

# **CROYDON COUNCIL**

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

**2012/13**

**Appendix F to agenda item 6  
Cabinet, 20th February 2012**



# REVENUE BUDGET SUMMARY

## CONTENTS

	Page
<b>REVENUE BUDGET SUMMARY</b>	
General Fund Summary	RS1
Subjective Analysis	RS2
Analysis of central support recharges	RS3
Departmental Gross Expenditure	RS4
Departmental Net Expenditure	RS5
Analysis of Income and Expenditure	RS6



**REVENUE BUDGET SUMMARY**
**GENERAL FUND SUMMARY**

ACTUAL 2010/11 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
105,396	Department of Adult Services, Housing and Health	117,855	2,240	(2,530)	<b>117,564</b>	(0)
99,731	Children, Families and Learners	103,237	784	7,612	<b>111,633</b>	8
69,728	Planning and Environment	67,716	644	6,888	<b>75,248</b>	11
34,760	Corporate Resources and Customer Services	26,365	1,228	1,685	<b>29,278</b>	11
8,113	Chief Executive's Office	7,066	86	(1,639)	<b>5,513</b>	(22)
-	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	Senior Management Restructure	(975)	-	975	-	-
-	Employment Based Cost Review	(391)	-	391	-	-
-	Layers and Spans	-	-	(300)	<b>(300)</b>	n/a
-	Business Support	-	-	(400)	<b>(400)</b>	-
-	Carbon Credits	-	-	190	<b>190</b>	-
317,727	<b>NET COST OF SERVICES</b>	321,053	4,982	12,871	<b>338,906</b>	6
(30,288)	Area Based Grants	-	-	-	-	n/a
-	Core Grants	(38,911)	-	(2,132)	<b>(41,043)</b>	5
1,089	Contingency / Unallocated Provision	1,000	-	-	<b>1,000</b>	-
	<b>Levies from Other Bodies</b>					
252	Environment Agency	272	-	0	<b>272</b>	0
386	Lee Valley Regional Park Authority	407	-	(0)	<b>407</b>	(0)
1,181	London Boroughs Grants Committee	1243	-	(736)	<b>507</b>	(59)
483	London Pensions Fund Authority	688	-	(250)	<b>438</b>	(36)
(6,194)	Interest and Investment Income	(1,911)	-	-	<b>(1,911)</b>	-
10,286	Interest Payable	10,653	-	736	<b>11,389</b>	7
294,922	<b>NET OPERATING EXPENDITURE</b>	294,494	4,982	10,490	<b>309,966</b>	5
	<b>APPROPRIATIONS</b>					
5,424	Contributions to / (from) Earmarked Reserves	3,387	-	(146)	<b>3,241</b>	(4)
(34,701)	Provision for Repayment of External Loans	(21,858)	-	(5,668)	<b>(27,526)</b>	26
-	Revenue Expenditure Funded from Capital under Statute ( REFCUS)	-	-	(14,825)	<b>(14,825)</b>	-
(1,585)	Deferred / Intangible Charges Written Off	(2,210)	-	(939)	<b>(3,149)</b>	42
-	Contribution to / (from) General Balances	-	-	-	-	n/a
264,060	<b>BUDGET REQUIREMENT</b>	273,815	4,982	(11,088)	<b>267,707</b>	64
	<b>FINANCED BY</b>					
15,030	Revenue Support Grant	29,124	-	(26,918)	<b>2,206</b>	(92)
	Collection Fund surplus / (deficit)	3,345	-	(179)	<b>3,166</b>	(5)
103,505	Payments from NNDR Pool	94,221	-	19,579	<b>113,800</b>	21
145,525	Council Tax - Band D Equivalent	147,125	-	1,410	<b>148,535</b>	1
264,060	<b>TOTAL FINANCING</b>	273,815			<b>267,707</b>	(2)
2010/11 Band D Equivalent £.pp <b>1,150.11</b> 309.82	<b>COUNCIL TAX SUMMARY</b>		2011/12 Band D Equivalent £.pp <b>1,150.11</b> 309.82	2012/13 Band D Equivalent £.pp <b>1,150.11</b> 306.72		Change Band D Equivalent % <b>0.00</b> <b>-1.00%</b>
	London Borough of Croydon	<b>147,125</b>	<b>1,150.11</b>	<b>1,150.11</b>	<b>148,535</b>	<b>0.00</b>
	Greater London Authority	39,633	309.82	306.72	39,612	-1.00%
1,459.93		186,758	1,459.93	1,456.83	<b>188,147</b>	<b>-0.21%</b>

