6	5.9	(0.7)
TOTAL FTE STAFF	240.6	224.7	(15.9)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,710	Employees	7,970	163	55	8,188	3
2,397	Premises related expenditure	2,625	16	(129)	2,512	(4)
2,265	Supplies and Services	2,172	-	(109)	2,063	(5)
3,665	Third Party Payments	3,570	133	102	3,805	7
	Transfer Payments	-	-	-	-	n/a
118	Transport related expenditure	108	-	9	117	8
2,379	Recharges from other services	2,400	-	(665)	1,735	(28)
18,534	TOTAL EXPENDITURE	18,846	312	(737)	18,421	(2)
	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
(263)	Other Grants, reimbursements and contributions	(249)	-	(11)	(260)	4
(795)	Fees and Charges	(875)	(26)	(6)	(907)	4
(645)	Other Customer and Client Receipts	(810)	(6)	226	(590)	(27)
	Interest Receivable	-	-	-	-	n/a
(268)	Recharges to other services	(295)	-	26	(269)	(9)
(1,971)	TOTAL INCOME	(2,228)	(32)	235	(2,025)	(9)
16,563	NET CONTROLLABLE COST	16,617	280	(502)	16,395	(1)
1,662	Capital Charges	1,662	-	1,176	2,838	71
	Deferred/Intangible Charges	-	-	-	-	n/a
4,629	Corporate support services bought in	4,629	-	666	5,295	14
6,291	TOTAL UNCONTROLLABLE COST	6,291	-	1,842	8,133	29
22,854	NET COST OF SERVICE	22,908	280	1,340	24,528	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
22,854	TOTAL NET EXPENDITURE	22,908	280	1,340	24,528	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
Upper Norwood Joint Library						10
Thornton Heath Library changes in Revenue costs during refurbishment						17
Single Status						156
						183
<u>Strategic budget - agreed additional income / savings</u>						Ref.
Arts and Heritage review						(191)
Review of Sports and Green Spaces						(155)
Increased efficiencies in Green Space						(28)
Review of Library charges and fines						(14)
						(388)
<u>Other resource changes</u>						Ref.
Transfer from:-						
Finance and Strategy (Strategic Improvement Unit Reorganisation)						140
Chief Executives (Market Rent)						(4)
Street Scene & Waste Management (Rates for Conduit Lane)						25
Pensions increase						125
Legal Charges Contract @ RPI						(85)
Insurance budget adjustment						(60)
Utilities						192
Staff changes						194
Minor variations						(9)
Variation in running expenses						(268)
Variation in income						98
Variation in recharges						(645)
Capital charges						1,176
Corporate support services bought in						666
						1,545
TOTAL OTHER VARIATIONS IN RESOURCE						1,340

SERVICE DESCRIPTION

The Directorate includes budgets for the Director, the Secretariat who provide administrative support to the Director and Divisional Directors, the Strategic Improvement Unit and other central overheads that do not relate to any one section.

The Strategic Improvement Unit is responsible for developing and managing the Department's strategic framework including service planning, performance management, consultation and initiating research. It provides a policy lead on cross-cutting activities such as equalities, community engagement and staff learning and development.

The Finance Division is responsible for promoting and developing financial strategy and control across all the department's services. It assists and advises budget managers in achieving best practice in financial management, as well as monitoring and reporting regularly on financial performance to Members and Council Tax payers. The Division puts together the department's medium term strategic budget, sets budgets at the start of the financial year and closes the accounts at the end.

The Division is also responsible for developing best practice in risk management in the department. It works closely with internal and external audit teams. It provides the financial expertise for procurement projects, sometimes drawing on corporate finance and external support.

As well as providing services for the Council, the Division provides a comprehensive financial advice and accounting service for the independent Upper Norwood Joint Library Committee.

In addition to financial services, it provides a front-line service to residents and businesses through the Crosfield Sign Shop located in Enterprise Close, Croydon.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Directorate	2,971	13	(1,359)	1,625	(45)
Strategic Improvement Unit	567	10	(298)	279	(51)
Finance	1,476	20	94	1,590	8
Crosfield Sign Shop	-	3	(3)	-	
Departmental recharges	(5,014)		1,520	(3,494)	(30)
TOTAL NET SPEND	-	46	(46)	-	n/a

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Directorate	6.7	5.1	(1.6)
Strategic Improvement Unit	9.7	4.0	(5.7)
Finance	23.9	20.3	(3.6)
Crosfield Sign Shop	4.7	4.7	-
TOTAL FTE STAFF	45.0	34.1	(10.9)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,231	Employees	2,324	46	(759)	1,611	(31)
21	Premises related expenditure	1			1	-
1,105	Supplies and Services	1,104	-	(50)	1,054	(5)
98	Third Party Payments	103		109	212	105
-	Transfer Payments	-			-	n/a
14	Transport related expenditure	8			8	(4)
10	Recharges from other services	-		109	109	n/a
3,479	TOTAL EXPENDITURE	3,541	46	(591)	2,995	(15)
(5)	Government Grants	(5)			(5)	2
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(138)	Fees and Charges	(187)		(10)	(197)	5
(7)	Other Customer and Client Receipts	(7)			(7)	4
	Interest Receivable	-			-	n/a
(4,957)	Recharges to other services	(5,027)		1,533	(3,494)	(31)
(5,107)	TOTAL INCOME	(5,226)	-	1,523	(3,703)	(29)
(1,628)	NET CONTROLLABLE COST	(1,685)	46	932	(707)	(58)
692	Capital Charges	692		(692)	-	(100)
	Deferred/Intangible Charges	-			-	n/a
993	Corporate support services bought in	994		(286)	708	(29)
1,685	TOTAL UNCONTROLLABLE COST	1,685	-	(978)	707	(58)
57	NET COST OF SERVICE	-	46	(46)	-	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
57	TOTAL NET EXPENDITURE	-	46	(46)	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref.
Single Status						6
						6
Strategic budget - agreed additional income / savings						Ref.
Directorate Finance and Strategic Improvement Unit						(250)
DMT Restructure						(29)
Secretarial Reorganisation						(12)
Street based services review						(55)
Cultural Olympiad community grant						(25)
						(371)
Other resource changes						Ref.
Transfer to:-						
Corporate Restructure						(8)
Chief Executives (PA Team)						(41)
Culture and Sports (Strategic Improvement Unit Reorganisation)						(140)
Transfer from:-						
Resources and Customer Services (Land Charges)						13
Pensions increase						25
Legal Charges Contract @ RPI						368
Insurance budget adjustment						(23)
Legal costs variable						(213)
Review of enhancements / allowances						(116)
Staff changes						(139)
Minor variations						(2)
Capital charges						(692)
Corporate support services bought in						(286)
Variation in income						(10)
Variation in recharges						1,583
						319
TOTAL OTHER VARIATIONS IN RESOURCE						(46)

SERVICE DESCRIPTION**Highways Maintenance**

- Ensuring the safety of highway users by prioritising and delivering maintenance to carriageways, footways, public rights of way and street lighting.
- Monitoring Contractors working on the Highway
- DSO – plan, organise works and maintain staff levels to fulfil obligations
- Condition surveys of 33% of roads and 50% of footways each year
- Construction of vehicle crossovers to residents for off street parking
- Winter Maintenance
- Emergency response (potholes road traffic collisions etc)
- Street furniture maintenance
- Drainage works (improvement & cleansing works).
- to manage and maintain the borough's street lighting service; to install replacement lighting as required; to support other departments of the council; to achieve performance objectives as required
- Private Finance Initiative funding secured; to specify, procure and contract with a service provider for the outsourcing and renewal of the borough's street lighting service, award of contract is expected summer 2009.

Streetscene

- Three area teams (South, North and Central) monitor and respond to service issues relating to:-
- Street and council housing estate cleansing
- Refuse collection
- Monitor Kerbside and Neighbourhood Centre recycling sites
- Street signage
- Public Conveniences
- Road and pavement condition
- Highway nuisances
- Horticultural maintenance
- Highway enforcement
- Graffiti removal
- Maintain Public Safety on the highway.
- Inspection, maintenance and improvement of street lights.
- Monitoring statutory undertaken works e.g. water, gas, electric etc. to minimise delay and disruption
- Process public liability claim on the highway

Transport

- Maintenance of all Council owned plant items and vehicles
- Ensures vehicles are supplied to transport people with special needs
- Organises driving assessments for drivers from Council departments, local schools and voluntary organisations
- Supplies advice to Council departments on legal and safety requirements of driving and operating vehicles.
- Procurement, Disposal and Hire of all Council Fleet Vehicles & Plant

continued on page 4.1b

SERVICE DESCRIPTION

continued from page 4.1a

Recycling and Waste

- Contract management of Veolia waste services collection contract until 2014 that includes key front-line services:
 - Household waste collections
 - Bulk household waste collections
 - Commercial waste collections
 - Kerbside recycling services
 - Neighbourhood recycling centres
 - Street cleaning services
- Contract management of Viridor Waste Management in respect of 14 year waste disposal contract until 2022.
- Contract management of Environmental Waste Controls (EWC) who are responsible for operating the three strategic household reuse & recycling centres until 2022.
- Contract management of Viridor Waste Management for the provision of receiving and progressing green garden waste and kitchen food waste until 2022
- Project management for the delivery of installing recycling bins at blocks of flats throughout the borough.
- Development and promotion of waste and recycling awareness campaigns.
- Management and development of commercial recycling services throughout the borough.
- Management and development of commercial residual waste collection services.
- Working towards improving quality of waste services provided for residents throughout the borough.
- Improving responses to resident's enquiries and service issues.
- Integral member of the South London Waste Partnership

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2008/9 (A) £000's	Inflation (B) £000's	Other (C) £000's	2009/10 (D) £000's	
Street Scene and Highways	11,527	183	(1,815)	9,895	(14)
Waste Management	13,807	551	(114)	14,244	3
Waste Disposal	11,600	18	2,792	14,410	24
Stubbs Mead Depot Complex	123	(1)	(122)	-	(100)
Transport Management Client	393	3	415	811	106
Street Scene Trading Accounts	-	18	(18)	-	n/a
TOTAL NET SPEND	37,450	772	1,138	39,360	5

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Street Scene and Highways	65.1	62.1	(3.0)
Waste Management	9.1	9.1	-
Waste Disposal	9.5	6.5	(3.0)
Stubbs Mead Depot Complex	-	-	-
Transport Management Client	4.0	4.0	-
Street Scene Trading Accounts	53.3	49.3	(4.0)
TOTAL FTE STAFF	141.0	131.0	(10.0)

COMMUNITY SERVICES

STREET SCENE & WASTE MANAGEMENT

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,166	Employees	5,830	114	71	6015	3
2,344	Premises related expenditure	2,263	19	310	2592	15
13,246	Supplies and Services	16,399	138	(306)	16231	(1)
18,080	Third Party Payments	18,160	571	(1,286)	17445	(4)
-	Transfer Payments	-	-	-	0	n/a
1,167	Transport related expenditure	1,433	-	(437)	996	(30)
2,252	Recharges from other services	2,287	-	(249)	2,038	(11)
43,255	TOTAL EXPENDITURE	46,372	842	(1,897)	45317	(2)
	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
(50)	Other Grants, reimbursements and contributions	(50)	-	-	(50)	-
(4,333)	Fees and Charges	(5,179)	(34)	981	(4,232)	(18)
(849)	Other Customer and Client Receipts	(849)	(36)	135	(750)	(12)
	Interest Receivable	-	-	-	-	n/a
(4,595)	Recharges to other services	(7,644)	-	3,237	(4,407)	(42)
(9,827)	TOTAL INCOME	(13,721)	(70)	4,353	(9,438)	(31)
33,428	NET CONTROLLABLE COST	32,651	772	2,456	35879	10
2,748	Capital Charges	2,750	-	(1,497)	1253	(54)
	Deferred/Intangible Charges	-	-	-	-	n/a
2,050	Corporate support services bought in	2,050	-	179	2229	9
4,798	TOTAL UNCONTROLLABLE COST	4,799	-	(1,318)	3481	(27)
38,226	NET COST OF SERVICE	37,450	772	1,138	39360	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
38,226	TOTAL NET EXPENDITURE	37,450	772	1,138	39360	5

*** OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Landfill Tax increases	313
Single Status	457
Shortfall in Trade Waste income	800
	1,570
<u>Strategic budget - agreed additional income / savings</u>	
Public Utility permits	(240)
Changes to Street Cleaning service	(350)
Closure of composting site Conduit Lane Nursery	(340)
Navigation system for winter maintenance service	(80)
Variations to Viola contract	(300)
Charge for Bulky Waste	(75)
Enforcement of vehicle cross overs	(43)
Highways Dso pay budget reductions	(250)
	(1,678)
<u>Other resource changes</u>	
Transfer from:-	
Planning, Regeneration & Conservation (Recycling Officer)	52
Transfer to:-	
Community Safety and Protection (Dog Warden Service)	(37)
Community Safety and Protection (Pollution Restructuring)	(35)
Culture and Sports (Rates for Conduit Lane)	(25)
Pensions increase	62
Waste Disposal Contract	1,116
Street Lighting PFI	430
Roll out of Food Waste Borough Wide	464
Waste Disposal contract compensation (Sutton)	527
Legal Charges Contract @ RPI	(130)
Insurance budget adjustment	13
Utilities	359
Staff changes	(58)
Minor variations	1
Variation in running expenses	(162)
Variation in income	232
Variation in recharges	(245)
Capital charges	(1,497)
Corporate support services bought in	179
	1,246
TOTAL OTHER VARIATIONS IN RESOURCE	1,138

CHILDREN, YOUNG PEOPLE AND LEARNERS

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DEPARTMENT MISSION STATEMENT

All children and young people in Croydon will be enabled to fulfil their potential. They will do well in all five outcomes that are the central aims of the Children Act (2004).

These are Being Healthy, Staying Safe, Enjoying and Achieving, Making a Positive Contribution and Achieving Economic Well-Being

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

- 1) Safer, stronger, and more sustainable communities
- 2) Achieving better outcomes for younger people
- 3) Improving economic growth and prosperity
- 4) Improving health and well being
- 5) Improving the environment
- 6) Delivering high quality public services through value for money

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Nursery school pupils	244	230	225	230	2
Primary pupils, including nursery classes	28,211	28,051	27,998	27,847	(1)
Secondary pupils	18,881	18,313	18,076	17,752	(2)
Special school pupils	573	547	555	579	4
Pupils in pupil referral units	409	304	304	304	-

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	228,495	84,425	84,643	89,522	6
Premises related expenditure	16,039	2,781	2,781	3,103	12
Supplies and Services	48,703	202,057	202,782	206,943	2
Third Party Payments	60,715	59,125	59,927	66,167	10
Transfer Payments	221,580	4,545	4,545	2,459	(46)
Transport related expenditure	3,986	3,520	3,520	3,666	4
Capital Charges	8,940	13,548	13,548	15,710	16
Deferred/Intangible Charges	0	-	-	-	n/a
Corporate support services bought in	11,706	10,341	10,765	11,196	4
Recharges (to) / from other services	14,615	1,408	1,287	1,478	15
TOTAL EXPENDITURE	614,780	381,750	383,798	400,244	4
Government Grants	(299,881)	(288,083)	(288,481)	(295,344)	2
Area Based Grants	-	(7,124)	(7,124)	-	(100)
Other Grants, reimbursements and contributions	(223,933)	(3,185)	(3,185)	(4,131)	30
Fees and Charges	(16,671)	(6,528)	(6,428)	(7,008)	9
Other Customer and Client Receipts	(6,837)	(4,348)	(4,348)	(4,436)	2
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(547,321)	(309,268)	(309,566)	(310,919)	0
NET EXPENDITURE	67,458	72,482	74,232	89,325	20
Contributions to / (from) Reserves	1362	0	0	0	n/a
CURRENT BUDGET	68,655		73,322		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	165		910		

TOP FINANCIAL RISKS 2009/10

- 1) Children's Social Care Placements - Demand led volatility could lead to budget pressures (est. £400k)
- 2) SEN Placements - Demand led volatility could lead to budget pressures (est. £300k)
- 3) SEN Transport - Controlling demand to ensure that efficiency savings are achieved (est. £400k)
- 4) CALAT - Close monitoring of budgets to remain within cash limits and Learning Skill Council grant limitations (est. £250k)
- 5) Leon House - uncertainty over schools buyback (est. £100k)
- 6) Achievement of vacancy factor. budgets will be monitored closely & mitigating action taken if necessary (est. £250k)

CABINET MEMBER

Councillor Tim Pollard

Children's Services & Adult Learning

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Dave Hill	Executive Director of Children, Young People and Learners	65787
Stuart Powell	Director - Partnerships and Learning	65712
Barbara Peacock	Director - Development and Care	65452
Barbara Herts	Director - Planning, Performance and Commissioning	65550

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/09 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
49,209	Development and Care	47,017	1,184	9,155	57,356	0
135	Individual Schools Budget	135	12	(147)	-	0
3,582	Learning and Partnership	3,705	341	1,970	6,016	112
3,561	Planning, Performance and Commissioning	3,887	(22)	1,711	5,576	0
17,745	Resources	17,738	49	2,590	20,377	0
74,232	TOTAL NET SPEND	72,482	1,564	15,279	89,325	23

0	Good Housekeeping Loan (Schools Budget)	0			0	n/a
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STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Development and Care	607.5	622.2	14.7
Individual Schools Budget	-	-	-
Learning and Partnership	370.9	364.9	(6.0)
Planning, Performance and Commissioning	196.0	208.9	12.9
Resources	46.8	53.2	6.4
TOTAL FTE STAFF	1,221.2	1,249.2	28.0

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
84,643	Employees	84,425	1,046	4,051	89,522	6
2,781	Premises related expenditure	2,781	87	235	3,103	12
202,782	Supplies and Services	202,057	267	4,619	206,943	2
59,927	Third Party Payments	59,125	603	6,439	66,167	12
4,545	Transfer Payments	4,545	2	(2,088)	2,459	(46)
3,520	Transport related expenditure	3,520	132	14	3,666	4
15,405	Recharges from other services	15,405	-	1,365	16,770	9
373,603	TOTAL EXPENDITURE	371,858	2,137	14,635	388,630	5
(288,481)	Government Grants	(288,083)	-	(7,261)	(295,344)	3
(7,124)	Area Based Grants	(7,124)	-	7,124	-	(100)
(3,185)	Other Grants, reimbursements and contributions	(3,185)	(107)	(839)	(4,131)	30
(6,428)	Fees and Charges	(6,528)	(164)	(316)	(7,008)	7
(4,348)	Other Customer and Client Receipts	(4,348)	(302)	214	(4,436)	2
-	Interest Receivable	-	-	-	-	n/a
(14,118)	Recharges to other services	(13,997)	-	(1,295)	(15,292)	9
(323,684)	TOTAL INCOME	(323,265)	(573)	(2,373)	(326,211)	1

49,919	NET CONTROLLABLE COST	48,593	1,564	12,262	62,419	28
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13,548	Capital Charges	13,548	-	2,162	15,710	16
-	Deferred/Intangible Charges	-	-	-	-	n/a
10,765	Corporate support services bought in	10,341	-	855	11,196	8
24,313	TOTAL UNCONTROLLABLE COST	23,889	-	3,017	26,906	13

74,232	NET COST OF SERVICE	72,482	1,564	15,279	89,325	23
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

74,232	TOTAL NET EXPENDITURE	72,482	1,564	15,279	89,325	23
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	782
Strategic budget - agreed additional income / savings	(1,403)
	(621)
Other resource changes	15,900
TOTAL OTHER VARIATIONS IN RESOURCE	15,279

SERVICE DESCRIPTION

This service covers staff who are directly involved with the care of children. This includes the:-

Assessment and Child Care Service which is responsible for initial assessments, child protection investigations and direct short term work with children and their families as well a medium and long term social work with children in need including looked after children and children with a child protection plan This service also includes the Mayday Children and Families Team, the Emergency Duty Team and the Oak Avenue Outreach Service

Resources Service including Fostering, Adoption and Access to Resources Service and the Council's three residential children's homes. The Foster Care Service recruits, assesses and supports foster carers. The Access to Resources Team acts as a brokerage service for all children's placements

Leaving Care Service provides services to young people over 16 in preparation for leaving care and ongoing contact and support

Unaccompanied Minors Service supports unaccompanied asylum seeking children. Costs relating to unaccompanied asylum seeking children up until the age of 18 are fully reclaimable from the Home Office. Leaving care costs for post 18 year asylum seekers are funded via the Department for Children, Schools and Families

Youth Offending Service which tackles offending children and targets services to young people at risk to prevent them offending

Intensive Supervision & Surveillance Programme [ISSP] is funded by the Youth Justice Board and provides programmes for young offenders for 7 London Boroughs which Croydon hosts.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
SEN and Learning Disabilities	24,953	200	915	26,068	4
Social Work and Safeguarding	28,973	863	3,565	33,401	15
Youth and Social Inclusion	12,069	121	5,178	17,368	44
Dedicated Schools Grant	(18,978)		(503)	(19,481)	3
TOTAL NET SPEND	47,017	1,184	9,155	57,356	22

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
SEN and Learning Disabilities	110.0	105.0	(5.0)
Social Work and Safeguarding	353.0	360.8	7.8
Youth and Social Inclusion	144.5	156.4	11.9
TOTAL FTE STAFF	607.5	622.2	14.7

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,802	Employees	29,428	518	2,367	32,313	10
629	Premises related expenditure	629	48	74	751	19
5,676	Supplies and Services	4,951	27	1,080	6,058	22
53,436	Third Party Payments	52,584	601	5,545	58,730	12
1,964	Transfer Payments	1,964	2	59	2,025	3
2,975	Transport related expenditure	2,975	126	6	3,107	4
14,127	Recharges from other services	14,127	-	1,364	15,491	10
108,609	TOTAL EXPENDITURE	106,658	1,322	10,495	118,475	11
(47,867)	Government Grants	(47,469)	-	(5,067)	(52,536)	11
(5,180)	Area Based Grants	(5,180)	-	5,180	-	(100)
(2,801)	Other Grants, reimbursements and contributions	(2,801)	(106)	(684)	(3,591)	28
(816)	Fees and Charges	(916)	(31)	14	(933)	2
(59)	Other Customer and Client Receipts	(59)	(1)	-	(60)	2
-	Interest Receivable	-	-	-	-	n/a
(8,488)	Recharges to other services	(8,603)	-	(1,300)	(9,903)	15
(65,211)	TOTAL INCOME	(65,028)	(138)	(1,857)	(67,023)	3
43,398	NET CONTROLLABLE COST	41,630	1,184	8,638	51,452	24
110	Capital Charges	110	-	(110)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
5,701	Corporate support services bought in	5,277	-	627	5,904	12
5,811	TOTAL UNCONTROLLABLE COST	5,387	-	517	5,904	10
49,209	NET COST OF SERVICE	47,017	1,184	9,155	57,356	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
49,209	TOTAL NET EXPENDITURE	47,017	1,184	9,155	57,356	22
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						<u>Ref.</u>
YOT Service						125
Single Status						475
						600
<u>Strategic budget - agreed additional income / savings</u>						<u>Ref.</u>
Reduction in Voluntary Sector SLA's						(40)
Reduction of the number of children in care						(178)
Reduction in Children's Services Grant activities						(60)
Reduction in Oak Avenue Outreach employee costs						(40)
Community Use Subsidy withdrawn						(90)
Staff reduction in Education Psychology Service (includes some secondary)						(82)
Deletion of education welfare licensing post						(15)
Rebadging of dedicated schools grant						(49)
Reduction in the funding of Connexions						(40)
Residential Care - Managing the Markets						(60)
Extended use of Youth Centres - Additional income from groups using the Youth Service facilities during the day						(45)
						(699)
<u>Other resource changes</u>						<u>Ref.</u>
Pension changes, increments and other employee costs						1,573
Change to dedicated schools grant						(503)
Budget transfers from R&CS and DASH (external legal cost)						412
ABG grant centrally retained						6,904
Corporate recharges						1,163
Budget transferred to between budget book pages						(16)
Other changes						(279)
						9,254
TOTAL OTHER VARIATIONS IN RESOURCE						9,155

SERVICE DESCRIPTION

This page describes the funding that is passed to schools to provide education for pupils from nursery age to post 16. This includes that element of the Dedicated Schools Grant (DSG) from the DCSF together with the Learning and Skills Council funding for post 16 pupils in some secondary and special schools, and funding allocated to schools via the Standards Fund Grant. These budget streams together form the Individual Schools Budget.