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

ACTUAL 2010/11  £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
447,960	Employees	159,266	1,218	(20,104)	<b>140,380</b>	(12)
47,484	Premises related expenditure	21,875	304	(535)	<b>21,644</b>	(1)
94,102	Supplies and Services	294,458	203	(254,761)	<b>39,901</b>	(86)
201,658	Third Party Payments	191,172	3,887	10,315	<b>205,374</b>	7
510,468	Transfer Payments	294,548	68	228,438	<b>523,054</b>	78
11,168	Transport related expenditure	8,579	61	(344)	<b>8,296</b>	(3)
55,250	Capital Charges	29,828	-	6,914	<b>36,742</b>	23
18,119	Deferred/Intangible Charges	2,211	-	939	<b>3,150</b>	42
-	REFCUS	-	-	14,825	<b>14,825</b>	-
(4,311)	Corporate support services bought in	(4,319)	-	(858)	<b>(5,177)</b>	20
26,896	Recharges from other services	19,005	(22)	62,688	<b>81,671</b>	330
<b>1,408,794</b>	<b>TOTAL EXPENDITURE</b>	<b>1,016,623</b>	<b>5,719</b>	<b>47,517</b>	<b>1,069,860</b>	<b>5</b>
	<b>INCOME</b>					
(612,043)	Government Grants	(593,624)	-	15,561	<b>(578,063)</b>	(3)
(117)	Area Based Grants	-	-	-	<b>-</b>	
(267,054)	Other Grants, reimbursements and contributions	(12,589)	(80)	911	<b>(11,758)</b>	(7)
(150,896)	Fees and Charges	(36,840)	(543)	1,693	<b>(35,690)</b>	(3)
(30,089)	Other Customer and Client Receipts	(22,378)	(135)	5,846	<b>(16,667)</b>	(26)
(87)	Interest Receivable	(140)	-	(7)	<b>(147)</b>	5
(30,781)	Recharges to other services	(29,998)	21	(58,650)	<b>(88,627)</b>	195
<b>(1,091,067)</b>	<b>TOTAL INCOME</b>	<b>(695,570)</b>	<b>(737)</b>	<b>(34,646)</b>	<b>(730,953)</b>	<b>5</b>
<b>317,727</b>	<b>NET EXPENDITURE</b>	<b>321,053</b>	<b>4,982</b>	<b>12,871</b>	<b>338,906</b>	<b>6</b>

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	Note	ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office		166.3	155.7	(10.6)
Children, Families and Learners		1,199.8	1,104.6	(95.2)
Planning and Environment		681.5	567.4	(114.1)
Department of Adult Services and Housing and Health		631.6	621.4	(10.2)
Corporate Resources and Customer Services		692.9	694.0	1.1
<b>TOTAL FTE STAFF</b>		<b>3,372.1</b>	<b>3,143.2</b>	<b>(228.9)</b>

\* The budget book 2011/12 budget has been re-stated to reflect the change in departmental structure