Schools are broken down into the following categories:-

Nursery 4
 Early years centres 2
 Infant 17 (16 with nursery provision)
 Junior 18
 Primary (infant and junior) 53 (29 with nursery provision)
 Secondary 11 to 16 community 5, voluntary aided 3, foundation 4.
 Secondary 11 to 18 voluntary aided 5, foundation 1
 Special 6 (Covers provision for the all the 4 main types need)

All schools 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.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Schools Delegated budget	176,339	-	2,409	178,748	1
Schools Devolved budget	573	12	(265)	320	(44)
Dedicated Schools Grants	(176,777)	-	(2,291)	(179,068)	1
TOTAL NET SPEND	135	12	(147)	-	(100)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	-	-	-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,542	Employees	29,542	12	(287)	29,267	(1)
-	Premises related expenditure	-	-	-	-	n/a
182,910	Supplies and Services	182,910	-	3,744	186,654	2
-	Third Party Payments	-	-	-	-	n/a
2,297	Transfer Payments	2,297	-	(2,297)	-	(100)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
214,749	TOTAL EXPENDITURE	214,749	12	1,160	215,921	1
(214,614)	Government Grants	(214,614)	-	(1,307)	(215,921)	1
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(214,614)	TOTAL INCOME	(214,614)	-	(1,307)	(215,921)	1

135	NET CONTROLLABLE COST	135	12	(147)	-	(100)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

135	NET COST OF SERVICE	135	12	(147)	-	(100)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

135	TOTAL NET EXPENDITURE	135	12	(147)	-	(100)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref.	-
<u>Strategic budget - agreed additional income / savings</u>	Ref.	-
<u>Other resource changes</u>		
Extra funding to schools		2,409
Budget transferred to between budget book pages		(265)
Change to dedicated schools grant		(2,291)
Reduction in standards fund grant		(21)
Reduction in standards fund expenditure		21
Extra learning skills council funding		(1,335)
Extra learning skills council funding expenditure		1,335
		(147)
TOTAL OTHER VARIATIONS IN RESOURCE		(147)

SERVICE DESCRIPTION

The Division of Partnerships and Learning comprises two service areas: 1. Partnerships and 2. Learning and Schools.

The former focuses on:

- support for adult learning
- childminding
- the Children's Trust
- extended schools
- healthy schools
- family information
- early years inclusion support
- early education and childcare
- play and
- children's centres.

The latter provides support and challenge to schools through a variety of channels. The service is organised under five core functions:

- inclusion
- assessment
- learning and teaching
- leadership and management and
- transformation

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
CLASS	3,657	7	2,370	6,034	65
Partnerships	6,927	334	(165)	7,096	2
Dedicated Schools Grant	(6,879)	-	(235)	(7,114)	3
TOTAL NET SPEND	3,705	341	1,970	6,016	62

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
CLASS	89.2	82.6	(6.6)
Partnerships	281.7	282.3	0.6
TOTAL FTE STAFF	370.9	364.9	(6.0)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15,743	Employees	15,816	317	1,069	17,202	9
1,351	Premises related expenditure	1,351	39	201	1,591	18
8,034	Supplies and Services	8,034	99	382	8,515	6
5,393	Third Party Payments	5,443	-	84	5,527	2
284	Transfer Payments	284	-	150	434	53
153	Transport related expenditure	153	-	11	164	7
607	Recharges from other services	607	-	1	608	0
31,565	TOTAL EXPENDITURE	31,688	455	1,898	34,041	7
(23,355)	Government Grants	(23,355)	-	(1,315)	(24,670)	6
(1,691)	Area Based Grants	(1,691)	-	1,691	-	(100)
(93)	Other Grants, reimbursements and contributions	(93)	-	(220)	(313)	237
(3,116)	Fees and Charges	(3,116)	(57)	(324)	(3,497)	12
(1,417)	Other Customer and Client Receipts	(1,417)	(57)	183	(1,291)	(9)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(29,672)	TOTAL INCOME	(29,672)	(114)	15	(29,771)	0

1,893	NET CONTROLLABLE COST	2,016	341	1,913	4,270	112
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-	Capital Charges	-	-	-	-	0
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,689	Corporate support services bought in	1,689	-	57	1,746	3
1,689	TOTAL UNCONTROLLABLE COST	1,689	-	57	1,746	3

3,582	NET COST OF SERVICE	3,705	341	1,970	6,016	62
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

3,582	TOTAL NET EXPENDITURE	3,705	341	1,970	6,016	62
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Single Status	Ref.	7
		7
<u>Strategic budget - agreed additional income / savings</u>		
Review of the music service income	Ref.	(30)
Review of croydon education business partnership		(50)
Review of charges to the dedicated schools grant		(51)
Review of CALAT		(150)
Review of governor services income		(8)
		(289)
<u>Other resource changes</u>		
ABG grant centrally retained		2,751
Movement of budget from development and care		45
Pay changes		(261)
Change to dedicated schools grant		(235)
Increases in other grants		(289)
Corporate recharges		57
Pension contributions increases		101
Other movements		83
		2,252
TOTAL OTHER VARIATIONS IN RESOURCE		1,970

SERVICE DESCRIPTION

Business objectives

The Planning Performance and Commissioning Unit (PPCU) will support and inform the work of the department by bringing in a structure for these activities

It will:-

- be the source of data to underpin decisions and actions that shape and guide what the organisation is, what it does and why it does it
- use systematic methods and tools to assess and improve the outcomes associated with services
- support the process of identifying a need, specifying a service, monitoring and evaluating the service within a defined framework

The unit includes data analysis (including pupil place planning), strategic support (including communication and web authoring and strategic support for integrated working and workforce development). The unit will include a commissioning team. The schools organisation manager is located with the unit. This post also has responsibility for the admissions and asset management teams.

The equalities officer will also work within the unit to support and drive the equalities agenda for the department through the five levels of the National Equalities Framework. Similarly the complaints and enquires officer is located in the unit so that the information from the corporate complaints system can be used to inform performance management and service improvement

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Planning Performance and Commissioning Unit	3,399	(59)	1,582	4,922	45
Safeguard / Children Quality Assurance	1,175	37	175	1,387	n/a
Dedicated Schools Grant	(686)	-	(46)	(733)	n/a
TOTAL NET SPEND	3,888	(22)	1,711	5,576	43

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Planning Performance and Commissioning Unit	151.0	158.0	7.0
Safeguard / Children Quality Assurance	45.0	50.9	5.9
TOTAL FTE STAFF	196.0	208.9	12.9

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,475	Employees	6,565	156	624	7,345	12
761	Premises related expenditure	761	-	-	761	-
5,425	Supplies and Services	5,425	120	(491)	5,054	(7)
959	Third Party Payments	959	-	897	1,856	94
-	Transfer Payments	-	-	-	-	n/a
382	Transport related expenditure	382	6	(3)	385	1
532	Recharges from other services	532	-	-	532	-
14,534	TOTAL EXPENDITURE	14,624	282	1,027	15,933	9
(1,861)	Government Grants	(1,861)	-	271	(1,590)	(15)
(210)	Area Based Grants	(210)	-	210	-	-
(291)	Other Grants, reimbursements and contributions	(291)	(1)	65	(227)	(22)
(2,193)	Fees and Charges	(2,193)	(62)	24	(2,231)	2
(2,641)	Other Customer and Client Receipts	(2,641)	(241)	31	(2,851)	8
-	Interest Receivable	-	-	-	-	n/a
(4,973)	Recharges to other services	(4,737)	-	5	(4,732)	(0)
(12,169)	TOTAL INCOME	(11,933)	(304)	606	(11,631)	(3)

2,365	NET CONTROLLABLE COST	2,691	(22)	1,633	4,302	60
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,196	Corporate support services bought in	1,196	-	78	1,274	7
1,196	TOTAL UNCONTROLLABLE COST	1,196	-	78	1,274	7

3,561	NET COST OF SERVICE	3,887	(22)	1,711	5,576	43
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

3,561	TOTAL NET EXPENDITURE	3,887	(22)	1,711	5,576	43
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Single Status	Ref.	149
		149
<u>Strategic budget - agreed additional income / savings</u>		
Phase 2 restructure (1 post)		(64)
Admin review		(100)
Review of Quality Assurance		(50)
Restructure of PPCU		(80)
		(294)
<u>Other resource changes</u>		
ABG grant centrally retained	Ref.	1,203
Movement between budget book pages		204
Movement of budget from DASH		207
Corporate recharges		77
Other pay changes		12
Change to dedicated schools grant		(46)
Other movements		199
		1,856
TOTAL OTHER VARIATIONS IN RESOURCE		1,711

SERVICE DESCRIPTION

The Resources service includes:-

Senior Management

The senior management team of CYPL

Finance function

All aspects of managing the finance function for the department, including budgeting, monitoring and end of year closedown
The function also includes a buy back service for schools, which manages the individual schools finance function on their behalf.

School Crossing Patrols

Delivers the school crossing patrol service, ensuring road safety and awareness outside of some schools

Student Support

Administers and manages student loan applications for further education

Capital Asset Charges

Charges made against fixed assets used in the provision of services consisting of depreciation and a capital financing charge.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Schools Finance	1,664	4		1,668	0
Central Finance/SMT/Student Support	1,408	32	288	1,728	23
Other Finance	15,060	8	2,309	17,377	15
School Crossing Patrol	218	5	(14)	209	(4)
Dedicated Schools Grant	(612)		7	(605)	(1)
TOTAL NET SPEND	17,738	49	2,590	20,377	15

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Schools Finance	15.4	15.3	(0.1)
Central Finance/SMT/Student Support	20.1	26.6	6.5
School Crossing Patrol	11.3	11.3	-
TOTAL FTE STAFF	46.8	53.2	6.4

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,081	Employees	3,074	43	278	3,395	10
40	Premises related expenditure	40	-	(40)	-	(100)
737	Supplies and Services	737	21	(96)	662	(10)
139	Third Party Payments	139	2	(87)	54	(61)
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	10	-	-	10	-
139	Recharges from other services	139	-	-	139	-
4,146	TOTAL EXPENDITURE	4,139	66	55	4,260	3
(784)	Government Grants	(784)	-	157	(627)	(20)
(43)	Area Based Grants	(43)	-	43	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(303)	Fees and Charges	(303)	(14)	(30)	(347)	15
(231)	Other Customer and Client Receipts	(231)	(3)	-	(234)	1
-	Interest Receivable	-	-	-	-	n/a
(657)	Recharges to other services	(657)	-	-	(657)	-
(2,018)	TOTAL INCOME	(2,018)	(17)	170	(1,865)	(8)
2,128	NET CONTROLLABLE COST	2,121	49	225	2,395	13
13,438	Capital Charges	13,438	-	2,272	15,710	17
-	Deferred/Intangible Charges	-	-	-	-	n/a
2,179	Corporate support services bought in	2,179	-	93	2,272	4
15,617	TOTAL UNCONTROLLABLE COST	15,617	-	2,365	17,982	15
17,745	NET COST OF SERVICE	17,738	49	2,590	20,377	15
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17,745	TOTAL NET EXPENDITURE	17,738	49	2,590	20,377	15
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref.
Single Status						26
						26
Strategic budget - agreed additional income / savings						Ref.
Staff Reduction in Student Support team						(24)
Creche Facilities at Duppas Junior School						(47)
Travel expenditure - Review of the spend/timing of purchase of rail tickets						(20)
SLA Income-Increase in income through service level agreement for the						(30)
						(121)
Other resource changes						Ref.
ABG Centrally retained						43
Pay Changes						(36)
Corporate Recharges						93
Pension Contribution Increases						25
Capital Asset Charges						2,272
Change to dedicated schools grant						7
Other Movement						249
Budget transferred to between budget book pages						32
						2,685
TOTAL OTHER VARIATIONS IN RESOURCE						2,590

DEPARTMENT FOR ADULT SERVICES & HOUSING

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Asset and Renewals	DASH1
Housing Management	DASH2
Housing Needs and Options	DASH3
Older People, Physical Disabilities and Sensory Impairment	DASH4
Resources	DASH5
Strategy and Performance	DASH6
Younger Adults	DASH7

DEPARTMENT MISSION STATEMENT

Supporting Croydon residents to obtain suitable accommodation and appropriate support services to enable well being and maintain their independence

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

Strategic objectives

We have three overall objectives::

- to improve the health and well-being of Croydon people with care, support and housing needs, in particular by helping them to live full lives, as independently as possible
- to promote economic growth and prosperity, in particular by providing decent, affordable housing, and by improving the life and housing chances of people with care, support and housing needs
- to build safe and sustainable communities, in particular by providing neighbourhood services and empowering people to participate fully in their community

Departmental Priorities

Our priorities are to:

- help people to live as independently as possible by providing or arranging support or care, or other forms of assistance in the home
- empower people both by enabling individuals to make informed decisions and gain greater control over their lives, and by engaging communities in making the decisions affecting them
- meet housing need in the borough, through advice, assistance and making the best use of the existing housing stock
- improve housing conditions by investing in the council's own housing stock and enabling or forcing private landlords and owner-occupiers to improve their homes
- offer professional care services and meet social care needs effectively through the transformation of services
- roll out self-directed support through the introduction of personal budgets, which will build on direct payments, to promote independence, well being and choice
- safeguard those at risk and help people in emergencies
- develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Adults aged 18 to 64 admitted on a permanent basis in the year to residential or nursing care (C73)	0.42	0.00	0.40	TBA	n/a
Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (C51)	110.0	103.0	120.0	TBA	n/a
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	98.7%	99.1%	98.0%	99.0%	1
Numbers in Temporary Accommodation (at year end)		1,785	1,785	1,685	(6)
Number of Families in Bed and Breakfast for more than 6 weeks (at year end)		30	30	65	117

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	35,117	37,475	41,694	41,962	1
Premises related expenditure	8,774	9,693	8,647	10,423	21
Supplies and Services	12,840	5,303	4,978	4,565	(8)
Third Party Payments	76,862	73,655	73,541	76,502	4
Transfer Payments	1,680	1,850	1,888	2,072	10
Transport related expenditure	892	881	860	839	(2)
Capital Charges	6,230	1,178	1,179	662	(44)
Deferred/Intangible Charges	2,560	3,389	3,389	2,650	(22)
Corporate support services bought in	10,320	11,892	11,392	12,135	7
Recharges (to) / from other services	(1,824)	750	350	(1,070)	(406)
TOTAL EXPENDITURE	153,451	146,066	147,918	150,740	2
Government Grants	(22,199)	(13,882)	(16,506)	(17,163)	4
Area Based Grants	-	(5,611)	(5,611)	-	(100)
Other Grants, reimbursements and contributions	(14,272)	(14,175)	(13,495)	(14,735)	9
Fees and Charges	(6,196)	(6,819)	(7,639)	(7,335)	(4)
Other Customer and Client Receipts	(9,617)	(9,122)	(8,486)	(9,909)	17
Interest Receivable	(0)	-	(20)	(12)	(40)
TOTAL INCOME	(52,285)	(49,609)	(51,757)	(49,154)	(5)

NET EXPENDITURE

	101,166	96,457	96,161	101,584	6
Contributions to / (from) Reserves	94	-	-	-	n/a

CURRENT BUDGET

	102,529		96,187		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(1,270)		(26)		

TOP FINANCIAL RISKS 2009/10

- 1) Non achievement of all of the service transformation changes.
- 2) Changes to single status agreement not achieved.
- 3) Non achievement of all service efficiencies.
- 4) Increase in demand for services due to economic down-turn.
- 5) Reduction in income achievable due to current economic climate

DEPARTMENT FOR ADULT SERVICES & HOUSING

SERVICE SUMMARY

CABINET MEMBER

Councillor Margaret Mead	Health and Social Care
Councillor Dudley Mead	Housing

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services and Housing	65490
Peter Brown	Director - Assets and Renewals	65631
Dave Sutherland	Director - Housing Management Services	64957
Alan Matthews	Director - Housing Needs and Allocation	62717
Pauline French	Director - Older People and Physical Disabilities	65416
Jane Doyle	Director - Policy and Performance	65671
Paul Heynes	Director - Resources	65500
Brenda Scanlan	Director - Younger Adults	65727

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,552	Asset and Renewals	1,388	37	(74)	1,351	(3)
93	Housing Management	133	0	3	136	2
1,843	Housing Needs and Options	2,839	47	(797)	2,089	(26)
40,658	Older People, Physical Disabilities and Sensory Imp	39,790	747	2,014	42,551	7
16,629	Resources	16,512	(278)	(2,222)	14,012	(15)
1,412	Strategy and Performance	1,642	19	1,029	2,690	64
34,462	Younger Adults	34,154	525	4,078	38,757	13
96,648	TOTAL NET SPEND	96,457	1,096	4,031	101,584	5

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Asset and Renewals	48	47	(0.9)
Housing Management	0	1	0.8
Housing Needs and Options	63	53	(10.0)
Older People, Physical Disabilities and Sensory Impairment	547	594	47.3
Resources	45	43	(1.8)
Strategy and Performance	50	34	(16.0)
Younger Adults	286	286	0.1
TOTAL FTE STAFF	1,039.4	1,058.9	19.5

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
41,694	Employees	37,475	715	3,772	41,962	12
8,647	Premises related expenditure	9,693	-	730	10,423	8
4,978	Supplies and Services	5,303	-	(738)	4,565	(14)
73,541	Third Party Payments	73,655	1,675	1,172	76,502	4
1,888	Transfer Payments	1,850	35	187	2,072	12
860	Transport related expenditure	881	-	(42)	839	(5)
3,034	Recharges from other services	3,150	-	(866)	2,284	(27)
134,642	TOTAL EXPENDITURE	132,006	2,425	4,215	138,647	5
(16,506)	Government Grants	(13,882)	-	(3,281)	(17,163)	24
(5,611)	Area Based Grants	(5,611)	-	5,611	-	(100)
(13,495)	Other Grants, reimbursements and contributions	(14,175)	(678)	118	(14,735)	4
(7,639)	Fees and Charges	(6,819)	(620)	103	(7,335)	8
(8,486)	Other Customer and Client Receipts	(9,122)	(31)	(756)	(9,909)	9
(20)	Interest Receivable	-	-	(12)	(12)	n/a
(2,684)	Recharges to other services	(2,400)	-	(954)	(3,354)	40
(54,441)	TOTAL INCOME	(52,008)	(1,329)	829	(52,509)	1
80,201	NET CONTROLLABLE COST	79,998	1,096	5,044	86,138	8
1,179	Capital Charges	1,178	-	(517)	662	(44)
3,389	Deferred/Intangible Charges	3,389	-	(739)	2,650	(22)
11,392	Corporate support services bought in	11,892	-	243	12,135	2
15,960	TOTAL UNCONTROLLABLE COST	16,459	-	(1,013)	15,446	(6)
96,161	NET COST OF SERVICE	96,457	1,096	4,031	101,584	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
96,161	TOTAL NET EXPENDITURE	96,457	1,096	4,031	101,584	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - pressures / service demands						4,352
Strategic budget - additional income / savings						(5,730)
						(1,378)
Other resource changes						5,409
TOTAL OTHER VARIATIONS IN RESOURCE						4,031

SERVICE DESCRIPTION

Statutory services include drainage, public health, pest control, houses in multiple occupation licensing, remedy of category 1 hazards in privately owned and rented dwellings, disabled facilities grants.

Other services include remedy of category 2 hazards in privately owned and rented dwellings, inspection of privately owned and rented dwellings for various purposes, discretionary grants/loans to owners, private tenants and landlords, home safety, gardening and minor repairs services for vulnerable persons, energy efficiency works, empty properties, major adaptations to council houses, agency services.