**REVENUE BUDGET SUMMARY**

**CORPORATE SUPPORT SERVICES BROUGHT IN**

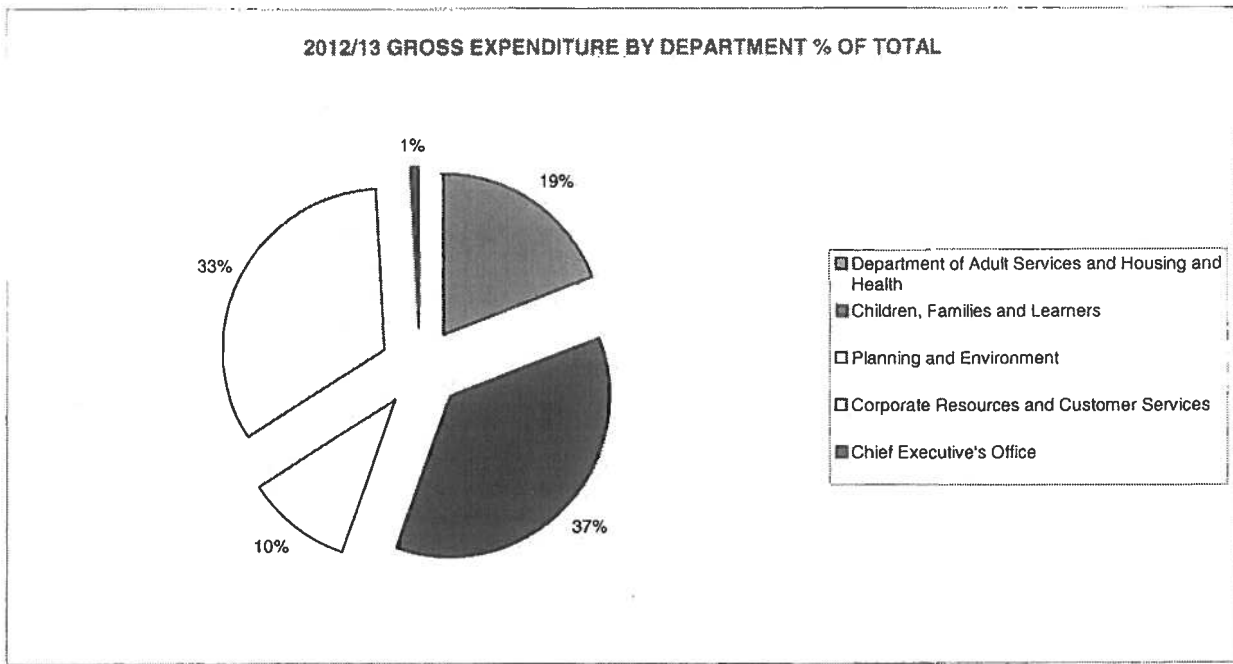
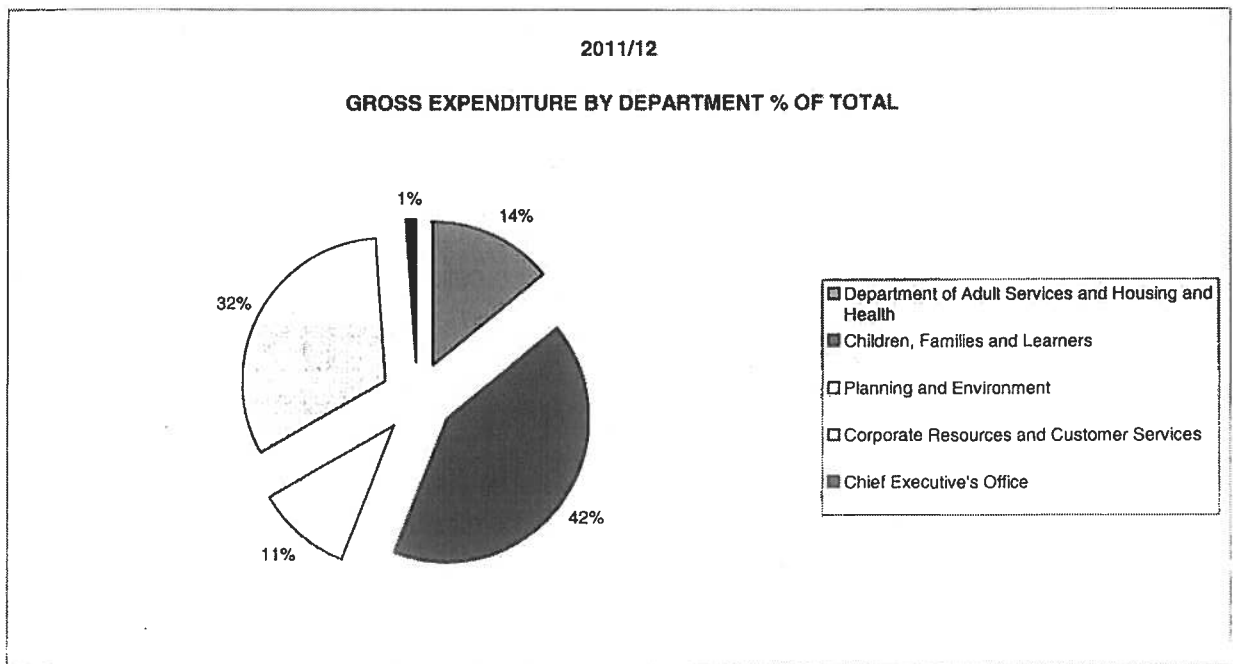
DESCRIPTION	Chief Executive's Office £000's	Corporate Resources Customer Serv. £000's	Planning and Environment £000's	Children, Families and Learners £000's	HRA * £000's	Department Of Adult Serv. Housing & Health £000's	TOTAL £000's
Central Finance	24	(2,245)	484	868	204	665	0
Finance Unification	0	(1,663)	482	755	0	426	0
Treasury and Pensions	2	(215)	46	83	20	64	0
Audit and Fraud	16	(1,489)	321	576	135	441	0
Strategy and Performance	15	(1,390)	300	538	126	411	0
Procurement and Commissioning	12	(1,128)	243	437	102	334	0
Risk and CPO	1	(90)	19	35	8	27	0
SCPP - Services	0	(373)	150	208	0	15	0
Corporate Planning	1	(138)	30	53	13	41	0
Exchequer	3	(1,101)	162	158	95	683	0
Cash and Control	0	(335)	82	0	253	0	0
Customer Strategy and Development	5	(476)	103	184	43	141	0
Contact Centre	20	(3,126)	1,153	471	659	823	0
Communications	8	(739)	159	286	67	219	0
FM Services - Soft	118	(3,702)	1,098	1,164	559	763	0
FM Services - Hard	0	(4,385)	1,452	1,819	229	885	0
ST and ICT Strategy	3	(358)	66	171	37	81	0
Information Communication Technology	20	(2,122)	390	1,017	217	478	0
Telephony Service	7	(749)	138	358	77	169	0
Service Transformation Program	1	(128)	24	61	13	29	0
ICT Contract	132	(14,249)	2,634	6,810	1,459	3,214	0
Health and Safety Team	0	0	0	0	0	0	0
Property Team	1	(139)	30	54	13	41	0
Corporate Promotions	(1)	55	(12)	(21)	(5)	(16)	0