This Division also supports the Business Continuity Plan, Flu Pandemic Plan, Adult Social Services asset management and health and safety.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Housing Enforcement Team	-			-	n/a
Housing Renewal Team	-			-	n/a
Housing Public Health Team	-			-	n/a
Housing Staying Put Team	94	6	(21)	79	(16)
Housing Projects Teams	29	1	(30)	(0)	(101)
Housing - Other	1,318	30	(51)	1,298	(2)
Former Social Services Properties	(54)		28	(26)	(52)
TOTAL NET SPEND	1,388	37	(74)	1,351	(3)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Asset and Renewals	48.1	47.3	(0.9)
			-
			-
			-
			-
TOTAL FTE STAFF	48.1	47.3	(0.9)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,912	Employees	1,848	37	29	1,914	4
810	Premises related expenditure	810	-	50	861	6
367	Supplies and Services	367	-	(4)	363	(1)
46	Third Party Payments	46	-	-	46	-
-	Transfer Payments	-	-	-	-	n/a
68	Transport related expenditure	68	-	1	69	2
(254)	Recharges from other services	83	-	-	83	-
2,950	TOTAL EXPENDITURE	3,223	37	77	3,336	4
(92)	Government Grants	(92)	-	(74)	(166)	80
-	Area Based Grants	-	-	-	-	-
(77)	Other Grants, reimbursements and contributions	(77)	-	-	(77)	-
(348)	Fees and Charges	(448)	-	36	(412)	(8)
(143)	Other Customer and Client Receipts	(143)	-	(6)	(149)	4
-	Interest Receivable	-	-	-	-	n/a
(1,173)	Recharges to other services	(1,510)	-	(48)	(1,558)	3
(1,833)	TOTAL INCOME	(2,270)	-	(92)	(2,362)	4

1,117	NET CONTROLLABLE COST	953	37	(16)	974	2
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106	Capital Charges	106		2	108	2
-	Deferred/Intangible Charges	-		-	-	n/a
329	Corporate support services bought in	329		(60)	269	(18)
435	TOTAL UNCONTROLLABLE COST	435	-	(58)	377	(13)

1,552	NET COST OF SERVICE	1,388	37	(74)	1,351	(3)
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

1,552	TOTAL NET EXPENDITURE	1,388	37	(74)	1,351	(3)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>			
Review of pest control contract	Ref.		45
			45
<u>Strategic budget - agreed additional income / savings</u>			
Pest control contract to cover increased costs	Ref.		(45)
Phase 2 restructuring			(104)
			(149)
<u>Other resource changes</u>			
Reorganisation of Division following move to DASH	Ref.		133
Savings on supplies and services			(4)
Increased transport costs			1
Increase in recharges for employees			(43)
Changes to Government Grants			(74)
Reduction in income			36
Increase on costs recovered from works in default			(6)
General increase in recharges to other services			(5)
Increase in capital charges			2
Reduction in Corporate recharges			(60)
Increased utility costs			52
			30
TOTAL OTHER VARIATIONS IN RESOURCE			(74)

SERVICE DESCRIPTION

The Housing Management Division provides estate management and rent collection services to the Travellers site in Latham's Way.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Miscellaneous Properties	(2)		(0)	(2)	6
Caravan Site	29		(0)	29	(0)
Neighbourhood Wardens	106		3	109	2
TOTAL NET SPEND	133	0	3	136	2

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Miscellaneous Properties	0.0	0.0	-
Caravan Site	0.0	1.0	1.0
Neighbourhood Wardens	0.0	0.0	-
Directorate	0.2	0.0	(0.2)
TOTAL FTE STAFF	0.2	1.0	0.8

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1	Employees	1	0	(0)	1	27
26	Premises related expenditure	46		15	61	32
5	Supplies and Services	5		-	5	-
40	Third Party Payments	50		-	50	-
2	Transfer Payments	2		-	2	-
-	Transport related expenditure	-		-	-	n/a
106	Recharges from other services	106		3	109	2
180	TOTAL EXPENDITURE	210	0	17	228	8
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and Contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
(87)	Other Customer and Client Receipts	(77)		(15)	(92)	19
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(87)	TOTAL INCOME	(77)	-	(15)	(92)	19

93	NET CONTROLLABLE COST	133	0	3	136	2
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

93	NET COST OF SERVICE	133	0	3	136	2
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

93	TOTAL NET EXPENDITURE	133	0	3	136	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>		Ref.	
			-
<u>Strategic budget - agreed additional income / savings</u>		Ref.	
			-
<u>Other resource changes</u>		Ref.	
Increase in electricity costs			15
Increase in Neighbourhood Wardens recharge			3
Increase in electricity charges and rents			(15)
			3
TOTAL OTHER VARIATIONS IN RESOURCE			3

SERVICE DESCRIPTION

The Needs and Options Division is made up of the following sections:

Housing Options and Advice : this section provides advice to housing applicants, promoting an understanding of choice-based lettings, prevention, advice and assistance to homeless applicants, promotion of other options (including the various home ownership products) and leads on outreach to community groups. It provides advice to private tenants and landlords in addressing harassment and illegal eviction, with a specialist role in tackling racial harassment regardless of tenure.

Housing Supply and Mobility: manages the housing and transfer registers, verifying cases for allocation of Council housing (and nomination to housing associations). It promotes home ownership through right-to-buy, assisted private purchase and social homebuy schemes

Homeless Persons section: carries out the council's statutory duty to assess applications of homelessness, arranging placements and management of temporary accommodation (including bed and breakfast), and support to households.

Procurement section: 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. It monitors and manages leasing contracts with housing associations and develops new schemes in the social and private sectors to meet homelessness demand.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Housing Advice	539	8	(162)	385	(29)
Housing Options	455	7	(258)	204	(55)
Housing Supply and Mobility	122	2	33	157	29
Homeless Persons Section and Temporary Accommodation	1,723	30	(410)	1,343	(22)
TOTAL NET SPEND	2,839	47	(797)	2,089	(26)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Advice	10.5	7.90	(2.6)
Housing Options	10.7	6.25	(4.5)
Housing Supply and Mobility	2.7	4.93	2.2
Homeless Persons Section and Temporary Accommodation	38.2	33.8	(4.4)
Directorate	0.8	-	(0.8)
TOTAL FTE STAFF	62.9	52.90	(10.1)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,474	Employees	2,342	47	(524)	1,865	(20)
6,105	Premises related expenditure	7,233		663	7,896	9
747	Supplies and Services	747		(113)	634	(15)
874	Third Party Payments	874		124	998	14
-	Transfer Payments	-		-	-	n/a
10	Transport related expenditure	10		-	10	(3)
30	Recharges from other services	30		(1)	30	(1)
10,241	TOTAL EXPENDITURE	11,237	47	149	11,433	2
(616)	Government Grants	(616)		-	(616)	0
-	Area Based Grants	-		-	-	n/a
-	Other Grants Reimbursements and Contributions	-		-	-	n/a
-	Fees and Charges	-		-	-	n/a
(8,147)	Other Customer and Client Receipts	(8,147)		(877)	(9,024)	11
-	Interest Receivable	-		-	-	n/a
(39)	Recharges to other services	(39)		-	(39)	(1)
(8,802)	TOTAL INCOME	(8,802)	-	(877)	(9,679)	10

1,439	NET CONTROLLABLE COST	2,435	47	(729)	1,754	(28)
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
404	Corporate support services bought in	404		(69)	335	(17)
404	TOTAL UNCONTROLLABLE COST	404	-	(69)	335	(17)

1,843	NET COST OF SERVICE	2,839	47	(797)	2,089	(26)
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

1,843	TOTAL NET EXPENDITURE	2,839	47	(797)	2,089	(26)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Homeless persons legal costs	60
	Increased demand for bed and breakfast	41
	Increased demand for sponsored tenancy scheme	131
	Procurement officer	35
	Single Status	56
		323
<u>Strategic budget - agreed additional income / savings</u>		
	Renegotiation of Private sector landlord costs	(525)
	Grant from Mayors fund to repay loans for Wandle Market Rents properties	(91)
	Reduced payments to landlords under sponsored tenancy schemes	(11)
	Phase 2 restructuring	(172)
	Procurement officer funded by Asylum Grant	(35)
	Review of management charges	(75)
		(910)
<u>Other resource changes</u>		
	Reorganisation of division following move into DASH	(333)
	Increased costs of providing temporary accommodation due to increased demand and contract price increases	491
	Reduction in contributions to bad debt and contingencies	(113)
	Increased Legal expenses and other third party costs	64
	Reduction in recharges to other services	(1)
	Increased rental income from rent increases and increased demand	(250)
	Reduction in corporate recharges	(69)
		(210)
	TOTAL OTHER VARIATIONS IN RESOURCE	(797)

SERVICE DESCRIPTION

OLDER PEOPLE AND, PHYSICAL DISABILITY AND SENSORY IMPAIRMENT

Service descriptions are shown within the relevant service areas.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Older Peoples Service	31,474	569	953	32,997	5
Physical Disability Service	8,316	178	1,060	9,554	15
TOTAL NET SPEND	39,790	748	2,014	42,551	7

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Older Peoples Service	450.2	499.6	49.4
Physical Disability Service	96.7	94.6	(2.1)
TOTAL FTE STAFF	547.0	594.2	47.3

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
20,744	Employees	17,264	347	4,133	21,745	26
1,228	Premises related expenditure	1,131	-	21	1,152	2
1,930	Supplies and Services	2,239	-	(377)	1,862	(17)
25,173	Third Party Payments	24,733	658	1,592	26,984	9
1,337	Transfer Payments	1,309	22	162	1,493	14
441	Transport related expenditure	457	-	(47)	409	(10)
235	Recharges from other services	14	-	-	14	3
51,088	TOTAL EXPENDITURE	47,146	1,027	5,484	53,658	14
(4,233)	Government Grants	(1,775)	-	(2,620)	(4,396)	148
(273)	Area Based Grants	(273)	-	273	-	
(560)	Other Grants, reimbursements and contributions	(445)	(21)	(254)	(721)	62
(5,255)	Fees and Charges	(4,796)	(230)	435	(4,591)	(4)
-	Other Customer and Client Receipts	(600)	(29)	139	(489)	(18)
(20)	Interest Receivable	-	-	(12)	(12)	n/a
(684)	Recharges to other services	(62)	-	(906)	(968)	1,455
(11,025)	TOTAL INCOME	(7,952)	(280)	(2,945)	(11,177)	41

40,063	NET CONTROLLABLE COST	39,194	747	2,539	42,480	8
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595	Capital Charges	595	-	(525)	70	(88)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
595	TOTAL UNCONTROLLABLE COST	595	-	(525)	70	(88)

40,658	NET COST OF SERVICE	39,790	747	2,014	42,551	7
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

40,658	TOTAL NET EXPENDITURE	39,790	747	2,014	42,551	7
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - pressures / service demands		3,076
Strategic budget - additional income / savings		(1,311)
		1,765
Change in capital asset and deferred charges		(521)
Other resource changes		770
Transfers between Departments		
TOTAL OTHER VARIATIONS IN RESOURCE		2,014

SERVICE DESCRIPTION

The aim of this service is to assess the needs of older people and their carers living in the community against clear eligibility criteria, the Fairer Access to Care Services (FACS) banding to enable them to remain as independent as possible. The Council uses FACS banding set at 'critical' and 'substantial'. Where possible service users are encouraged and supported to make use of Direct Payments and in 2009/10 this aspect will be expanded to enable the first opportunity for self assessment and offers of personalised budgets under the Self Directed Support process. Detailed assessments of need are undertaken and community packages of care e.g. home care, technology, respite, day care and meals on wheels are designed and commissioned. Usually the focus is to support people in their own homes or in community based settings, although this is not always the case, and where necessary arrangements are made for admission to residential care homes and nursing homes. This is carried out in co-operation with the person and their carers/ relatives. Arrangements are in place whereby Care Managers alongside District Nurses use a single assessment process, to share records. A team of Care Managers at Mayday facilitate hospital discharge with the START Team doing the same for Out of Borough hospitals. In addition there are care management teams operating across the borough in geographical areas.

In 2007/08, over 5,000 older people were supported by Croydon Social Services. Social Services resources supported just over 4,550 older people to live at home and approximately 630 older people in nursing and residential care.

During 2009/10 the Homes for the Future programme will continue in development of two further sites and the introduction of Heavers Court and Fellowes Court will start producing full benefits. This scheme is being funded through a £39m PFI source.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
In-House Services	8,052	87	(1,532)	6,607	(18)
PFI Homes	-	74	3,151	3,225	n/a
Older Adults - Mental Health	4,523	68	(531)	4,060	(10)
Commissioned Services	15,384	279	(627)	15,036	(2)
Care Management	3,515	61	493	4,069	16
TOTAL NET SPEND	31,474	569	953	32,997	5

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
In-House Services	298.6	345.5	46.9
Older Adults - Mental Health	41.2	36.9	(4.4)
Commissioned Services	28.3	27.1	(1.1)
Care Management	82.1	90.2	8.0
TOTAL FTE STAFF	450.2	499.6	49.4

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
17,376	Employees	14,153	284	3,684	18,121	28
1,040	Premises related expenditure	924		15	939	2
1,863	Supplies and Services	2,102	-	(377)	1,725	(18)
20,950	Third Party Payments	20,211	545	1,437	22,194	10
229	Transfer Payments	447	-	-	447	(0)
296	Transport related expenditure	341	-	(47)	294	(14)
235	Recharges from other services	14		-	14	3
41,989	TOTAL EXPENDITURE	38,192	829	4,712	43,733	15
(4,187)	Government Grants	(1,729)	-	(2,620)	(4,350)	152
(88)	Area Based Grants	(88)	-	88	-	(100)
(498)	Other Grants, reimbursements and contributions	(410)	(20)	(254)	(684)	67
(4,910)	Fees and Charges	(4,423)	(212)	326	(4,310)	(3)
	Other Customer and Client Receipts	(600)	(29)	139	(489)	(18)
(20)	Interest Receivable	-	-	(12)	(12)	n/a
(669)	Recharges to other services	(47)		(906)	(953)	1,917
(10,372)	TOTAL INCOME	(7,298)	(261)	(3,240)	(10,798)	48
31,617	NET CONTROLLABLE COST	30,894	569	1,472	32,935	7
580	Capital Charges	580		(518)	62	(89)
-	Deferred/Intangible Charges	-		-	-	n/a
-	Corporate support services bought in	-		-	(0)	n/a
580	TOTAL UNCONTROLLABLE COST	580	-	(518)	62	(89)
32,197	NET COST OF SERVICE	31,474	569	954	32,997	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
32,197	TOTAL NET EXPENDITURE	31,474	569	954	32,997	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
Cessation of POP grant from DH. This has been match funded by Croydon PCT						136
Increase in demand for services from older people with mental health issues						500
Business administration team						97
Wealth depleters requiring on-going support						187
Single Status (includes allowance for Physical Disabilities)						1,959
						2,879
<u>Strategic budget - agreed additional income / savings</u>						Ref.
Net reduction in expenditure on private and voluntary sector nursing and residential placements						(442)
Continuation of service transformation of domiciliary care						(600)
Efficiencies in voluntary sector contracts						(130)
Where two carers are required, to charge 1.5 times standard cost						(85)
Increased meals charges						(26)
Charge self-funded residents in sheltered/special sheltered accommodation						(25)
						(1,308)
<u>Other resource changes</u>						Ref.
Transfer of area based grant to base budget						88
PFI Grant for 'Home for the Future'						(2,869)
Additional grant income from Supporting People for Homes for the Future						(100)
Other changes in income						(267)
Increased recharges to other areas						(953)
Reduction in capital charges due to buildings closure and full depreciation						(518)
Increased staff costs due to single status and additional requirements of Heavers Farm and Fellows Court						1,725
Reduced expenditure on running following closure of 2 residential homes						(623)
Transfer of budget to Physical Disability following rebasing exercise						(425)
Savings in net controllable costs following closure of residential homes						(292)
Annual unitary payment for PFI homes						3,617
						(617)
TOTAL OTHER VARIATIONS IN RESOURCE						954

SERVICE DESCRIPTION

The Physical Disabilities and Sensory Impairment Care Management Teams also undertake assessment of need using the same Fairer Access to Service (FACS) criteria. The service designs and commissions packages of care and schedules/manages a review process. Assessments are also offered to carers of service users. The Sensory Impairment team has Specialist Officers who provide additional practical support to those living in the community and requiring independent living skills training.

In 2007/8, approximately 900 Physically Disabled/ Sensory Impaired people were supported by Croydon Social Services. Social Services resources supported just over 750 physically disabled people (including people requiring Occupational Therapy equipment) to live at home and approximately 55 physically disabled people in nursing and residential care.

The arrangements for the Occupational Therapy Service and for the Equipment Service are made in partnership with the Croydon PCT and are subject to a Pooled Budget under a section 31 agreement (Health Act 1999).

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
Commissioned Services	6,177	140	778	7,096	15
Joint Equipment Service	794	12	101	907	14
Joint Occupational Therapy Service	1,344	26	180	1,551	15
TOTAL NET SPEND	8,316	178	1,060	9,554	15

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Commissioned Services	46.5	44.4	(2.1)
Joint Equipment Service	14.2	14.2	-
Joint Occupational Therapy Service	36.0	36.0	-
TOTAL FTE STAFF	96.7	94.6	(2.1)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,368	Employees	3,111	63	449	3,624	16
188	Premises related expenditure	207	-	6	213	3
67	Supplies and Services	137	-	-	137	(0)
4,223	Third Party Payments	4,521	113	155	4,790	6
1,108	Transfer Payments	862	22	162	1,046	21
145	Transport related expenditure	116	-	-	116	0
	Recharges from other services	-	-	-	-	n/a
9,099	TOTAL EXPENDITURE	8,954	198	772	9,925	11
(46)	Government Grants	(46)	-	-	(46)	0
(185)	Area Based Grants	(185)	-	185	-	
(62)	Other Grants, reimbursements and contributions	(35)	(2)	-	(37)	5
(345)	Fees and Charges	(373)	(18)	109	(281)	(25)
	Other Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
(15)	Recharges to other services	(15)	-	-	(15)	-
(653)	TOTAL INCOME	(654)	(20)	295	(379)	(42)

8,446	NET CONTROLLABLE COST	8,300	178	1,067	9,546	15
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15	Capital Charges	15		(7)	8	(47)
	Deferred/Intangible Charges	-		-	-	n/a
	Corporate support services bought in	-		-	-	n/a
15	TOTAL UNCONTROLLABLE COST	15	-	(7)	8	(47)

8,461	NET COST OF SERVICE	8,316	178	1,060	9,554	15
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

8,461	TOTAL NET EXPENDITURE	8,316	178	1,060	9,554	15
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

						£000's
<u>Strategic budget - agreed pressures / service demands</u>				Ref.		197
Single status						197
<u>Strategic budget - agreed additional income / savings</u>				Ref.		(3)
Net reduction in expenditure on private and voluntary sector nursing and residential placements						(3)
<u>Other resource changes</u>				Ref.		
Increased staffing						252
Transfer of budget from Older People following rebasing exercise						425
Transfer of area based grant to base budget						185
Reduction in capital charges						(8)
Net increased utilities						7
Increased third party payments						5
						866
TOTAL OTHER VARIATIONS IN RESOURCE						1,060

SERVICE DESCRIPTION

Resources Division, this includes strategic financial management managing the department's capital, revenue and Housing Revenue Account (HRA) budget and monitoring processes; Operational Finance which provides a range of services; financial assessment of an individuals contribution towards the cost of their services (using the statutory framework and the Council's Fairer Charging Policy), support service users who require financial assistance (Appointeeship and deputyship), the payments team and the welfare benefits team who support the general community in addition to direct service users. This team now includes the Department's Contracts Category Manager and also an Efficiency Team, who will support the implementation of Self Directed Support and identify ongoing efficiencies within the Department overall.

Allocations to Services, this represents the apportionment of the cost of this service to operational divisions to ensure compliance with the Best Value Accounting Code of Practice (BVACOP).

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Resources (former Housing)	4,103	(313)	(766)	3,024	(26)
Resources (former Adult Social Services)	12,409	35	(1,456)	10,988	(11)
				-	n/a
				-	n/a
				-	n/a
TOTAL NET SPEND	16,512	(278)	(2,222)	14,012	(15)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Resources (former Housing)	32.8	31.4	(1.4)
Resources (former Adult Social Services)	11.0	9.0	(2.0)
Housing Finance	1.4	0.0	(1.4)
Contracts	0.0	3.0	3.0
TOTAL FTE STAFF	45.2	43.4	(1.8)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,144	Employees	2,000	41	(773)	1,268	(37)
-	Premises related expenditure	-	-	-	-	n/a
650	Supplies and Services	550	-	(234)	316	(43)
111	Third Party Payments	111	-	-	111	-
-	Transfer Payments	-	-	-	-	n/a
32	Transport related expenditure	32	-	-	32	-
(45)	Recharges from other services	(45)	-	(920)	(965)	2,044
2,892	TOTAL EXPENDITURE	2,648	41	(1,927)	762	(71)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(84)	(84)	n/a
(36)	Fees and Charges	(36)	(319)	(3)	(358)	894
(70)	Other Customer and Client Receipts	(70)	-	-	(70)	-
-	Interest Receivable	-	-	-	-	n/a
(288)	Recharges to other services	(288)	-	-	(288)	-
(394)	TOTAL INCOME	(394)	(319)	(87)	(800)	103
2,498	NET CONTROLLABLE COST	2,254	(278)	(2,014)	(38)	(102)
127	Capital Charges	127	-	107	234	84
3,389	Deferred/Intangible Charges	3,389	-	(759)	2,630	(22)
10,615	Corporate support services bought in	10,742	-	444	11,186	4
14,131	TOTAL UNCONTROLLABLE COST	14,258	-	(208)	14,050	(1)
16,629	NET COST OF SERVICE	16,512	(278)	(2,222)	14,012	(15)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,629	TOTAL NET EXPENDITURE	16,512	(278)	(2,222)	14,012	(15)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
Additional accountancy staff						98
Single Status						50
						148
<u>Strategic budget - agreed additional income / savings</u>						Ref.
Review of enhancements and allowances						(85)
Review of overhead allocation						(1,745)
Phase 2 Savings						(175)
						(2,005)
<u>Other resource changes</u>						Ref.
Transfer of contracts staff to other areas						(259)
Review recharges across the organisation						(500)
Additional recharges across the organisation						424
Review of enhancements and allowances across DASH						(311)
Reduction in central legal recharges						(207)
Allocation of increased overhead to other areas						900
Increased capital asset charge						107
Increased central support charges						444
Additional income from PCT for Welfare Benefits service						(50)
Reduction in other running costs						(125)
In year virement to CYPL						(57)
Savings on employees salaries						(6)
Reduction in Supplies and services costs						(3)
Increase in corporate charges						74
Fees and Charges allowance.						(37)
Reduction in deferred charges						(759)
						(365)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,222)

SERVICE DESCRIPTION

Strategy and Performance Division comprises five service areas:

Strategy and Communications covers research, analysis, strategy and policy development, , service planning, equalities and communications.

Service Development covers business process improvement including e- government developments, project management, departmental lead for THINK customer, client side lead for learning and organisational development and human resources, workforce planning and development.

Performance and Quality Assurance is responsible for performance management, statistical analysis, complaints and enquiry management, quality assurance and consultation and engagement

The division also has the departmental lead for the development and implementation of Self Directed Support , the new model for social care

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Policy and Performance (former Adult Social Services)	1,006	14	1,182	2,202	119
Strategy and Service improvement (Former Housing)	636	5	(153)	488	(23)
TOTAL NET SPEND	1,642	19	1,029	2,690	64

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Resources (former Adult Social Services)	11.0	0.0	(11.0)
Policy and Performance (former Adult Social Services)	14.5	0.0	(14.5)
Carers (Grant funded)	2.0	2.0	-
Housing Directorate	0.5	0.0	(0.5)
Strategy & Improvement	3.7	0.0	(3.7)
Development Section	3.7	0.0	(3.7)
Adult Social Services Directorate	6.2	4.2	(2.0)
Central Support	6.2	0.0	(6.2)
Healthy Croydon	2.5	2.5	-
Vulnerable Adults	0	6.5	6.5
Performance & Quality Assurance	0	9.6	9.6
Strategy & Communications	0	9.5	9.5
TOTAL FTE STAFF	50.3	34.3	(16.0)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,280	Employees	2,624	19	92	2,735	4
6	Premises related expenditure	6	-	-	6	-
787	Supplies and Services	787	-	(9)	778	(1)
488	Third Party Payments	488	-	64	552	13
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	-	9	(2)
-	Recharges from other services	-	-	57	57	n/a
3,570	TOTAL EXPENDITURE	3,913	19	204	4,136	6
(645)	Government Grants	(645)	-	(496)	(1,141)	77
(1,421)	Area Based Grants	(1,421)	-	1,421	-	-
(59)	Other Grants, reimbursements and contributions	(59)	-	(36)	(95)	61
-	Fees and Charges	-	-	-	-	-
(32)	Other Customer and Client Receipts	(32)	-	-	(32)	(1)
-	Interest Receivable	-	-	-	-	n/a
(488)	Recharges to other services	(488)	-	-	(488)	0
(2,158)	TOTAL INCOME	(2,645)	-	889	(1,756)	(34)

1,412	NET CONTROLLABLE COST	1,268	19	1,093	2,380	88
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	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	373	-	(64)	309	(17)
-	TOTAL UNCONTROLLABLE COST	373	-	(64)	309	(17)

1,412	NET COST OF SERVICE	1,642	19	1,029	2,690	64
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	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

1,412	TOTAL NET EXPENDITURE	1,642	19	1,029	2,690	64
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Additional funding for carers	288
	Joint funding for Director of Health post	34
	Single status	100
		422
<u>Strategic budget - agreed additional income / savings</u>		
	Review of expenditure in voluntary sector	(13)
		(13)
<u>Other resource changes</u>		
	Transfer of area based grant to base budget	1,421
	Increase in Social Care Reform Grant	(611)
	Improved Adult Safeguarding function	260
	In year virement to CYPL	(624)
	Increased expenditure relating to Social Care Reform Grant	611
	Transfer of staffing from other areas	166
	Reduction in running costs	(312)
	Reduction in corporate services recharges	(64)
	Government grant	(73)
	Staff savings due to reorganisation	(12)
	Reduction in cost of supplies and services	(4)
	Reduction in BVACOP charges	(64)
	Increase in government grant	(73)
		620
	TOTAL OTHER VARIATIONS IN RESOURCE	1,029

LEARNING DISABILITY, MENTAL HEALTH AND SOCIAL INCLUSION

Service descriptions are shown within the relevant service areas.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Learning Disability	23,701	292	2,846	26,839	13
Mental Health	7,976	192	1,216	9,383	18
Social Inclusion	2,277	35	(59)	2,253	(1)
Supporting People	201	6	75	282	40
TOTAL NET SPEND	34,154	525	4,078	38,757	13

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Learning Disability	155.1	161.7	6.6
Mental Health	88.7	88.7	-
Social Inclusion	34.4	35.4	1.0
Supporting People	7.5	0.0	(7.5)
TOTAL FTE STAFF	285.7	285.8	0.1

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
12,139	Employees	11,396	224	815	12,435	9
471	Premises related expenditure	466	-	(19)	447	(4)
492	Supplies and Services	608	-	(0)	608	(0)
46,809	Third Party Payments	47,354	1,017	(609)	47,762	1
550	Transfer Payments	538	13	25	577	7
300	Transport related expenditure	305	-	4	309	1
2,961	Recharges from other services	2,961	-	(5)	2,957	(0)
63,721	TOTAL EXPENDITURE	63,628	1,254	211	65,094	2
(10,920)	Government Grants	(10,754)	-	(91)	(10,845)	1
(3,916)	Area Based Grants	(3,917)	-	3,917	1	(100)
(12,799)	Other Grants, reimbursements and contributions	(13,594)	(657)	492	(13,758)	1
(2,000)	Fees and Charges	(1,539)	(70)	(365)	(1,974)	28
(7)	Other Customer and Client Receipts	(53)	(3)	3	(52)	(1)
-	Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	(12)	-	-	(12)	(1)
(29,655)	TOTAL INCOME	(29,868)	(730)	3,956	(26,642)	(11)

34,067	NET CONTROLLABLE COST	33,760	525	4,167	38,452	14
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351	Capital Charges	350	-	(101)	249	(29)
-	Deferred/Intangible Charges	-	-	20	20	n/a
44	Corporate support services bought in	44	-	(8)	35	(20)
395	TOTAL UNCONTROLLABLE COST	394	-	(89)	305	(23)

34,462	NET COST OF SERVICE	34,154	525	4,078	38,757	13
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

34,462	TOTAL NET EXPENDITURE	34,154	525	4,078	38,757	13
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - pressures / service demands		338
Strategic budget - additional income / savings		(1,342)
		(1,004)
Change in capital asset and deferred charges		
Other resource changes		5,082
Transfers between Departments		
TOTAL OTHER VARIATIONS IN RESOURCE		4,078

SERVICE DESCRIPTION

The Care Management Service has responsibility for allocating Social Services resources and funding to adults with learning disabilities who cannot live independently and are at risk. Care Managers work as part of the Joint Community Learning Disability Team alongside NHS health professionals. Care Managers and their colleagues assess risks and individual needs, give advice and support, and commission other services, e.g. respite care, day services and residential placements to meet the needs of clients. Independent Living Officers work alongside Care Managers to support vulnerable clients to live with maximum independence. Croydon PCT contributes to the funding of the Care Management Service, to facilitate the Care Management of clients transferred under a Section 28a Agreement.

The service works with all adults with learning disabilities who need support over the age of 18 years, including older people with learning disabilities. There were 1349 Croydon adults with learning disabilities during 2008/2009 supported by the Joint Community Learning Disability Team.

At January 2009: 78 learning disability clients were living in the Council's adult placement scheme and an additional 180 people had their own tenancies in other supported housing schemes, many with 24 hour support; in total 784 people were helped to live at home in supported housing, with carers or on their own. In addition, 446 people had funded residential or nursing home placements and a further 20 were in hospital or other NHS funded services. The percentage from minority ethnic groups is 29.5% which is similar to the percentage of the Croydon population as a whole.

Council Day Services support a total of 245 clients, from one to five days per week using the Resource Bases and Cherry Orchard Day Centre. 76 clients and their carers use the Council's residential respite services at Craignish Avenue and Heather Way.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
In-House Services	3,881	52	(56)	3,877	(0)
Care Packages	18,093	215	2,558	20,865	15
Commissioning Services	1,727	26	345	2,098	21
TOTAL NET SPEND	23,701	292	2,847	26,840	13

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
In-House Services	104.4	103.2	(1.2)
Commissioned Services and Care Management	50.7	58.5	7.8
TOTAL FTE STAFF	155.1	161.7	6.6

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
6,355	Employees	5,754	115	337	6,207	8
194	Premises related expenditure	194		(1)	193	(0)
236	Supplies and Services	332	-	39	371	12
32,044	Third Party Payments	32,498	808	216	33,522	3
424	Transfer Payments	424	11	-	434	2
216	Transport related expenditure	216	-	2	218	1
129	Recharges from other services	129		-	129	(0)
39,597	TOTAL EXPENDITURE	39,546	934	593	41,074	4
(761)	Government Grants	(528)	-	22	(506)	(4)
(2,201)	Area Based Grants	(2,201)	-	2,201	-	(100)
(11,753)	Other Grants, reimbursements and contributions	(12,401)	(595)	564	(12,432)	0
(1,400)	Fees and Charges	(939)	(45)	(382)	(1,366)	
	Other Customer and Client Receipts	(46)	(2)	-	(48)	5
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
(16,115)	TOTAL INCOME	(16,115)	(642)	2,405	(14,352)	(11)

23,482	NET CONTROLLABLE COST	23,431	292	2,998	26,721	14
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270	Capital Charges	270		(151)	119	(56)
	Deferred/Intangible Charges	-		-	-	n/a
	Corporate support services bought in	-		-	-	n/a
270	TOTAL UNCONTROLLABLE COST	270	-	(151)	119	(56)

23,752	NET COST OF SERVICE	23,701	292	2,847	26,840	13
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

23,752	TOTAL NET EXPENDITURE	23,701	292	2,847	26,840	13
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref.	
Single Status		226
		226
<u>Strategic budget - agreed additional income / savings</u>		
	Ref.	
Review Learning Disability need levels; high dependency, where service users in day council run day services have 1:1 support, to identify any potential saving		(65)
Develop Croydon Employment Support Service (CESS) and Drop In Centre with the intention of moving on selected LD users and freeing up resource base capacity		(67)
To develop a targeted reviewing Learning Disability project so that when service users care plans are reviewed the project		(50)
Streamline and improve procurement of transport for very dependent Learning Disability users		(30)
Major transformation programme designed to commission more cost effective services for severely learning disabled young people		(150)
Continuation of the Support Needs Assessment & Placement initiative to achieve efficiencies through effective planned moves from supported housing into a broader range of accommodation, for example with floating support		(123)
Further development of Croydon Adult Placement Service (CAPS) to reduce reliance on more costly residential placements		(50)
Maximise client contributions for those people moving into supported housing		(123)
Review of contracts to the voluntary sector		(15)
		(673)
<u>Other resource changes</u>		
	Ref.	
Transfer of area based grant to base budget		2,201
Reduction in capital charges due to building closure (Heavers Farm)		(151)
Rebase budget exercise within Younger Adults		(98)
Adjustments to income relating to funding by partners		(204)
Growth to cover increasing demand for services		1,546
		3,294
TOTAL OTHER VARIATIONS IN RESOURCE		2,847

SERVICE DESCRIPTION

Statutory Adult Mental Health Services in Croydon have been provided by the Integrated Adult Mental Health Social Service (IAMHS) since June 2001. They are managed within the organisational structure of the South London and Maudsley NHS Foundation Trust and are delivered by multi-disciplinary teams. The social care elements of the service include:

A care co-ordination service to assess the health and social care needs of people with mental health problems and those of their carers. Assessments are carried out by qualified social workers, community psychiatric nurses, community occupational therapists, psychologists and medical staff who also directly provide, or arrange, services to meet the needs identified;

An Approved Mental Health Professional Service (formerly, the Approved Social Work, ASW, Service) to undertake formal assessments under the Mental Health Act;

Residential Services. This includes the direct provision of a 24 hour access hostel to meet the needs of people in crisis, two group homes for people wishing to live independently but not alone, and a seven place unit to support people making the transition from residential care to independent living. The service also arranges and monitors placements with independent sector residential care home and Supporting People providers and co-ordinates move on from these;

Day Services. These have been provided from Lantern Hall Day Centre and through The Social Development Team for several years. These services, along with some other day services in the non-statutory sector have been re-commissioned in 2008/09, with a range of new service due to come into place in 2009/10. The new services will be community based and provide activities which help people to improve their self-confidence, daily living skills and ability to lead socially inclusive lives.

IAMHS receives approximately 2000 referrals a year (this figure excludes direct referrals for psychological therapies). It manages an open caseload of over 1800 cases (this figure excludes people only receiving support through medical out-patient and psychological therapies) and deals with over 600 in-patient admissions a year, all of which generate a need to address social care issues as well as acute mental ill health. The majority of people on the open caseload live independently in the community with only just over 200 people in residential care.

In addition to the services provided by IAMHS, Adult Social Services and Croydon PCT jointly commission a variety of other mental health services from local voluntary sector organisations.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
In-House Services	370	8	38	416	12.4
Commissioned Services and Care Management	7,017	177	1,188	8,382	19.5
Day Services	589	7	(10)	586	(0.5)
TOTAL NET SPEND	7,976	192	1,216	9,384	18

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
	In-House Services	14.2	14.2
Commissioned Services and Care Management	62.0	62.0	(0.0)
Day Services	12.5	12.6	0.0
TOTAL FTE STAFF	88.7	88.7	0.0

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,866	Employees	3,661	73	98	3,832	5
217	Premises related expenditure	217	-	(18)	199	(8)
113	Supplies and Services	113	-	(4)	109	(4)
6,410	Third Party Payments	6,557	162	(324)	6,395	(2)
71	Transfer Payments	71	2	25	98	38
73	Transport related expenditure	73	-	2	75	3
12	Recharges from other services	12	-	-	12	(1)
10,763	TOTAL EXPENDITURE	10,705	236	(221)	10,720	0
(372)	Government Grants	(372)	-	-	(372)	0
(1,496)	Area Based Grants	(1,496)	-	1,496	-	(100)
(393)	Other Grants, reimbursements and contributions	(393)	(19)	(29)	(440)	12
(530)	Fees and Charges	(530)	(25)	(53)	(609)	
(7)	Other Customer and Client Receipts	(7)	(0)	3	(4)	(42)
-	Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	(12)	-	-	(12)	(1)
(2,809)	TOTAL INCOME	(2,809)	(45)	1,417	(1,437)	(49)

7,954	NET CONTROLLABLE COST	7,896	192	1,196	9,284	18
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81	Capital Charges	81	-	-	81	0
	Deferred/Intangible Charges	-	-	20	20	n/a
	Corporate support services bought in	-	-	-	-	n/a
81	TOTAL UNCONTROLLABLE COST	81	-	20	101	25

8,035	NET COST OF SERVICE	7,976	192	1,216	9,384	18
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	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

8,035	TOTAL NET EXPENDITURE	7,976	192	1,216	9,384	18
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Single status	32
<u>Strategic budget - agreed additional income / savings</u>		
	Provide supervised medication services for mental health clients to enable them to move to supported living in the community with consequent reduction in residential placement costs	(50)
	Develop a second 24 hour Mental Health hostel (utilising Supporting People funding) to enable people to move from residential care	(200)
	Phase 2 - Restructuring of Younger Adults	(60)
	Continuation of the Support Needs Assessment & Placement initiative to achieve efficiencies through effective planned moves	(115)
	Net reduction in expenditure on private and voluntary sector nursing and residential placements	(15)
		(440)
<u>Other resource changes</u>		
	Transfer of area based grant to base budget	1,496
	Deferred charges	20
	Rebase budget exercise within Younger Adults	(22)
	Additional Grant funding	44
	Adjustments to existing grant funding	(21)
	Increased income	80
	Increased utility costs	27
		1,624.0
	TOTAL OTHER VARIATIONS IN RESOURCE	1,216

SERVICE DESCRIPTION

This diverse service offers support to a wide range of disadvantaged and vulnerable individuals, it includes the:

SUBSTANCE MISUSE AND DUAL DIAGNOSIS SERVICE

The Substance Misuse Service provides assessment, care management, and treatment services for those with serious drug and/or alcohol dependency issues.

The Dual Diagnosis Service provides an advisory and consultative service for professionals, across all agencies and disciplines, in the management and mainstreaming of casework with people who have mental health problems combined with a drug and/or alcohol dependency.

ADULTS IN NEED

The Adult In Need Service provides assessment, care management and support for a range of service users including:

- People infected or affected by HIV/AIDS;
- Vulnerable adults;
- People with no recourse to public funds with special needs;
- Employment support services for people with disabilities.

In addition the service commissions a range of services through the South London HIV Partnership as well as directly with voluntary sector organizations.

The service is currently developing support services for people with Asberger's syndrome and their carers in conjunction with the Joint Community Learning Disability Team, Integrated Adult Mental Health Service and Croydon Primary Care Trust.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Substance Misuse	511	(14)	31	528	3
HIV & Adults in Need Management	981	30	(169)	842	(14)
Commissioning	-	-	-	-	n/a
	785	19	79	883	12
TOTAL NET SPEND	2,277	35	(59)	2,253	(1)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Substance Misuse	15.0	18.0	3.0
HIV & Adults in Need	11.0	10.0	(1.0)
Commissioned Services and Care Management	8.4	7.4	(1.0)
TOTAL FTE STAFF	34.4	35.4	1.0

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,631	Employees	1,704	31	166	1,900	12
60	Premises related expenditure	56	-	-	56	1
100	Supplies and Services	121	-	(35)	85	(30)
1,963	Third Party Payments	1,906	46	(301)	1,652	(13)
55	Transfer Payments	44	1	-	45	3
10	Transport related expenditure	15	-	-	15	(1)
210	Recharges from other services	210	-	(5)	206	(2)
4,029	TOTAL EXPENDITURE	4,055	78	(175)	3,958	(2)
(836)	Government Grants	(902)	-	33	(870)	(4)
(6)	Area Based Grants	(6)	-	6	-	(100)
(653)	Other Grants, reimbursements and contributions	(800)	(43)	(43)	(885)	11
(70)	Fees and Charges	(70)	-	70	-	
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,565)	TOTAL INCOME	(1,778)	(43)	66	(1,755)	(1)
2,464	NET CONTROLLABLE COST	2,277	35	(109)	2,203	(3)
	Capital Charges	-	-	50	50	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	50	50	n/a
2,464	NET COST OF SERVICE	2,277	35	(59)	2,253	(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
2,464	TOTAL NET EXPENDITURE	2,277	35	(59)	2,253	(1)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Single Status						80
						80
<u>Strategic budget - agreed additional income / savings</u>						
Transfer No Recourse to Public Funds users to more cost effective accommodation e.g. from bed and breakfast						(150)
Review current investment in supported employment services across client groups						(50)
Phase 2 - Restructuring of Younger Adults						(15)
Review of contracts in voluntary sector						(14)
						(229)
<u>Other resource changes</u>						
Capital charges for Chatsworth Road centre						50
Increase employee expenditure						47
Increased income from partners						(90)
Transfer of area based grant to base budget						6
Rebase budget exercise within Younger Adults						77
						90
TOTAL OTHER VARIATIONS IN RESOURCE						(59)

SERVICE DESCRIPTION

The Supporting People service commissions a range of supported housing services for vulnerable people aimed at preventing homelessness, and resettling and maintaining people in their tenancies. The programme is managed in partnership between the Council, Croydon Primary Care Trust and the London probation service.

The service carries out the full range of commissioning activities including strategic assessment of needs, budget management, procurement, quality and performance management, outcomes analysis and assessment and placement of service users. Services are provided under SLAs and contracts by other parts of the Council and independent sector providers; two thirds of the funding is paid to third sector organisations.

Supporting People performance data underpins a range of National Indicators as well as the delivery of important LAA priorities. A key priority for the service is the achievement of efficiencies within the programme and to other service areas through the development of supported housing services. In 2009-10 funding is mainly in the form of a grant from central Government. From April 2010 the Government intends the funding to become part of the Area Based Grant.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supporting People Administration	201	6	275	481.5	140
Supporting People Providers	8,952		(200)	8,751.7	(2)
Supporting people Grant	(8,952)			(8,952.0)	0
TOTAL NET SPEND	201	6	75	281	40

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Supporting People	7.5		(7.5)
TOTAL FTE STAFF	7.5	-	(7.5)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
286	Employees	276	6	215	497	80
-	Premises related expenditure	-	-	-	-	n/a
42	Supplies and Services	42	-	-	42	-
6,392	Third Party Payments	6,392	-	(200)	6,192	(3)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2,610	Recharges from other services	2,610	-	-	2,610	-
9,322	TOTAL EXPENDITURE	9,322	6	15	9,343	0
(8,952)	Government Grants	(8,952)	-	(146)	(9,098)	2
(214)	Area Based Grants	(214)	-	214	0	(100)
-	Other Grants Reimbursements and Contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(9,165)	TOTAL INCOME	(9,165)	-	68	(9,097)	(1)

157	NET CONTROLLABLE COST	157	6	83	245	57
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
44	Corporate support services bought in	44	-	(8)	35	(19)
44	TOTAL UNCONTROLLABLE COST	44	-	(8)	35	(19)

201	NET COST OF SERVICE	201	6	75	281	40
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

201	TOTAL NET EXPENDITURE	201	6	75	281	40
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

						£000's	
<u>Strategic budget - agreed pressures / service demands</u>						Ref.	
							-
<u>Strategic budget - agreed additional income / savings</u>						Ref.	
							-
<u>Other resource changes</u>						Ref.	
Implementation of the Support Needs and Assessment and Placement Service							216
Transfer of area based grant to base budget							197
Reduction in payments to service providers							(200)
Increase in Government Grant							(146)
Reduction in Area Based Grant							17
Reduction in corporate services bought in							(8)
							75
TOTAL OTHER VARIATIONS IN RESOURCE							75

PLANNING, REGENERATION & CONSERVATION

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DEPARTMENT MISSION STATEMENT

We are committed to maintaining and improving the economic and social well-being of all of the people in the Borough within a sustainable, safe and high quality environment.

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

- 1) Planning Control – Maintain performance in terms of decision turnaround and accelerate improvement in customer satisfaction (BVPI 109 and BVPI 111).
- 2) Maintain and accelerate progress on the local development framework (BVPI 200)
- 3) Regeneration -
 - Town centre regeneration – delivery of Alsop Master Vision and support to CCURV
 - Making a success of District Centre Regeneration – the community and spatial dimensions, asset led regeneration and support to CCURV
 - Place Making Agenda and securing high quality design
 - Maximising the supply of affordable housing including delivery of the council's new build programme
- 4) Safer Roads - traffic calming and road safety in line with manifesto commitments (BVPI 99)
- 5) Delivery on Local Implementation Plan (LIP)
- 6) Maintain a commercially successful Building Control service

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Building applications processed	2,950	2,500	2,596	2,500	(4)
Number of dangerous structures inspected	140	140	140	140	-
Road Accident Casualties (all severities)	1,213	1,395	1,145	1,100	(4)
Average sick days per FTE					

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	8,570	9,007	8,205	9,019	10
Premises related expenditure	0	312	315	312	(1)
Supplies and Services	2,965	1,054	1,263	1,619	28
Third Party Payments	1,511	1,497	1,028	1,405	37
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	112	165	560	165	(71)
Capital Charges	(972)	46	46	1,438	3,026
Deferred/Intangible Charges	32	-	-	415	n/a
Corporate support services bought in	1,362	1,962	2,330	2,451	5
Recharges (to) / from other services	(929)	(1,499)	(776)	(1,714)	121
TOTAL EXPENDITURE	12,651	12,544	12,971	15,110	16
Government Grants	(683)	(99)	-	(99)	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(225)	-	-	-	n/a
Fees and Charges	(3,317)	(3,107)	(4,163)	(3,271)	(21)
Other Customer and Client Receipts	(175)	(777)	(204)	(813)	299
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(4,398)	(3,983)	(4,367)	(4,183)	(4)
NET COST OF SERVICE	8,253	8,562	8,604	10,927	27
Contributions to / (from) Reserves	(662)	-	-	-	n/a
CURRENT BUDGET	7,630		8,486		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(39)		118		

TOP FIVE FINANCIAL RISKS 2009/10

- 1) Engineering and Transportation recharges to capital and other projects owing to high levels of staff vacancies limiting ability to deliver programme. Level of recharge will be closely monitored through the year (est. £150k)
- 2) Economic factors impacting a range of areas: Planning & Building Control fee income, increased demands on Economic Development budgets, as well as reduced land sales impacting regeneration objectives.
- 3) Failure to secure adequate level of the new Housing & Planning Delivery Grant, which is used to improve the planning process. A drop in performance will have a negative impact on future levels of funding (est. £250K)
- 4) The delivery of public enquiries arising from the LDF and possible call in of major projects could not be resourced (est. £200K)

CABINET MEMBERS

Councillor Jason Pery	Cabinet Member for Planning
Councillor Phil Thomas	Cabinet Member for Environment & Highways
Councillor Steve O'Connell	Cabinet Member for Regeneration

PLANNING, REGENERATION & CONSERVATION

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Emma Peters	Executive Director of Planning, Regeneration and Infrastructure	65485
Tony Middleton	Director - Regeneration and Infrastructure	65407
Tony Pierce	Director - Planning and Building Control	65558
	Director - Economy and Environment	65558

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's		ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,028	Planning and Building Control	3,862	65.0	202.0	4,129	7
3,671	Regeneration and Infrastructure	3,714	(1.0)	1,928.0	5,641	52
905	Economy and Environment	992	9.0	158.9	1,160	17
-	Trading Account	(6)	(49.0)	55.0	-	(100)
8,604	TOTAL NET SPEND	8,562	24	2,344	10,930	28

-	Good housekeeping loan	-	-	-	-	n/a
-	Contributions to / (from) Reserves	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
	Planning and Building Control	107.0	101.9
Regeneration and Infrastructure	69.0	63.0	(6.0)
Economy and Environment	18.0	17.2	(0.8)
Trading Account	-	-	-
TOTAL FTE STAFF	194.0	182.1	(11.9)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,205	Employees	9,007	121	(109)	9,019	0
315	Premises related expenditure	312	-	-	312	-
1,263	Supplies and Services	1,054	-	565	1,619	54
1,028	Third Party Payments	1,497	11	(103)	1,405	(6)
-	Transfer Payments	-	-	-	-	n/a
560	Transport related expenditure	165	-	-	165	-
997	Recharges from other departments	2,282	-	80	2,362	4
12,368	TOTAL EXPENDITURE	14,317	132	433	14,882	4
-	Government Grants	(99)	-	-	(99)	-
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,163)	Fees and Charges	(3,107)	(72)	(92)	(3,271)	5
(204)	Other Customer and Client Receipts	(777)	(36)	-	(813)	5
-	Interest Receivable	-	-	-	-	n/a
(1,773)	Recharges to other services	(3,781)	-	(295)	(4,076)	8
(6,140)	TOTAL INCOME	(7,764)	(108)	(387)	(8,259)	6

6,228	NET CONTROLLABLE COST	6,553	24	46	6,623	1
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46	Capital Charges	46	-	1,392	1,438	3,015
-	Deferred/Intangible Charges	-	-	415	415	n/a
2,330	Corporate support services bought in	1,962	-	489	2,451	25
2,376	TOTAL UNCONTROLLABLE COST	2,008	-	2,296	4,304	114

8,604	NET COST OF SERVICE	8,562	24	2,342	10,927	28
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

8,604	TOTAL NET EXPENDITURE	8,562	24	2,342	10,927	28
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	235
<u>Strategic budget - agreed additional income / savings / efficiencies</u>	(817)
<u>Other resource changes</u>	
Strategic Priority - Creation of Urban Regeneration Vehicle Client Team	366
Allocation of Area Based Grant for Carbon Management Programme / LDS	200
Additional Pension Contribution	133
Adjustment from Corporate Finance Legal Costs	(12)
Adjustment to corporate insurance budgets	(5)
Adjustment to Corporate Legal Charges Contract	3
Adjustment to Legal Charges Contract	2
Increase in Corporate Support Services	489
Review of Capital Charges	1,392
Review of Deferred / Intangible charges	415
Movement between Departments - Support Services and Legal Services to Resources & Customer Services	7
Movement between Departments - Recycling Officer transferred to Community Services	(52)
Movement between Departments - Transfer from Corporate - Restructure	(57)
Salary Adjustment to reflect increased employee costs	98
Adjustment to Engineers Recharge to reflect non chargeable time	(55)
TOTAL OTHER VARIATIONS IN RESOURCE	2,342

SERVICE DESCRIPTION

The Planning & Building Control service covers the following areas of activity:

Planning Control

Advising the Council on planning and advertisement applications, providing statements and evidence on appeals against the Council's planning decisions, investigating complaints relating to planning matters, and the enforcement of planning control. Other activities include the preparation of tree preservation orders, dealing with applications to carry out works to "protected" trees, and handling applications for consent to alter or demolish buildings of special architectural or historic interest. The service is subject to challenging national performance targets set by the DCLG

Building Control

Examining on behalf of the Council applications for approval under the Building Regulations and allied legislation, inspecting site works with regard to structural stability, means of escape, structural fire precautions, thermal and sound insulation, drainage, access for disabled etc. This is a statutory service which is subject to competition from the private sector. The Building Regulations element of the service is required by statute to be self-financing on a 3 year rolling programme and represents approximately 70% of the expenditure of the Building Control service, and is shown separately in Section 3. Non trading account elements include a 24 hour dangerous structure service and enforcement against breaches of building regulations. Building Control also contains the Access Officer function, which advises on accessibility issues to the community, as well as directly on applications

Directorate

Strategic management of Planning, Regeneration and Conservation department.

Policy and Implementation

This function is responsible for the development and review of the Croydon Plan, analysis of physical, economic and environmental design aspects of development and providing advice to the planning process. It also responsible for promoting and delivering sustainable development in all sectors of the community, as well as strategic management of the Division.

It also contains the Urban Design Team, which advises on the environmental design aspect of development.

The team prepares environmental improvement schemes, feasibility studies and development briefs. Advice is also provided on Conservation Areas and "listed" buildings and the environmental design aspects of planning applications. A survey service is also provided.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Planning & Development Services	2,423	51	168	2,642	9
Policy and Implementation	1,439	14	34	1,487	3
TOTAL NET SPEND	3,862	65	202	4,129	12

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE
Planning & Development Services	86.9	80.5	(6.4)
Policy and Implementation	20.1	21.4	1.3
TOTAL FTE STAFF	107.0	101.9	(5.1)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,980	Employees	4,807	68	(121)	4,754	(1)
3	Premises related expenditure	-			-	n/a
609	Supplies and Services	477		149	626	31
25	Third Party Payments	29			29	1
-	Transfer Payments	-			-	n/a
75	Transport related expenditure	86			86	(0)
5	Recharges from other services	214			214	(0)
5,697	TOTAL EXPENDITURE	5,613	68	28	5,709	2
-	Government Grants	(99)			(99)	-
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(1,838)	Fees and Charges	(1,659)	(1)	(52)	(1,712)	3
-	Other Customer and Client Receipts	(45)	(2)		(47)	5
-	Interest Receivable	-			-	n/a
(1,093)	Recharges to other services	(1,062)		(190)	(1,252)	18
(2,931)	TOTAL INCOME	(2,864)	(3)	(242)	(3,109)	9
2,766	NET CONTROLLABLE COST	2,749	65	(214)	2,600	(5)
28	Capital Charges	28		153	181	537
-	Deferred/Intangible Charges	-			-	n/a
1,234	Corporate support services bought in	1,085		261	1,346	24
1,262	TOTAL UNCONTROLLABLE COST	1,113	-	414	1,527	37
4,028	NET COST OF SERVICE	3,862	65	200	4,127	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
4,028	TOTAL NET EXPENDITURE	3,862	65	200	4,127	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Single Status Outcome						121
Growth for embedded GIS system						40
						161
<u>Strategic budget - agreed additional income / savings / efficiencies</u>						
Reduction of Directorate Consultancy Budget						(15)
Efficiencies arising from recovery of Pre-application income						(53)
Efficiencies arising from Embedded GIS, Mobile Working						(30)
Efficiencies arising from recharge of Project Manager time to capital schemes						(20)
Recovery of strategic planning costs from GAF						(75)
Re-alignment of staff resources to meet changing customer needs						(70)
Staffing efficiencies to be explored in PRC restructure						(75)
Savings from change in performance in Planning Control						(80)
						(418)
<u>Other resource changes</u>						
Allocation of Area Based Grant for Local Development Scheme						133
Additional Pension Contribution						72
Adjustment from Corporate Finance re Legal Costs						(12)
Adjustment to Corporate Legal Charges Contract						3
Increase in Corporate Support Services						261
Movement between Departments - Transfer from Corporate - Restructure						(29)
Review of Capital Charges						153
Salary Adjustment to reflect increased employee costs						(29)
Increased recharge to Trading Account to reflect revised budgets						(95)
						457
TOTAL OTHER VARIATIONS IN RESOURCE						200

SERVICE DESCRIPTION

The Regeneration & Infrastructure division cover the following areas of activity:

Engineering & Transportation
 This unit is combined of Transportation Planning Policy & Strategy , Road Safety and Highways functions. The TPPS function is concerned with securing improvements to transport services and infrastructure through liaison with public transport providers, and inputting into the Borough Spending Plan (BSP) and Local Improvement Partnership (LIP) bids with TfL. It also provides consultation and observation on transportation planning aspects of the planning process. The Road Safety function provides advice, support and training to stakeholders, in particular vulnerable road user groups. It also identifies, designs and implements a full range of road safety improvement measures as part of the BSP and LIP programme with TfL. The Highways function undertakes duties relating to highways and drainage structure design, inspection, assessment and maintenance. It is responsible for regulatory functions as well as participating in and promoting new developments, and supporting the TfL BSP and LIP processes.

Regeneration and URV
 The team leads on the council's borough wide regeneration programme, initiating, facilitating and delivering town and district centre regeneration schemes that are both council and private sector led. The team manages several of the council's corporate projects from start up/initiation through to completion from major construction projects to commercial development; projects include Purley, Waddon, Coulsdon, Gateway and Park Place. The CCURV client team manage the governance, performance and administrative arrangements of the CCURV. The team also leads on the co-ordination of the developers forum and promotional work relating to the corporate regeneration programme.

Corporate Real Estate
 The team leads on corporate strategic asset management of the council's property portfolio and the delivery of the council's major construction programme including the initiation and implementation of the council's property strategy and corporate asset management plan. The team adopts a partnership approach to work, promoting partnership working and the development of innovative joint public sector initiatives via the public sector property partnership. The team hosts the property consultancy function that manages the corporate estates framework, provides specialist advice to corporate schemes, manages the council's landlord and tenant relationships, property brokerage service, right to buy programme as well as delivering the council's annual disposal programme. The team leads on strategic land assembly, the asset challenge programme and the council's investment portfolio. It also manages and delivers the council's ward based community project fund (CPF).

Housing Development
 The team aims to maximise the supply of affordable homes in the borough and lead on several areas relating to housing supply including:

- Undertaking a strong enabling role with RSLs to deliver substantial National Affordable Housing Programmes in Croydon
- Negotiating the level of affordable housing provided by private developers through S106 planning policy requirements
- Delivering the council new build phase 1 programme
- Providing the move on accommodation required by the Supporting People Team
- Promoting a range of housing options to help local people meet their housing needs and aspirations
- Championing a partnership approach to working with an enabling function developing links including RSLs, inclusion in the south west sub region partnership housing corporation and internal partnership working

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Divisional Director	18	-	227	244.7	1,285
Regeneration & URV	996	(2)	638	1,631.8	64
Corporate Real Estate	179	(33)	125	270.9	51
Engineering & Transportation	2,521	34	938	3,493.2	39
Housing Development	-			-	n/a
TOTAL NET SPEND	3,714	(1)	1,928	5,641	52

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Divisional Director	1.0	1.0	-
Regeneration & URV	6.0	6.0	-
Corporate Real Estate	13.0	13.0	-
Engineering & Transportation	49.0	43.0	(6.0)
Housing Development	-	-	-
TOTAL FTE STAFF	69.0	63.0	(6.0)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,635	Employees	3,469	44	(31)	3,482	0
312	Premises related expenditure	312			312	-
401	Supplies and Services	474		366	840	77
975	Third Party Payments	1,463	11	(100)	1,374	(6)
-	Transfer Payments	-			-	n/a
474	Transport related expenditure	67			67	-
2	Recharges from other services	1,097		(15)	1,082	(1)
4,799	TOTAL EXPENDITURE	6,883	55	220	7,158	4
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(1,252)	Fees and Charges	(438)	(22)		(460)	5
-	Other Customer and Client Receipts	(716)	(34)		(750)	5
-	Interest Receivable	-			-	n/a
(558)	Recharges to other services	(2,478)		(105)	(2,583)	4
(1,810)	TOTAL INCOME	(3,632)	(56)	(105)	(3,793)	4
2,989	NET CONTROLLABLE COST	3,251	(1)	115	3,365	4
14	Capital Charges	14		1,214	1,228	8,953
-	Deferred/Intangible Charges	-		415	415	n/a
668	Corporate support services bought in	449		184	633	41
682	TOTAL UNCONTROLLABLE COST	463	-	1,813	2,276	392
3,671	NET COST OF SERVICE	3,714	(1)	1,928	5,641	52
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,671	TOTAL NET EXPENDITURE	3,714	(1)	1,928	5,641	52
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Single Status Outcome						63
						63
<u>Strategic budget - agreed additional income / savings / efficiencies</u>						
Amalgamation of Heads of Engineering and Transportation Department						(45)
Deletion of vacant posts in Road Safety						(52)
Deletion of vacant posts in traffic management and environmental transport						(84)
Efficiencies arising from Recharge of Officer time to capital schemes						(50)
Efficiencies arising from reduction of hours - Highways Records Officer						(15)
Merge Property challenge and Corporate projects budget						(50)
Reduction of Property Consultancy Budget						(60)
						(356)
<u>Other resource changes</u>						
Strategic Priority - Creation of Urban Regeneration Vehicle Client Team						366
Additional Pension Contribution						49
Adjustment to Engineers Recharge to reflect increased non chargeable time						(55)
Adjustment to Legal Charges Contract						2
Increase in Corporate Support Services						184
Movement between Departments - Support Services and Legal Services to Resources & Customer Services						7
Movement between Departments - Transfer from Corporate - Restructure						2
Review of Capital Charges						1,214
Review of Deferred / Intangible charges						415
Salary Adjustment to reflect increased employee costs						37
						2,221
TOTAL OTHER VARIATIONS IN RESOURCE						1,928

SERVICE DESCRIPTION

Economic Development

The service will be responsible for promotion and delivery of economic development initiatives for Croydon, in partnership with the public, private and third sectors. This will include working with the Economic Development Partnership (EDP) to implement and review the Economic Development Strategy; developing a co-ordinated Skills and Employment Strategy; contributing to key LAA targets; and providing a client side function for the borough's new Economic Development Company

Directorate

Strategic management of the Economy & Environment Division.

EaST Team

The EaST Team is responsible for promoting and delivering sustainable development in all sectors of the community, with a particular focus on environmental sustainability. This includes energy efficiency, renewable energy, waste reduction and recycling, sustainable transport, use of sustainable materials and water conservation, as well as championing the borough's Fairtrade status.

Support Services

This block comprises of: Service Development - the provision of management support, customer focus, health and safety, complaint management and systems support Finance - the provision of financial advice to service managers, DMT and Cabinet members, provision of monthly monitoring pack to Corporate Finance, budget-setting, Final Accounts and other adhoc project work, as required.

Transport Strategy

This will be a newly created service to lead the identification and delivery of the Borough's strategic transport requirements.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/09 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	0 % CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Service Management & Support Services	554	2	127	683	23
Transport Strategy	50	2	0	52	4
Environment Initiatives	388	5	31	424	9
Economic Delivery	0			0	n/a
TOTAL NET SPEND	992	9	159	1,160	-

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/09 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Economy & Environment Directorate	2.0	2.0	-
Transport Strategy	1.0	1.0	-
Service Development Unit	2.8	3.0	0.2
PRC Finance	5.0	5.0	-
Environment & Sustainability	7.2	6.2	(1.0)
Economic Development	-	-	-
TOTAL FTE STAFF	18.0	17.2	(0.8)

SUBJECTIVE SUMMARY

FORECAST 2008/09 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/09 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
577	Employees	732	9	43	784	7
-	Premises related expenditure	-			-	n/a
184	Supplies and Services	53		50	103	95
28	Third Party Payments	5		(3)	2	(60)
-	Transfer Payments	-			-	n/a
10	Transport related expenditure	11			11	(4)
-	Recharges from other services	-			-	n/a
799	TOTAL EXPENDITURE	801	9	90	900	12
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
(204)	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(122)	Recharges to other services	(242)			(242)	0
(326)	TOTAL INCOME	(242)	-	-	(242)	0
473	NET CONTROLLABLE COST	560	9	90	659	18
4	Capital Charges	4		25	29	591
-	Deferred/Intangible Charges	-			-	n/a
428	Corporate support services bought in	428		44	472	10
432	TOTAL UNCONTROLLABLE COST	432	-	69	501	16
905	NET COST OF SERVICE	992	9	159	1,160	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
905	TOTAL NET EXPENDITURE	992	9	159	1,160	17
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						<u>Ref.</u>
Single Status Outcome						11
Allocation of Area Based Grant for Carbon Management Programme						11
<u>Strategic budget - agreed additional income / savings</u>						<u>Ref.</u>
Reduction of Directorate Third Party Payment Budget						(3)
Other resource changes						(3)
Allocation of Area Based Grant for Carbon Management Programme						67
Additional Pension Contribution						12
Adjustment to corporate insurance budgets						(5)
Increase in Corporate Support Services						44
Movement between Departments - Recycling Officer transferred to Community Services						(52)
Movement between Departments - Transfer from Corporate - Restructure						(30)
Review of Capital Charges						25
Salary Adjustment to reflect increased employee costs						90
						151
TOTAL OTHER VARIATIONS IN RESOURCE						159

SERVICE DESCRIPTION

Building Control Trading Account

Examining on behalf of the Council applications for approval under the Building Regulations and allied legislation, inspecting site works with regard to structural stability, means of escape, structural fire precautions, thermal and sound insulation, drainage, access for disabled etc.

This is a statutory service which is subject to competition from the private sector. The Building Regulations element of the service is required by statute to be self-financing on a 3 year rolling programme and represents approximately 70% of the expenditure of the 'Building Control service. The residual 30% of Building Control that is not part of the trading account is shown in section 1.1

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Control Trading Account	(6)	(49)	55	-	(100)
TOTAL NET SPEND	(6)	(49)	55	-	(100)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Building Control Trading Account	-	-	-
Staffing numbers are included within Planning & Development Services on page 1.1			
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
69	Supplies and Services	49			49	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	-			-	n/a
990	Recharges from other services	971		95	1,066	10
1,073	TOTAL EXPENDITURE	1,020	-	95	1,115	9
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(1,073)	Fees and Charges	(1,010)	(49)	(40)	(1,099)	9
	Other Customer and Client Receipts	(16)			(16)	3
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(1,073)	TOTAL INCOME	(1,026)	(49)	(40)	(1,115)	9

-	NET CONTROLLABLE COST	(6)	(49)	55	-	(100)
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	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

-	NET COST OF SERVICE	(6)	(49)	55	-	(100)
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	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

-	TOTAL NET EXPENDITURE	(6)	(49)	55	-	(100)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref.		
			-
<u>Strategic budget - agreed additional income / savings / efficiencies</u>	Ref.		
Review of recharges between statutory and chargeable service			(40)
			(40)
<u>Other resource changes</u>	Ref.		
Increased recharge from Building Control to reflect revised budgets			95
			95
TOTAL OTHER VARIATIONS IN RESOURCE			55

RESOURCES & CUSTOMER SERVICES

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RESOURCES & CUSTOMER SERVICES

DEPARTMENT OVERVIEW

DEPARTMENT MISSION STATEMENT

To deliver recognised excellent and cost effective customer, performance, transformation and financial services which lead and add value to the council's key strategies and objectives and which in turn meet the needs of our residents, businesses and visitors.

Our vision is that:

Our department will be one that embraces change, is based on a customer service philosophy and is forward thinking. It will be a listening and learning environment which is performance driven, based on strong team working.

We will lead and empower and will be assured of our future success based on our strong track record. We will be relationship builders across the organisation and with our partners; we will have strong governance that will facilitate change.

Our communication will be open and will be face to face. Our foundation will be based on professionalism recognising the strength in our skills. It will be a supporting environment and when we achieve success we will always celebrate our achievements together.

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

1. Deliver the customer services improvement strategy driving up customer satisfaction across all services and embedding effective customer engagement;
2. Deliver the Efficiency and Improvement strategy by continuing to embed the efficiency culture, drive service improvement, deliver VFM opportunities across the council through the RELEASE & DELIVER programme, and drive up public perception of value for money;
3. Further embed the performance management culture ensuring the delivery of the LAA & improving the public's awareness that the council delivers value for money services;
4. Ensure that we deliver the office transformation programme preparing the council for its new headquarters; and
5. Deliver the council's Financial Strategy ensuring financial stability underpins the services delivered to residents and customers.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	FORECAST 2009/10	% CHANGE
Debts Raised	30,500	33,000	17,000	34,000	100
Audit Days Delivered	1,704	1,739	1,739	1,740	0
Insurance Claims received.	760	755	760	760	-
No of Benefit Claimants	32,994	35,000	33,750	36,500	8
Council Tax Dwellings	141,708	143,103	142,193	144,703	2
Housing Benefit : number of days to assess new claim	24	21	22	18	(18)
Average sick days per FTE			5		

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Employees	23,036	23,948	23,487	25,046	7
Premises related expenditure	6,806	6,928	7,308	7,150	(2)
Supplies and Services	9,839	6,708	6,915	8,669	25
Third Party Payments	29,240	29,052	29,052	26,504	(9)
Transfer Payments	180,010	146,009	146,009	204,198	40
Transport related expenditure	91	106	106	106	-
Capital Charges	2,743	164	164	1,136	595
Deferred/Intangible Charges	(1,279)	-	-	42	n/a
Corporate support services bought in	(34,430)	(32,742)	(32,742)	(35,207)	8
Recharges (to) / from other services	(961)	(2,128)	(2,128)	(2,167)	2
TOTAL EXPENDITURE	215,095	178,044	178,170	235,479	32
Government Grants	(187,993)	(152,303)	(152,303)	(211,767)	39
Area Based Grant	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(4,971)	(4,526)	(4,526)	(4,875)	8
Fees and Charges	(2,290)	(1,816)	(1,856)	(2,254)	21
Other Customer and Client Receipts	(2,611)	(2,905)	(2,949)	(2,269)	(23)
Interest Receivable	(120)	(135)	(135)	(135)	-
TOTAL INCOME	(197,985)	(161,685)	(161,769)	(221,300)	37

NET EXPENDITURE	17,110	16,360	16,402	14,179	(14)
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Contributions to / (from) Reserves	(947)	-	-	662	n/a
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CURRENT BUDGET	16,374		16,365		
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	(211)		37		
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TOP FIVE FINANCIAL RISKS 2009/10

- 1) Delivery of agreed additional income/savings for 2009/10 (£6.134m)
- 2) Increase in Benefit Claimants in 2009/10 above forecast levels
- 3) Collection of Housing Benefit Overpayments (£1.520m) and Land Charges Income (£0.8m)
- 4) Delay in finalisation of Phase 2 restructures
- 5) Managing major contracts for facilities servicing the whole Council

RESOURCES & CUSTOMER SERVICES
SERVICE SUMMARY
CABINET MEMBERS

Councillor Sara Bashford, Cabinet Member for Resources & Customer Services
Councillor Dudley Mead, Cabinet Member for Housing & Deputy Leader (Finance)

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nathan Elvery	Executive Director of Resources & Customer Services	62822
Sarah Ireland	Director - Performance	62070
Richard Simpson	Director - Corporate Financial Services	61848
Graham Cadle	Director - Customer Services	63295
Aiden McManus	Director - Transformation & Support Services	62552

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(123)	Corporate Financial Services	(158)	9	2,788	2,639	(1,775)
6,347	Customer Services	6,345	(32)	(1,198)	5,115	(19)
10,718	Concessionary Fares	10,718	498	(2,793)	8,423	(21)
381	Performance	553	76	(1,024)	(395)	(171)
(1,098)	Transformation & Support Services	(1,098)	635	(477)	(940)	(14)
16,225	TOTAL NET SPEND	16,360	1,186	(2,704)	14,841	(9)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Corporate Financial Services	60.0	57.1	(2.9)
Customer Services	414.1	421.2	7.1
Concessionary Fares	-	-	-
Performance	56.3	67.9	11.6
Transformation & Support Services	101.7	101.7	-
TOTAL FTE STAFF	632.1	647.9	15.8

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
23,487	Employees	23,948	395	704	25,046	5
7,308	Premises related expenditure	6,928	2	220	7,150	3
6,915	Supplies and Services	6,708	28	1,933	8,669	29
29,052	Third Party Payments	29,052	1,155	(3,702)	26,504	(9)
146,009	Transfer Payments	146,009	-	58,189	204,198	40
106	Transport related expenditure	106	-	-	106	-
213	Recharges from other services	213	-	0	213	0
213,090	TOTAL EXPENDITURE	212,964	1,580	57,344	271,888	28
(152,303)	Government Grants	(152,303)	(51)	(59,413)	(211,767)	39
-	Area Based Grant	-	-	-	-	n/a
(4,526)	Other Grants, reimbursements and contributions	(4,526)	(192)	(157)	(4,875)	8
(1,856)	Fees and Charges	(1,816)	(73)	(365)	(2,254)	24
(2,949)	Other Customer and Client Receipts	(2,905)	(78)	714	(2,269)	(22)
(135)	Interest Receivable	(135)	-	-	(135)	-
(2,341)	Recharges to other services	(2,341)	-	(39)	(2,380)	2
(164,110)	TOTAL INCOME	(164,026)	(394)	(59,260)	(223,680)	36
48,980	NET CONTROLLABLE COST	48,938	1,186	(1,916)	48,208	(1)
164	Capital Charges	164	-	973	1,136	595
-	Deferred/Intangible Charges	-	-	42	42	n/a
(32,742)	Corporate support services bought in	(32,742)	-	(2,466)	(35,207)	8
(32,578)	TOTAL UNCONTROLLABLE COST	(32,578)	-	(1,451)	(34,029)	4
16,402	NET COST OF SERVICE	16,360	1,186	(3,366)	14,179	(13)
-	Contributions to / (from) Earmarked Reserves	-	-	662	662	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	662	662	n/a
16,402	TOTAL NET EXPENDITURE	16,360	1,186	(2,704)	14,841	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						1,935
Strategic budget - agreed additional income / savings						(6,134)
Other resource changes						(4,199)
						1,495
TOTAL OTHER VARIATIONS IN RESOURCE						(2,704)

SERVICE DESCRIPTION

The Corporate Financial Services team have a key role in providing financial leadership to the organisation. The key objectives of the team are:

- Provision of financial advice and strategic planning and policy- making to ensure efficient and effective use of resources;
- Ensuring the robustness of the Council's annual budget (revenue and capital);
- Preparation of accounts within statutory deadlines;
- Robust and detailed in-year financial monitoring of budget and trends for the Council's delivery of its annual budget; (revenue and capital).
- Analysis of government grants, in particular the Formula Grant;
- Identifying areas where the council is not receiving the appropriate funding and presenting the Council's case for external funding
- Provision of financial management support and advice to central departments (Chief Executive's Office and R&CS).
- Supporting budget holders including ensuring they receive appropriate budget training;
- Developing and supporting the Council's financial systems to best meet the Council's business needs;
- Providing a responsive service to all Oracle users
- Ensuring that the integrity of the information on the Council's financial systems
- The cash management function for the authority;
- Administration of the Croydon local government pension scheme; and
- Investment and administration of the Croydon Pension Fund

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2008/9 (A) £000's	Inflation (B) £000's	Other (C) £000's	2009/10 (D) £000's	
Financial Planning and Analysis	(59)	17	42	0	(100)
Technical Finance	(3)	9	(6)	0	(100)
Departmental Financial Services	-	-	(50)	(50)	
Financial Systems Team	(9)	5	4	0	(100)
Treasury & Pensions (RCS 1.1.a)	(87)	(22)	98	(11)	(87)
Building Schools for the Future	0	0	2,700	2,700	n/a
TOTAL NET SPEND	(158)	9	2,788	2,639	(1,775)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Financial Planning and Analysis	22.6	15.5	(7.1)
Technical Finance	9.0	4.0	(5.0)
Departmental Financial Services	-	10.6	10.6
Financial Systems Team	7.4	6.4	(1.0)
Treasury & Pensions (RCS 1.1.a)	21.0	20.6	(0.4)
TOTAL FTE STAFF	60.0	57.1	(2.9)

RESOURCES & CUSTOMER SERVICES

CORPORATE FINANCIAL SERVICES

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,316	Employees	3,263	50	(125)	3,188	(2)
-	Premises related expenditure	-	-	-	-	n/a
343	Supplies and Services	361	-	2,707	3,068	751
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	1	1	n/a
-	Recharges from other services	-	-	-	-	n/a
3,659	TOTAL EXPENDITURE	3,624	50	2,583	6,257	73
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(848)	Fees and Charges	(848)	(41)	(47)	(936)	10
-	Other Customer and Client Receipts	-	-	(1)	(1)	n/a
-	Interest Receivable	-	-	-	-	n/a
(167)	Recharges to other services	(167)	-	-	(167)	-
(1,015)	TOTAL INCOME	(1,015)	(41)	(48)	(1,104)	9
2,644	NET CONTROLLABLE COST	2,609	9	2,535	5,153	98
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	42	42	n/a
(2,767)	Corporate support services bought in	(2,767)	-	211	(2,556)	(8)
(2,767)	TOTAL UNCONTROLLABLE COST	(2,767)	-	253	(2,514)	(9)
(123)	NET COST OF SERVICE	(158)	9	2,788	2,639	(1,773)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(123)	TOTAL NET EXPENDITURE	(158)	9	2,788	2,639	(1,773)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Single Status outcomes and appeals						18
						18
<u>Strategic budget - agreed additional income / savings</u>						
Phase 2 restructure - Corporate Financial services to incorporate the Treasury and Pensions function.						(103)
Deletion of a post in the Financial systems team as the work is now transferred to the IT function.						(50)
Deletion of a Corporate Accountant post as a result of the introduction of a new corporate financial reporting package.						(55)
						(208)
<u>Other resource changes</u>						
Building Schools for the Future - virement from Performance						400
Building Schools for the Future - Programme costs						2,300
Pension contributions increase						44
Staff Restructuring						21
Printing costs - Council Tax leaflet						8
Fees & Charges - Charges to Pension Fund						(48)
Intangible Assets written off						42
Corporate support services bought in						211
						2,978
TOTAL OTHER VARIATIONS IN RESOURCE						2,788

SERVICE DESCRIPTION

- Administering the cash management function for the authority, including investment of cash balances, investment of the Pensions Fund, management of the authority's debt portfolio, and ensuring adequate liquidity at all times.
- Administering the Council's local government pension scheme.
- Advising on treasury management, and the prudential regime.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A) Inflation (B) £000's	Other (C) £000's	ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
Pensions and Gratuities	(6)	5	4	3	(150)
Pension and Treasury Management	(68)	(10)	64	(14)	(79)
Pension Administration Team	(13)	(17)	30	-	(100)
TOTAL NET SPEND	(87)	(22)	98	(11)	(87)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Pensions and Gratuities	-	-	-
Pension and Treasury Management	10.4	4.0	(6.4)
Pension Administration Team	10.6	16.6	6.0
TOTAL FTE STAFF	21.0	20.6	(0.4)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,044	Employees	1,138	19	(37)	1,120	(2)
-	- Premises related expenditure	-	-	-	-	n/a
156	Supplies and Services	105	-	6	111	6
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,200	TOTAL EXPENDITURE	1,243	19	(31)	1,231	(1)
-	- Government Grants	-	-	-	-	n/a
-	- Area Based Grant	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(838)	Fees and Charges	(848)	(41)	26	(863)	2
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(167)	Recharges to other services	(167)	-	-	(167)	-
(1,005)	-	(1,015)	(41)	26	(1,030)	1

195	NET CONTROLLABLE COST	228	(22)	(5)	201	(12)
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
(315)	Corporate support services bought in	(315)	-	103	(212)	(33)
(315)	TOTAL UNCONTROLLABLE COST	(315)	-	103	(212)	(33)

(120)	NET COST OF SERVICE	(87)	(22)	98	(11)	(87)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

(120)	TOTAL NET EXPENDITURE	(87)	(22)	98	(11)	(87)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>			
Single Status outcomes and appeals	Ref.	-	5
			5
<u>Strategic budget - agreed additional income / savings</u>			
Phase 2 restructure - Corporate Financial services to incorporate the Treasury and Pensions function.	Ref.	-	(103)
			(103)
<u>Other resource changes</u>			
Pension contributions increase	Ref.	-	13
Staff Restructuring			45
Fees & Charges - Charges to Pension Fund			25
Other minor adjustments			10
Corporate support services bought in			103
			196
TOTAL OTHER VARIATIONS IN RESOURCE			98

RESOURCES & CUSTOMER SERVICES
CUSTOMER SERVICES
SERVICE DESCRIPTION
Divisional Overview of Services

The Customer Services Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council's customer call centre, Access Croydon services, mail and complaint resolution services.

Services are being transformed with the Council's departments and the Service Transformation Division enabling services to be delivered at the first point of contact for the customer. In addition, the Division is responsible for maintaining and developing its understanding of customer requirements to enable its services to be continually developed to meet these needs, utilising customer insight and technology to improve responses.

The Division is responsible for defining and improving customer service activity across the whole Council and works closely with the departments to achieve this. We also work closely with partner agencies to improve service access for the public across organisational boundaries, as part of the community strategy.

As well as front facing services it delivers the revenues, benefits, exchequer, land charges, travel services and interpreting services providing efficient and effective delivery whilst maximising income to the authority.

The Division has been set up to provide focus to ensure we meet our customers' expectations and needs, whilst maximising the income streams to the authority.

Much of the transformation to improve these services requires the development of new technology streams to improve efficient access to our services and to streamline and automate processes.

Initial projects are underway to measure and improve customer services, to provide greater access through technology and to provide efficiencies through shared services. We are confident our record of high performance will allow the effective management of such opportunities.

Division's Service Priorities

- Increase customer satisfaction with quality of all local public services to 47% by March 2010 (LAA L8);
- Develop an approach to using customer feedback, including complaints, to inform service planning and delivery across the council and its contractors;
- Answer 80% of personal visits in 15mins;
- Reduce abandoned calls to 15%;
- 65% of enquiries completed in the customer contact centre;
- Increase self service options through redesign of service delivery to enable them to be delivered via the website;
- Maximise collection of revenues to the authority (Ctax, NNDR, Debtors and Land Charges);
- Deliver IT solutions to improve service performance and efficiency – incl. payment channels, Direct Debit, BACS and on-line customer information;
- Deliver the new eligibility criteria for concessionary travel plan in line with government timescales with no reduction increase in spend in service.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Revenues	2,063	(64)	3,782	5,781	180
Benefits	955	41	(1,175)	(179)	(119)
Visits	540	6	(443)	103	(81)
Finance and IT	2,856	75	(1,229)	1,702	(40)
Other Revenue and Benefit Services	35	-	(35)	-	(100)
Cashiers	(25)	6	(322)	(341)	1,252
Housing Benefit (Finance)	562	(144)	(1,406)	(988)	(276)
Exchequer Management	(0)	-	-	-	(100)
Cash Management	903	-	(903)	-	(100)
Revenue Control	(197)	-	34	(163)	(17)
AR (Debtors) Team	(328)	-	470	142	(143)
AP (Creditors) Team	(278)	17	220	(41)	(85)
Exchequer Support & Development	-	-	(681)	(681)	n/a
Land Charges	(690)	(58)	906	158	(123)
Call Centre	2	54	1,665	1,721	85,950
Face-to-face	-	24	(1,479)	(1,455)	n/a
Performance Improvement	-	5	(261)	(256)	n/a
Service Development	-	4	(288)	(284)	n/a
Corporate Complaints	-	-	68	68	n/a
Croydon Translation & Interpretation Service	(53)	2	(121)	(172)	225
TOTAL NET SPEND	6,345	(32)	(1,198)	5,115	(19)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9	ORIGINAL BUDGET 2009/10	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Revenues	63.9	182.5	118.6
Benefits	87.6	57.3	(30.3)
Visits	12.0	-	(12.0)
Finance and IT	19.0	-	(19.0)
Cashiers	12.6	-	(12.6)
Cash Management	31.2	-	(31.2)
Land Charges	11.7	15.1	3.4
Call Centre	113.0	166.3	53.3
Face-to-Face	46.6	-	(46.6)
Performance Improvement	7.1	-	(7.1)
Service Development	7.4	-	(7.4)
Croydon Translation & Interpretation Service	2.0	-	(2.0)
TOTAL FTE STAFF	414.1	421.2	7.1

RESOURCES & CUSTOMER SERVICES

CUSTOMER SERVICES

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,777	Employees	12,853	220	294	13,367	4
6	Premises related expenditure	6	-	-	6	4
2,695	Supplies and Services	2,573	4	293	2,870	12
1,813	Third Party Payments	1,813	59	(399)	1,473	(19)
146,009	Transfer Payments	146,009	-	58,189	204,198	40
42	Transport related expenditure	42	-	1	43	3
33	Recharges from other services	33	-	(26)	7	(79)
163,374	TOTAL EXPENDITURE	163,328	283	58,352	221,963	36
(147,675)	Government Grants	(147,675)	(51)	(59,393)	(207,119)	40
-	Area Based Grant	-	-	-	-	n/a
(4,526)	Other Grants, reimbursements and contributions	(4,526)	(192)	(157)	(4,875)	8
(214)	Fees and Charges	(214)	-	(94)	(308)	44
(1,535)	Other Customer and Client Receipts	(1,491)	(72)	741	(822)	(45)
-	Interest Receivable	-	-	-	-	n/a
(414)	Recharges to other services	(414)	-	(28)	(442)	7
(154,363)	TOTAL INCOME	(154,319)	(315)	(58,931)	(213,565)	38

9,011	NET CONTROLLABLE COST	9,009	(32)	(579)	8,398	(7)
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-	Capital Charges	-	-	1	1	n/a
-	Deferred/Intangible Charges	-	-	-	-	-
(2,664)	Corporate support services bought in	(2,664)	-	(620)	(3,284)	23
(2,664)	TOTAL UNCONTROLLABLE COST	(2,664)	-	(619)	(3,283)	23

6,347	NET COST OF SERVICE	6,345	(32)	(1,198)	5,115	(19)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

6,347	TOTAL NET EXPENDITURE	6,345	(32)	(1,198)	5,115	(19)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Land Charges Income	500
	Non achievable budget reductions within customer services	250
	Welcome Pack - improvement in customer satisfaction	25
	One stop service - post refurbishment	250
	Corporate Complaints teams and systems	70
	2008/09 efficiencies not deliverable - BACS/Home working/C Tax Advertising	65
	Internal Bailiff Income - erosion of income profit margin	100
	Single Status outcomes and appeals	94
		1,354
<u>Strategic budget - agreed additional income / savings</u>		
	Reduction in benefits staffing due to changes to the regulations in benefit administration	(25)
	Online Account Information - processing benefits online and through self-serve facilities	(50)
	Intake automation and efficiencies	(20)
	Improved benefit subsidy processes	(1,000)
	Reduction in agency staffing in debt recovery	(20)
	IT contract savings - printing and running costs	(50)
	Restructure Customer Services	(580)
	Street naming and numbering	(20)
		(1,765)
<u>Other resource changes</u>		
	Corporate complaints manager transferred from Democratic & Legal	49
	Recharges adjustments	(483)
	Corporate restructure	(80)
	Land charges community services	(13)
	Host server transfer to HROD	(260)
		(787)
TOTAL OTHER VARIATIONS IN RESOURCE		(1,198)

SERVICE DESCRIPTION

Freedom Pass Scheme

The Freedom Pass scheme provides free travel after 9:00am on public transport (buses, trains, the underground and Croydon Tramlink) within Greater London to borough residents who have either reached the age of 60, or who meet the qualifying criteria for the Disabled Freedom Pass. The scheme is administered by the London Council's with costs being recharged to individual London boroughs based on the number of permits issued to residents and usage of the scheme. This scheme has been extended from 1.4.08 to all parts of Britain.

London Taxicard Scheme

This scheme enables clients who have severe mobility disabilities and who are not ordinarily able to use public transport, to make a number of journeys each year by licensed black cabs at a subsidised rate. The Taxicard holder meets the first £1.50 of the fare and the Council pays up to a further £10.50 (weekday daytime), or £11.30 (weekends), or £12.80 (night time) of the metered cost.

Blue Badge Scheme

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility or qualify under other automatic criteria. The Department for Transport regulates the scheme in this country.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Freedom Pass Scheme	10,603	495	(2,793)	8,305	(22)
Taxicard Scheme	122	3	-	125	2
Blue Badge Scheme	(7)	-	-	(7)	-
TOTAL NET SPEND	10,718	498	(2,793)	8,423	(21)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Freedom Pass	-	-	-
Taxicard Scheme	-	-	-
Blue Badge Scheme	-	-	-
TOTAL FTE STAFF	-	-	-

RESOURCES & CUSTOMER SERVICES
CONCESSIONARY FARES
SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
62	Supplies and Services	62	-	(15)	47	(24)
10,436	Third Party Payments	10,436	498	(3,333)	7,601	(27)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
10,498	TOTAL EXPENDITURE	10,498	498	(3,348)	7,648	(27)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Fees and Charges	(7)	-	-	(7)	-
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(7)	-	(7)	-	-	(7)	-
10,491	NET CONTROLLABLE COST	10,491	498	(3,348)	7,641	(27)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
227	Corporate support services bought in	227	-	(227)	-	(100)
227	TOTAL UNCONTROLLABLE COST	227	-	(227)	-	(100)
10,718	NET COST OF SERVICE	10,718	498	(3,575)	7,641	(29)
-	Contributions to / (from) Earmarked Reserves	-	-	782	782	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	782	782	n/a
10,718	TOTAL NET EXPENDITURE	10,718	498	(2,793)	8,423	(21)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref.
Reduction in total sum charged to Boroughs and change in Freedom Pass costs apportionment						(2,000)
Further savings on Concessionary Fares						(550)
						(2,550)
<u>Other resource changes</u>						Ref.
Corporate recharge reversal						(227)
Corporate legal costs adjustment						(16)
						(243)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,793)

SERVICE DESCRIPTION

- Developing the overall governance arrangements ensuring they are sound, fit for purpose and represent best practice including delivering internal audit and anti-fraud service;
- Preparing and supporting the Borough response to catastrophic, major and minor incidents using and developing the principles detailed in Civil Protection Legislation;
- Coordinating Business Continuity Planning within the council, providing both monitoring and advice on business continuity issues.
- Preventing, detecting and deterring fraud and corruption including developing the Council as the London-wide anti-fraud strategic lead, in partnership with Deloitte's
- Developing and delivering the risk management framework throughout the council and supporting Members, the Corporate Management Team and service managers in managing and mitigating risk;
- Delivering the council's insurance services including leading and developing the London Authorities' Mutual Limited across London;
- Providing a Corporate Programme Management Office for the council to ensure programmes and projects are delivered and project managers are supported through the appropriate governance processes
- Leading and developing the council's performance management framework including the approach to Comprehensive Area Assessment, ensuring that the process drives out service improvements across the council;
- Leading the council's efficiency agenda and delivering the Release and Deliver programme, including embedding an improved VFM culture across the council;
- Continuing to embed the Procurement "Centre of Excellence" approach, delivering savings and efficiencies through improved corporate procurement, contracts and purchasing
- Developing a "Category Management" approach to Procurement;
- Leading the Department's learning and development programme including supporting HR & OD in developing the council's Learning and Development Strategy;
- Leading the department's approach to Equalities and Diversity;
- Leading the department in strategic planning, service development & performance management.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2008/9 (A)	Inflation (B)	Other (C)	2009/10 (D)	
	£000's	£000's	£000's	£000's	
Audit and Fraud Prevention	(14)	45	(86)	(55)	293
Central Finance Management	(159)	1	163	5	(103)
Directorate	351	5	(269)	87	(75)
Insurance and Risk Management	(253)	3	76	(174)	(31)
Procurement	25	9	(909)	(875)	(3,600)
Performance and Efficiency Team	188	7	(242)	(47)	(125)
Business Development	-	-	273	273	n/a
Emergency Management	415	6	(30)	391	(6)
TOTAL NET SPEND	553	76	(1,024)	(395)	(171)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2008/9 FTE STAFF	2009/10 FTE STAFF	FTE STAFF
Audit and Fraud Prevention	15.5	20.9	5.4
Central Finance Management	2.8	-	(2.8)
Directorate	4.0	1.0	(3.0)
Insurance and Risk Management	5.0	8.0	3.0
Procurement	11.0	10.0	(1.0)
Performance and Efficiency Team	10.0	13.0	3.0
Business Development	-	6.0	6.0
Emergency Management	8.0	9.0	1.0
TOTAL FTE STAFF	56.3	67.9	11.6

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,796	Employees	2,960	44	688	3,692	25
1	Premises related expenditure	1	-	(1)	-	(100)
770	Supplies and Services	778	18	(824)	(28)	(104)
632	Third Party Payments	632	17	30	679	7
-	Transfer Payments	-	-	-	-	n/a
24	Transport related expenditure	24	-	(2)	22	(8)
2	Recharges from other services	2	-	15	17	943
4,224	TOTAL EXPENDITURE	4,396	79	(94)	4,381	(0)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(57)	Fees and Charges	(57)	(3)	(224)	(284)	395
(1)	Other Customer and Client Receipts	(1)	-	(11)	(12)	880
(135)	Interest Receivable	(135)	-	-	(135)	0
(178)	Recharges to other services	(178)	-	(11)	(189)	6
(372)	TOTAL INCOME	(372)	(3)	(246)	(621)	67

3,853	NET CONTROLLABLE COST	4,025	76	(340)	3,761	(7)
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62	Capital Charges	62	-	(15)	47	(24)
-	Deferred/Intangible Charges	-	-	-	-	n/a
(3,534)	Corporate support services bought in	(3,534)	-	(549)	(4,083)	16
(3,472)	TOTAL UNCONTROLLABLE COST	(3,472)	-	(564)	(4,036)	16

381	NET COST OF SERVICE	553	76	(904)	(275)	(150)
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-	Contributions to / (from) Earmarked Reserves	-	-	(120)	(120)	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	(120)	(120)	n/a

381	TOTAL NET EXPENDITURE	553	76	(1,024)	(395)	(171)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		Ref.
Single Status outcomes and appeals		22
Creation of a Performance Team		183
Creation of a corporate programme management officer		96
Rebase budget savings for procurement and set targets for specific projects to improve strategic focus		183
		484
<u>Strategic budget - agreed additional income / savings</u>		Ref.
Consultancy Framework Contract-savings from improved procurement of consultancy services		(200)
London Authorities Mutual Ltd-reduced costs of insurance premiums through improved claims management		(50)
Commensura Contract-Increased efficiencies from improved procurement of agency staff		(250)
Shared Services: Audit & Anti fraud- economies of scale from sharing audit and anti-fraud services with other London Boroughs		(50)
Integrated transport unit- economies of scale through integrating the Council's transport service		(160)
		(710)
<u>Other resource changes</u>		Ref.
Building Schools for the Future - virement to Corporate Financial Services	page RCS1.2	(400)
Pension contributions increase		38
Staff Restructuring		3
Legal charges contract and recharges redistributed		16
Insurances - savings reallocated		144
Other budget adjustments (net)		(23)
Recharges to other services		(12)
Capital Asset charges		(15)
Corporate support services bought in		(549)
		(798)
TOTAL OTHER VARIATIONS IN RESOURCE		(1,024)

SERVICE DESCRIPTION

Transformation and Support Services delivers the following services:

Facilities Management and Partnership Management

- * Managing the outsourced facilities management contract, including the performance management of daily operations within the Civic Office accommodation. The team also covers the management of the Council's catering services.
- * The contract administration and contractual / risk compliance of the Council's major asset based PPP / PFI partnerships. These include the FM partnership, the 'New for Old' elderly care homes PFI, the education PFI and a number of other PPP / PFI schemes coming on stream.
- * Managing the Council's Corporate Accommodation and providing client input into the new Council Civic Hub as part of URV

Service Transformation - Business Solutions & ICT

- * Service Transformation is the way in which the Council is seeking to create a step change in the quality and efficiency of its public services - to deliver Council Services, better, faster and cheaper. The focus is on redesigning services around the needs of local customers, helping them access the services they need more quickly and easily, and in a way that is most convenient to them. This includes making it possible for more services to be accessed in new ways through the Council's website and contact centre.
- * The Council has entered into a strategic partnership with a leading consultancy CapGemini to ensure that it is able to make full use of its investment in information technology as a tool to accelerate its service transformation agenda.
- * The cost of this service includes payments to CapGemini for the provision and management of the Council's overall information technology infrastructure.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2008/9 (A) £000's	Inflation (B) £000's	Other (C) £000's	2009/10 (D) £000's	
FM Services - Soft	(2,564)	13	2,728	177	(107)
FM & Professional Services	(356)	2	359	5	(101)
FM Services - Hard	1,838	4	(2,496)	(654)	(136)
ST & ICT Strategy Summary	12	14	(58)	(31)	(351)
Information Communication Technology	36	21	(422)	(365)	(1,111)
Telephony Service	(130)	-	45	(85)	(34)
Service Transformation Program	-	-	(250)	(250)	n/a
ICT Contract	65	581	(384)	262	303
TOTAL NET SPEND	(1,098)	635	(477)	(941)	(14)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2008/9 FTE STAFF	2009/10 FTE STAFF	FTE STAFF
FM Services - Soft	15.8	15.8	-
FM & Professional Services	6.8	6.8	-
FM Services - Hard	7.0	7.0	-
ST & ICT Strategy Summary	14.0	14.0	-
Information Communication Technology	58.0	58.0	-
Telephony Service	-	-	-
Service Transformation Program	-	-	-
ICT Contract	-	-	-
TOTAL FTE STAFF	101.7	101.7	-

RESOURCES & CUSTOMER SERVICES

TRANSFORMATION & SUPPORT SERVICES

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,598	Employees	4,872	81	(153)	4,800	(1)
7,301	Premises related expenditure	6,921	2	221	7,145	3
3,045	Supplies and Services	2,934	6	(228)	2,712	(8)
16,170	Third Party Payments	16,170	581	(0)	16,751	4
-	Transfer Payments	-	-	-	-	n/a
41	Transport related expenditure	41	-	-	41	0
178	Recharges from other services	178	-	11	190	7
31,117	TOTAL EXPENDITURE	31,117	670	(149)	31,639	2
(4,628)	Government Grants	(4,628)	-	(20)	(4,648)	0
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(731)	Fees and Charges	(691)	(29)	0	(719)	4
(1,413)	Other Customer and Client Receipts	(1,413)	(6)	(15)	(1,434)	1
-	Interest Receivable	-	-	-	-	n/a
(1,582)	Recharges to other services	(1,582)	-	-	(1,582)	0
(8,313)	TOTAL INCOME	(8,313)	(35)	(35)	(8,383)	1
22,804	NET CONTROLLABLE COST	22,804	635	(184)	23,255	2
102	Capital Charges	102	-	987	1,088	971
-	Deferred/Intangible Charges	-	-	-	-	n/a
(24,004)	Corporate support services bought in	(24,004)	-	(1,280)	(25,284)	5
(23,902)	TOTAL UNCONTROLLABLE COST	(23,902)	-	(293)	(24,196)	1
(1,098)	NET COST OF SERVICE	(1,098)	635	(477)	(941)	(14)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,098)	TOTAL NET EXPENDITURE	(1,098)	635	(477)	(941)	(14)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref.
Single Status outcomes and appeals						16
Corporate Accommodation Client side team						63
						79
Strategic budget - agreed additional income / savings						Ref.
Service Transformation Budget						(250)
Partnership Management Post						(40)
Cut Property Safety Systems Budget						(25)
Ad hoc Maintenance Repairs Programme						(25)
Restructure of ICT Client Function to ensure alignment with the transformation programme						(250)
Remove consultancy in CYPL ICT that has historically been underspent						(45)
Increased income from CREDIT team from Schools						(20)
Renegotiate OHMS contract for Housing ICT						(50)
Carbon and Energy Consumption Reduction Programme						(150)
Mail management - Pricing in proportion - using appropriate sized envelopes for letters.						(15)
Introduction of a Rental Charge for the Deli						(15)
Clean Mail - allows a discount on all letters in which the address details are typed/printed and include a full postal code						(16)
						(901)
Other resource changes						Ref.
Pension contributions increase						72
Utilities						434
FM Contract						213
Insurances - change in premiums charged						(79)
Other budget adjustments (net)						(2)
Capital Asset charges						987
Corporate support services bought in						(1,280)
						345
TOTAL OTHER VARIATIONS IN RESOURCE						(477)

HOUSING REVENUE ACCOUNT

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Communal services (now included in Neighbourhood Services)

DEPARTMENT MISSION STATEMENT

The department of adult services and housing will contribute to the council's vision of a borough in which people choose to live, work and visit by promoting economic growth and prosperity, improving health and well-being, creating safer, stronger and more sustainable communities, and improving the environment.

KEY SERVICE TARGETS / PRIORITIES FOR 2009/10

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 meet the Decent Homes Standard for council housing
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities and support neighbourhood renewal

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2007/8	ORIGINAL 2008/9	FORECAST 2008/9	BUDGET 2009/10	% CHANGE
Total Housing stock (properties) April 1 including <u>Sheltered and Special Sheltered Housing</u>	1,406	14,044	14,046	14,042	(0)
Sheltered Housing for the Elderly (flats)	1,042	1,042	1,042	1,042	-
Special Sheltered Housing (flats)	258	258	258	258	-
Homes meeting the government's decent home standard	88%	92%	90%	92%	2
Average sick days per FTE	7	6.50	6.50	6.50	

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2007/8 £000	ORIGINAL 2008/9 £000	FORECAST 2008/9 £000	BUDGET 2009/10 £000	% CHANGE
Communal services (now included in Neighbourhood Services)					
Employees	12,522	12,965	12,965	13,009	0
Capital Charges	12,383	10,181	10,181	10,695	5
Deferred/Intangible Charges	(2,048)	150	150	200	33
Premises related expenditure	21,107	25,962	25,962	26,408	2
Supplies and Services	7,497	3,870	3,870	4,412	14
Third Party Payments	13,294	16,156	16,156	17,733	10
Transfer Payments	104	119	119	116	(3)
Transport related expenditure	316	238	238	239	0
Corporate support services bought in	4,112	3,650	3,650	4,073	12
Recharges (to) / from other services	(878)	(3,364)	(3,364)	(3,284)	(2)
TOTAL EXPENDITURE	68,408	69,929	69,929	73,602	5
Government Grants	-	-	-	-	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	-	(9)	(9)	(9)	5
Fees and Charges	(7,167)	(8,138)	(8,138)	(9,029)	11
Other Customer and Client Receipts	(62,680)	(61,228)	(61,228)	(64,783)	6
Interest Receivable	(393)	(1,038)	(1,038)	(70)	(93)
TOTAL INCOME	(70,239)	(70,412)	(70,412)	(73,891)	5
NET EXPENDITURE	(1,832)	(483)	(483)	(289)	(40)
Contributions to / (from) Reserves	1,832	483	483	289	(40)
TOTAL VARIANCE FROM BUDGET- Over/(Under)	-	-	0	0	0

TOP FINANCIAL RISKS 2009/10

- 1) Increased demand for responsive repairs (est. £500k)
- 2) Increased cost of Programmed Works (est. £500k)
- 3) Non achievement of staff turnover allowance (est. £100k)

The above risks will be closely monitored and managed to minimise impact.

HOUSING REVENUE ACCOUNT

SERVICE SUMMARY

CABINET MEMBER

Councillor Dudley Mead

Housing

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services and Housing	65490
Peter Brown	Director - Assets and Renewals	65631
Dave Sutherland	Director - Housing Management Services	64957
Alan Matthews	Director - Housing Needs and Allocation	62717
Pauline French	Director - Older People and Physical Disabilities	65416
Jane Doyle	Director - Policy and Performance	65671
Paul Heynes	Director - Resources	65500
Brenda Scanlan	Director - Younger Adults	65727

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2008/9 £000's	SERVICE	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
12,342	Repairs and Maintenance	12,342	-	(66)	12,276	(1)
13,320	Supervision and Management-General	13,320	201	651	14,171	6
6,651	Supervision and Management-Special	6,651	57	366	7,073	6
15,813	Capital Financing	15,813	-	401	16,214	3
(64,446)	Income	(64,446)	-	(3,161)	(67,606)	5
15,836	Notional H.R.A and Government Grant	15,836	-	1,747	17,583	11
(484)	TOTAL NET SPEND	(483)	257	(62)	(289)	(40)
483	Contributions to / (from) Reserves	483	-	(194)	289	(40)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Communal services (now included in Neighbourhood Services)			
Supervision and Management - General Expenses	270.8	257.5	(13.3)
Supervision and Management - Special Expenses	91.0	87.0	(4.0)
TOTAL FTE STAFF	361.8	344.5	(17.3)

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,965	Employees	12,965	253	(209)	13,009	0
25,962	Premises related expenditure	25,962	-	446	26,408	2
3,870	Supplies and Services	3,870	-	542	4,412	14
16,156	Third Party Payments	16,156	-	1,577	17,733	10
119	Transfer Payments	119	-	(3)	116	(3)
238	Transport related expenditure	238	-	1	239	0
367	Recharges from other services	367	4	201	572	56
59,678	TOTAL EXPENDITURE	59,678	257	2,554	62,489	5
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(8.6)	Other Grants, reimbursements and contributions	(9)	-	-	(9)	5
(8,137.6)	Fees and Charges	(8,138)	-	(891)	(9,029)	11
(61,228.0)	Other Customer and Client Receipts	(61,228)	-	(3,555)	(64,783)	6
(1,038.0)	Interest Receivable	(1,038)	-	968	(70)	(93)
(3,731.0)	Recharges to other services	(3,731)	-	(125)	(3,856)	3
(74,143)	TOTAL INCOME	(74,143)	-	(3,604)	(77,747)	5
(14,465)	NET CONTROLLABLE COST	(14,465)	257	(1,050)	(15,257)	5
10,181	Capital Charges	10,181	-	514	10,695	5
150	Deferred/Intangible Charges	150	-	50	200	33
3,650	Corporate support services bought in	3,650	-	423	4,073	12
13,982	TOTAL UNCONTROLLABLE COST	13,981	-	987	14,968	7
(483)	NET COST OF SERVICE	(483)	257	(63)	(289)	(40)
483	Contributions to / (from) Earmarked Reserves	483	-	(194)	289	(40)
-	Contributions to / (from) Capital 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	483	-	(194)	289	(40)
-	TOTAL NET EXPENDITURE	-	257	(257)	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						(257)
TOTAL OTHER VARIATIONS IN RESOURCE						(257)

HOUSING REVENUE ACCOUNT

REPAIRS AND MAINTENANCE

SERVICE DESCRIPTION

This service provides responsive repairs and cyclical maintenance to the Council's housing stock. The service responds to around 61,000 repair requests on average each year and also includes all work to an average of about 1,100 void properties. The repairs service is delivered through two long term partnering contracts.

The total planned expenditure on revenue and capital repairs within the H.R.A. is £32.9m.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Responsive Repairs	11,410		(60)	11,350	(1)
Communal services (now included in Neighbourhood Services)	932		(6)	926	(1)
TOTAL NET SPEND	12,342	-	(66)	12,276	(1)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
		13.0	13.0
TOTAL FTE STAFF	-	13.0	13.0

HOUSING REVENUE ACCOUNT

REPAIRS AND MAINTENANCE

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
11,942	Premises related expenditure	11,942		(66)	11,876	(1)
400	Supplies and Services	400			400	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
12,342	TOTAL EXPENDITURE	12,342	-	(66)	12,276	(1)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a

12,342	NET CONTROLLABLE COST	12,342	-	(66)	12,276	(1)
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

12,342	NET COST OF SERVICE	12,342	-	(66)	12,276	(1)
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
Communal s	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

12,342	TOTAL NET EXPENDITURE	12,342	-	(66)	12,276	(1)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref.		-
<u>Strategic budget - agreed additional income / savings</u>	Ref.		-
<u>Other resource changes</u>	Ref.		(66)
Efficiency savings on the cost of repairs contracts			(66)
TOTAL OTHER VARIATIONS IN RESOURCE			(66)

SERVICE DESCRIPTION

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.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supervision and management - General expenses Communal services (now included in Neighbourhood Services)	13,320	201	651	14,171	6
TOTAL NET SPEND	13,320	201	651	14,171	6

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
Supervision and management - General expenses	270.8	257.5	(13.3)
TOTAL FTE STAFF	270.8	257.5	(13.3)

HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -
GENERAL EXPENSES

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,228	Employees	10,228	201	(36)	10,393	2
772	Premises related expenditure	772		427	1,199	55
2,616	Supplies and Services	2,616		(293)	2,323	(11)
17	Third Party Payments	17			17	-
-	Transfer Payments	-			-	n/a
124	Transport related expenditure	124		1	125	1
224	Recharges from other services	224		220	444	98
13,981	TOTAL EXPENDITURE	13,981	201	319	14,500	4
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(28)	Fees and Charges	(28)		-	(28)	-
(154)	Other Customer and Client Receipts	(154)		100	(54)	(65)
-	Interest Receivable	-			-	n/a
(3,731)	Recharges to other services	(3,731)		(124)	(3,856)	3
(3,913)	TOTAL INCOME	(3,913)	-	(25)	(3,938)	1
10,068	NET CONTROLLABLE COST	10,068	201	294	10,562	5
-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
3,252	Corporate support services bought in	3,252		358	3,610	11
3,252	TOTAL UNCONTROLLABLE COST	3,252	-	358	3,610	11
13,320	NET COST OF SERVICE	13,320	201	651	14,171	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
13,320	TOTAL NET EXPENDITURE	13,320	201	651	14,171	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref.
						-
<u>Other resource changes</u>						Ref.
Savings on employees following a review of staffing costs.						(36)
Increase in the cost of insurance now leaseholders are charged via the HRA and a recent substantial claim						427
Reduction in costs of supplies and services due to various efficiency initiatives						(293)
Increase in car allowances						1
Increase in recharges from other services						220
Reduction in income from some fees and charges						100
Increase in charges to other services						(124)
Increase in corporate recharges.						358
						651
TOTAL OTHER VARIATIONS IN RESOURCE						651

HOUSING REVENUE ACCOUNT

**SUPERVISION AND MANAGEMENT -
SPECIAL EXPENSES**

SERVICE DESCRIPTION

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, Neighbourhood Wardens 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.

There is a service charge for the following services:-

Caretaking - £3.66
Grounds Maintenance - £1.39

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
Utility charges	1,065.0		410	1,475	38
Communal services (now included in Neighbourhood Services)	85.0		(85)	0	(100)
Horticultural Services	703.0		72	775	10
Sheltered Housing services	344.0	4		348	1
Neighbourhood Services	4,453.9	53	(32)	4,474	0
TOTAL NET SPEND	6,651	57	365	7,073	6

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
Neighbourhood Services	91.0	87.0	(4.0)
TOTAL FTE STAFF	91.0	87.0	(4.0)

HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -
SPECIAL EXPENSES

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,737	Employees	2,737	53	(173)	2,617	(4)
6,680	Premises related expenditure	6,680		(41)	6,639	(1)
338	Supplies and Services	338		805	1,143	238
303	Third Party Payments	303		(170)	133	(56)
4	Transfer Payments	4		-	4	-
114	Transport related expenditure	114		-	114	-
124	Recharges from other services	124	4	1	129	4
10,301	TOTAL EXPENDITURE	10,301	57	422	10,779	5
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(4,048)	Fees and Charges	(4,048)		(122)	(4,170)	3
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(4,048)	TOTAL INCOME	(4,048)	-	(122)	(4,170)	3

6,253	NET CONTROLLABLE COST	6,253	57	300	6,609	6
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
398	Corporate support services bought in	398		66	464	17
398	TOTAL UNCONTROLLABLE COST	398	-	66	464	17

6,651	NET COST OF SERVICE	6,651	57	366	7,073	6
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
Communal s	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

6,651	TOTAL NET EXPENDITURE	6,651	57	366	7,073	6
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref.	
		-
<u>Strategic budget - agreed additional income / savings</u>		
	Ref.	
		-
<u>Other resource changes</u>		
	Ref.	
Reduction in wages for Neighbourhood Wardens and some cleaning staff that have gone to Interserve		(173)
Changes to the way Water Rates are accounted		(41)
Costs transferred following the introduction of a new chart of accounts and an increase in contingency funding		805
Costs transferred following the introduction of a new chart of accounts		(170)
Increase in recharging from other services.		1
Increase in water rates charges		(122)
Increase in corporate recharges		66
		366
TOTAL OTHER VARIATIONS IN RESOURCE		366

SERVICE DESCRIPTION

Capital Financing includes the interest charges for the payment of interest on loans taken out to acquire or refurbish Housing Revenue Account assets, such as council housing, and also includes a charge for debt management.

The Major Repairs Allowance is used to finance the improvements of the housing stock.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Major Repairs Allowance	10,313.0		624	10,937	6
Communal services (now included in Neighbourhood Services)	2,976.0		298	3,274	10
Debt Management Expenses	51.0		29	80	57
Premium	630.0		(100)	530	(16)
Discount	(21.0)		-	(21)	-
Financing of Capital Expenditure	1,864.0		(450)	1,414	(24)
TOTAL NET SPEND	15,813	-	401	16,214	3

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
			-
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

CAPITAL FINANCING

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
5,482	Premises related expenditure	5,482		(163)	5,319	(3)
-	Supplies and Services	-			-	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
5,482	TOTAL EXPENDITURE	5,482	-	(163)	5,319	(3)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
5,482	NET CONTROLLABLE COST	5,482	-	(163)	5,319	(3)
10,181	Capital Charges	10,181		514	10,695	5
150	Deferred/Intangible Charges	150		50	200	33
-	Corporate support services bought in	-			-	n/a
10,331	TOTAL UNCONTROLLABLE COST	10,331	-	564	10,895	5
15,813	NET COST OF SERVICE	15,813	-	401	16,214	3
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
Communal s	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,813	TOTAL NET EXPENDITURE	15,813	-	401	16,214	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>						
Increase in Major Repairs Allowance						624
Reduction in capital charges						(223)
						401
TOTAL OTHER VARIATIONS IN RESOURCE						401

SERVICE DESCRIPTION

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

- 1) Rental income due from the letting of dwellings and garages met by tenants and direct credits for rent rebates.
- 2) Service charges to tenants for caretaking and grounds maintenance.
- 3) Recharges of energy costs from communal heating schemes.
- 4) Mortgage interest payments due on mortgages granted upon the sale of Council houses.
- 5) Interest receivable on the HRA's average monthly cash balance.
- 6) Service charges to Leaseholders

Average Dwelling Rent (50 weeks)	Average Service Charge (Caretaking and Grounds Maintenance)	Mortgage Interest Rates
1999-00 £67.30		01.05.96 8.16%
2000-01 £68.46		01.12.97 8.41%
2001-02 £68.31		01.01.99 8.57%
2002-03 £68.83		01.03.99 7.82%
2003-04 £68.14	£2.35	01.07.01 7.54%
2004-05 £70.63	£2.42	01.11.02 7.31%
2005-06 £73.30	£2.59	01.10.04 6.51%
2006-07 £76.63	£2.66	01.11.05 5.28%
2007-08 £80.75	£2.77	01.10.06 5.07%
2008-09 £84.77	£2.86	01.07.07 6.89%
2009-10 £90.02	£2.99	

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Communal services (now included in Neighbourhood Services)	(60,824.0)		(3,262)	(64,086)	5
Doubtful Debt Provision	500.0		-	500	-
Garages	(1,096.0)		(152)	(1,248)	14
Heating and insurance	(445.5)		(84)	(530)	19
Interest	(430.0)		360	(70)	(84)
Service Charges - Leaseholders	(1,400.0)		(490)	(1,890)	35
Other Income	(750.5)		468	(283)	(62)
Contributions to / (from) Earmarked Reserves	483		(194)	289	(40)
TOTAL NET SPEND	(63,963)	0	(3,354)	(67,317)	5

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE FTE STAFF
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

INCOME

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
1,086	Premises related expenditure	1,086		289	1,375	27
516	Supplies and Services	516		29	545	6
-	Third Party Payments	-			-	n/a
115	Transfer Payments	115		(3)	112	(3)
-	Transport related expenditure	-			-	n/a
19	Recharges from other services	19		(19)	-	(100)
1,736	TOTAL EXPENDITURE	1,736	-	295	2,032	17
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
(9)	Other Grants, reimbursements and contributions	(9)		-	(9)	5
(4,062)	Fees and Charges	(4,062)		(769)	(4,831)	19
(61,074)	Other Customer and Client Receipts	(61,074)		(3,655)	(64,729)	6
(1,038)	Interest Receivable	(1,038)		968	(70)	(93)
-	Recharges to other services	-			-	n/a
(66,182)	TOTAL INCOME	(66,182)	-	(3,456)	(69,639)	5
(64,446)	NET CONTROLLABLE COST	(64,446)	-	(3,161)	(67,606)	5
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(64,446)	NET COST OF SERVICE	(64,446)	-	(3,161)	(67,606)	5
483	Contributions to / (from) Earmarked Reserves	483		(194)	289	(40)
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
Communal s	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
483	TOTAL APPROPRIATIONS	483	-	(194)	289	(40)
(63,963)	TOTAL NET EXPENDITURE	(63,963)	-	(3,354.60)	(67,317)	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref.
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref.
						-
<u>Other resource changes</u>						Ref.
Revision of void allowance for dwellings and garages.						289
Increase in insurance costs offset by income						29
Adjustment to rent allowances						(3)
Recharge removed						(19)
Annual increase in fees and charges and an increase in leasehold charges to cover insurance costs						(769)
Tenants rent and service charge increase						(3,655)
Interest received reduced due to reduction in interest rates and capital expenditure reducing Decent Homes Func						968
Contribution to reserves reduced						(194)
						(3,355)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,355)

HOUSING REVENUE ACCOUNT

NOTIONAL H.R.A AND GOVERNMENT GRANT

SERVICE DESCRIPTION

Housing Revenue Account Government Grant was introduced on 1st April 1990. It is based upon a Notional Housing Revenue Account. Since 1 April 2004 Rent Rebates have been accounted for in the General Fund and the surplus of £17.583m is repaid to the Government.

Notional account for the calculation of the payment to the Government is on the table below. The figures in brackets are the allowances due to the Council offset by the notional income shown as positives.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Notional Management and Maintenance Allowances	(25,464)		(905)	(26,369)	4
Communal services (now included in Neighbourhood Services)	(10,313)		(625)	(10,938)	6
Capital asset charges	(5,488)		198	(5,290)	(4)
Admissible Allowance	-			0	n/a
Notional Guideline Rent	57,072		3,088	60,160	5
Interest on Rent to buy mortgages	29		(9)	20	(31)
Rental Constraint Allowance	0			0	n/a
TOTAL NET SPEND	15,836	-	1,747	17,583	11

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2008/9 FTE STAFF	ORIGINAL BUDGET 2009/10 FTE STAFF	CHANGE IN FTE STAFF
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

NOTIONAL H.R.A AND GOVERNMENT GRANT

SUBJECTIVE SUMMARY

FORECAST 2008/9 £000's	DESCRIPTION	ORIGINAL BUDGET 2008/9 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2009/10 (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
15,836	Third Party Payments	15,836		1,747	17,583	11
	Transfer Payments				-	n/a
	Transport related expenditure				-	n/a
	Recharges from other services				-	n/a
15,836	TOTAL EXPENDITURE	15,836	-	1,747	17,583	11
	Government Grants				-	n/a
	Area Based Grants				-	n/a
	Other Grants, reimbursements and contributions				-	n/a
	Fees and Charges				-	n/a
	Other Customer and Client Receipts				-	n/a
	Interest Receivable				-	n/a
	Recharges to other services				-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
15,836	NET CONTROLLABLE COST	15,836	-	1,747	17,583	11
	Capital Charges				-	n/a
	Deferred/Intangible Charges				-	n/a
	Corporate support services bought in				-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
15,836	NET COST OF SERVICE	15,836	-	1,747	17,583	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
15,836	TOTAL NET EXPENDITURE	15,836	-	1,747	17,583	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>						
Increase in "negative subsidy" paid to government.						1,747
						1,747
TOTAL OTHER VARIATIONS IN RESOURCE						1,747

CAPITAL PROGRAMME

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DETAILED PROGRAMME 2009/10 TO 2013/14	CP2-CP3

Capital Programme Funding 2009/10 to 2013/14

GENERAL FUND		2009/10	2010/11	2011/12	2012/13	2013/14	Total
Description		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Chief Executive		271	621	121	500	0	1,513
Children Young People and Learners		19,780	21,509	1,000	1,000	860	44,149
Community Services		8,448	14,566	7,967	2,400	2,200	35,581
Department of Adult Services and Housing		332	237	0	0	0	569
Planning, Regeneration and Conservation		8,588	13,373	13,373	8,373	7,447	51,154
Resources and Customer Services		3,737	8,300	6,000	6,350	5,050	29,437
Slippage on overall Programme		2,041	0	0	0	0	2,041
RESOURCE REQUIREMENT (Excluding HIP)		43,197	58,606	28,461	18,623	15,557	164,444
Capital Receipts (in year)		0	1,925	1,925	1,000	1,000	5,850
Supported Capital Expenditure (Revenue)		3,582	1,880	0	0	0	5,462
Unsupported Borrowing		17,783	16,611	14,964	14,936	14,907	79,201
Capital Grants and Contributions		2,307	400	0	0	0	2,707
National Lottery		1,242	0	0	0	0	1,242
Department for Children, Schools & Families		11,836	19,164	0	0	0	31,000
Transport For London		6,447	0	0	0	0	6,447
TOTAL ESTIMATED RESOURCES		43,197	39,980	16,889	15,936	15,907	131,909

HOUSING INVESTMENT PROGRAMME (HIP)		2009/10	2010/11	2011/12	2012/13	2013/14	Total
Description		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
RESOURCE REQUIREMENT		27,722	25,386	19,914	20,205	20,503	113,730
HRA Receipts		3,890	1,432	1,475	1,519	1,519	9,835
Major Repairs Allowance		10,938	10,730	10,944	11,163	11,163	54,938
HRA Disposals		300	300	300	300	300	1,500
RCCO		2,414	1,864	1,864	1,864	1,864	9,870
Disabled Facilities Grant		856	0	0	0	0	856
HRA Supported Borrowing		3,256	3,256	0	0	0	6,512
HRA Unsupported Borrowing		3,554	2,500	0	0	269	6,323
Unsupported Borrowing		2,314	5,304	5,331	5,359	5,388	23,696
Recovered Grant		200	0	0	0	0	200
TOTAL ESTIMATED RESOURCES		27,722	25,386	19,914	20,205	20,503	113,730

CAPITAL PROGRAMME FUNDING (Including HIP)		2009/10	2010/11	2011/12	2012/13	2013/14	Total
Description		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
RESOURCE REQUIREMENT		70,919	83,992	48,375	38,828	36,060	278,174
In Year Capital Receipts/Capital Grants & Contributions		29,492	25,085	5,564	4,683	4,683	69,507
Supported Capital Expenditure (Revenue)		3,582	1,880	0	0	0	5,462
Supported Capital Expenditure (Revenue) HRA		3,256	3,256	0	0	0	6,512
Unsupported borrowing		20,097	21,915	20,295	20,295	20,295	102,897
Major Repairs Allowance		10,938	10,730	10,944	11,163	11,163	54,938
HRA Unsupported Borrowing		3,554	2,500	0	0	269	6,323
TOTAL ESTIMATED RESOURCES		70,919	65,366	36,803	36,141	36,410	245,639
FUNDING GAP		0	18,626	11,572	2,687	(350)	32,535

Capital Programme 2009/10 to 2013/14

These pages show details of the proposed capital programme for 2009/10 to 2013/14

IMPROVING HEALTH AND WELL BEING			2009/10	2010/11	2011/12	2012/13	2013/14	Total
Dept.	Description	Type of Bid	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
R & CS	Fire safety projects	Health & Safety	250	250	250	250	250	1,250
R & CS	Health & safety backlog	Health & Safety	0	500	0	0	0	500
R & CS	Legionella preventative projects	Health & Safety	100	100	100	100	100	500
R & CS	Fall arrest projects	Health & Safety	50	100	100	100	100	450
R & CS	DDA improvements projects	Health & Safety	100	100	100	100	100	500
R & CS	Electrical safety projects	Health & Safety	350	350	350	350	350	1,750
R & CS	General Fund major maintenance programme	Health & Safety	1,877	2,100	2,100	2,100	2,100	10,277
R & CS	General Fund backlog	Health & Safety	0	1,000	0	0	0	1,000
R & CS	Lift safety & replacement projects	Health & Safety	250	150	50	0	0	450
R & CS	Health & safety improvement projects	Health & Safety	100	100	100	100	100	500
CS	Public rights of way improvements / maintenance	Health & Safety	25	50	50	50	50	225
CS	Mercury abatement (Cremation)	Health & Safety	0	560	0	0	0	560
CS	Toilet facilities (Bereavement Services)	Health & Safety	40	110	0	0	0	150
			3,142	5,470	3,200	3,150	3,150	18,112

IMPROVING THE ENVIRONMENT			2009/10	2010/11	2011/12	2012/13	2013/14	Total
Dept.	Description	Type of Bid	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
CS	Recycling development & expansion programme	Invest to Save	1,025	1,365	1,040	0	0	3,430
			1,025	1,365	1,040	0	0	3,430

ACHIEVING A BETTER OUTCOME FOR CHILDREN AND YOUNG PEOPLE			2009/10	2010/11	2011/12	2012/13	2013/14	Total
Dept.	Description	Type of Bid	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
CYPL	Kitchen equipment	CYPL	400	400	400	400	400	2,000
CYPL	Other furniture & equipment	CYPL	0	94	94	94	0	282
CYPL	Musical instruments	CYPL	0	16	16	16	0	48
CYPL	Replace Waddon and Duppas schools with 2FE primaries	CYPL	1,900	200	0	0	0	2,100
CYPL	Amalgamation of Gilbert Scott	CYPL	427	0	0	0	0	427
CYPL	Amalgamation of Rockmount Primary Schools sites	CYPL	308	0	0	0	0	308
CYPL	School major building repairs programme	CYPL	2,000	4,350	0	0	0	6,350
CYPL	Relocation of Red Gates Special School	CYPL	1,872	0	0	0	0	1,872
CYPL	Schools Access Initiative	CYPL	0	518	460	460	460	1,898
CYPL	Early years children's centres	CYPL	2,731	2,258	0	0	0	4,989
CYPL	Inclusion network for special schools	CYPL	55	0	0	0	0	55
CYPL	Local Education Authority contributions to voluntary aided	CYPL	0	30	30	30	0	90
CYPL	Extended schools projects	CYPL	630	328	0	0	0	958
CYPL	Red Gates for severe learning difficulties	CYPL	500	0	0	0	0	500
CYPL	Primary Capital Programme	CYPL	4,740	7,315	0	0	0	12,055
CYPL	TCF for 14-19 and SEN	CYPL	2,000	6,000	0	0	0	8,000
CYPL	Replace Waddon and Duppas schools with 2FE primaries	Slippage from 2008/09	2,217	0	0	0	0	2,217
			19,780	21,509	1,000	1,000	860	44,149

Capital Programme 2009/10 to 2013/14

These pages show details of the proposed capital programme for 2009/10 to 2013/14

SAFER AND STRONGER AND MORE SUSTAINABLE COMMUNITIES								
Dept.	Description	Type of Bid	2009/10 £'000s	2010/11 £'000s	2011/12 £'000s	2012/13 £'000s	2013/14 £'000s	Total £'000s
CE	Safer and stronger communities	Service Delivery Improvements	121	121	121	0	0	363
			121	121	121	0	0	363

REGENERATING THE BOROUGH AND PROMOTING PROSPERITY								
Dept.	Description	Type of Bid	2009/10 £'000s	2010/11 £'000s	2011/12 £'000s	2012/13 £'000s	2013/14 £'000s	Total £'000s
CS	Fairfield Halls capital grant	Fit for Purpose	200	200	200	0	0	600
CS	Highways programme	Fit for Purpose	2,400	2,050	2,050	2,050	2,050	10,600
CS	Highways maintenance - additional funding	Fit for Purpose	0	2,800	3,000	0	0	5,800
PRC	Community Improvement Fund	Fit for Purpose	1,000	1,000	1,000	1,000	1,000	5,000
PRC	Regeneration projects	Fit for Purpose	215	5,000	5,000	0	0	10,215
PRC	Borough Spending Plan - TFL	Fit for Purpose	6,447	6,447	6,447	6,447	6,447	32,235
PRC	Section 106	Service Delivery Improvements	926	926	926	926	0	3,704
DASH	Housing Investment Programme - GF	Housing Investment	3,370	5,304	5,331	5,359	5,388	24,752
DASH	Housing Investment Programme - HRA	Programme	24,352	20,082	14,583	14,846	15,115	88,978
			38,910	43,809	38,537	30,628	30,000	181,884

Capital Programme 2009/10 to 2013/14

These pages show details of the proposed capital programme for 2009/10 to 2013/14

DELIVERING HIGH QUALITY SERVICES AND IMPROVING VALUE FOR MONEY			2009/10 £'000s	2010/11 £'000s	2011/12 £'000s	2012/13 £'000s	2013/14 £'000s	Total £'000s
Dept.	Description	Type of Bid						
CE	CHRIS - further rollout	Service Delivery Improvements	150	0	0	0	0	150
CE	CHRIS - ongoing maintenance	Service Delivery Improvements	0	500	0	500	0	1,000
R & CS	Service transformational programme	Invest to Save	0	500	500	500	500	2,000
R & CS	Central civic offices infrastructure projects	Fit for Purpose	100	200	0	0	0	300
R & CS	Mobile devices	Service Delivery Improvements	0	150	150	0	0	300
R & CS	Security / encryption	Service Delivery Improvements	0	200	200	200	200	800
R & CS	Web tools	Service Delivery Improvements	0	200	200	200	200	800
R & CS	Address search tools	Service Delivery Improvements	0	50	50	50	50	200
R & CS	Integration tools	Service Delivery Improvements	0	250	0	0	0	250
R & CS	Document management	Service Delivery Improvements	0	500	500	500	500	2,000
R & CS	Parking Services	Service Delivery Improvements	0	0	200	0	200	400
R & CS	EMS '1'	Service Delivery Improvements	0	250	250	0	0	500
R & CS	Oracle R12	Service Delivery Improvements	210	0	0	0	0	210
R & CS	CRM	Service Delivery Improvements	0	500	500	0	0	1,000
R & CS	GIS	Service Delivery Improvements	0	150	0	0	0	150
R & CS	Small departmental systems (5x60)	Service Delivery Improvements	0	300	300	300	300	1,200
R & CS	Medium departmental systems (eg Uniform / Flare / ROCC)	Service Delivery Improvements	0	300	0	300	0	600
R & CS	Vista	Service Delivery Improvements	0	0	0	1,200	0	1,200
R & CS	Ground Floor Fell Road	Slippage from 2008/09	350	0	0	0	0	350
CS	Relocation of Thornton Heath Library	Invest to Save	1,177	100	0	0	0	1,277
CS	Thornton Heath Library fitout	Invest to Save	250	0	0	0	0	250
CS	Refurbishment of chapels	Service Delivery Improvements	0	0	120	0	0	120
CS	Mortuary refurbishment	Service Delivery Improvements	0	0	350	0	0	350
CS	New burial ground at Greenlawns	Service Delivery Improvements	0	900	0	0	0	900
CS	Road resurfacing - crematorium	Service Delivery Improvements	0	0	0	200	0	200
CS	Standby generator for business continuity	Service Delivery Improvements	0	60	0	0	0	60
CS	Replace accommodation at Purley Oaks Depot	Service Delivery Improvements	0	500	0	0	0	500
CS	RFID implementation for Central Library	Service Delivery Improvements	0	200	0	0	0	200
CS	Remodelling of Central Library	Service Delivery Improvements	50	150	50	0	0	250
CS	Lines and signs	Service Delivery Improvements	0	100	100	100	100	400
CS	Footway parking	Service Delivery Improvements	0	125	0	0	0	125
CS	Cashless parking - complementary option	Service Delivery Improvements	0	1,096	1,007	0	0	2,103
CS	Waddon Swimming Pool	Service Delivery Improvements	2,800	4,200	0	0	0	7,000
CS	Thornton Heath Library	ge from 2008/09	481	0	0	0	0	481
DASH	LASSL single capital pot projects	Service Delivery Improvements	143	143	0	0	0	286
DASH	Adult Social Care IT infrastructure	Service Delivery Improvements	89	94	0	0	0	183
DASH	Various mental health projects	Slippage from 2008/09	100	0	0	0	0	100
			5,900	11,718	4,477	4,050	2,050	28,195
All	Non-specified slippage	Slippage from 2008/09	2,041	0	0	0	0	2,041
			70,919	83,992	48,375	38,828	36,060	278,174