Step Change PMO	1	(101)	22	39	9	30	0
HR Consultancy Summary	(1,737)	122	334	814	186	281	0
Health and Wellbeing	(260)	18	50	122	28	42	0
Health and Safety Team	(444)	15	94	168	39	128	0
Business Development Information	(1,694)	119	326	794	181	274	0
Organisational Effectiveness	(542)	38	104	254	58	88	0
Corporate Learning and Development	(259)	18	50	121	28	42	0
Equalities and Social Inclusion	(846)	28	178	320	75	245	0
<b>Total</b>	<b>(5,393)</b>	<b>(40,028)</b>	<b>10,712</b>	<b>18,717</b>	<b>4,928</b>	<b>11,064</b>	<b>-</b>

\* Non general fund support charge

**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2010/11 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
159,581	Department of Adult Services Housing and Health	144,821	2,656	57,604	<b>205,081</b>	42
805,637	Children, Families and Learners	424,392	834	(37,470)	<b>387,756</b>	(9)
120,831	Planning and Environment	107,932	876	1,587	<b>110,395</b>	2
308,360	Corporate Resources and Customer Services	329,054	1,267	26,937	<b>357,258</b>	9
14,386	Chief Executive's Office	11,610	86	(1,997)	<b>9,699</b>	(16)
-	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	Senior Management Restructure	(975)	-	975	-	(100)
	Employment Based Cost Review	(391)	-	391	-	(100)
	Layers and Spans	-	-	(300)	(300)	n/a
	Business Support	-	-	(400)	(400)	n/a
	Carbon Credits	-	-	190	190	n/a
<b>1,408,794</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>1,016,623</b>	<b>5,719</b>	<b>47,517</b>	<b>1,069,860</b>	<b>5</b>



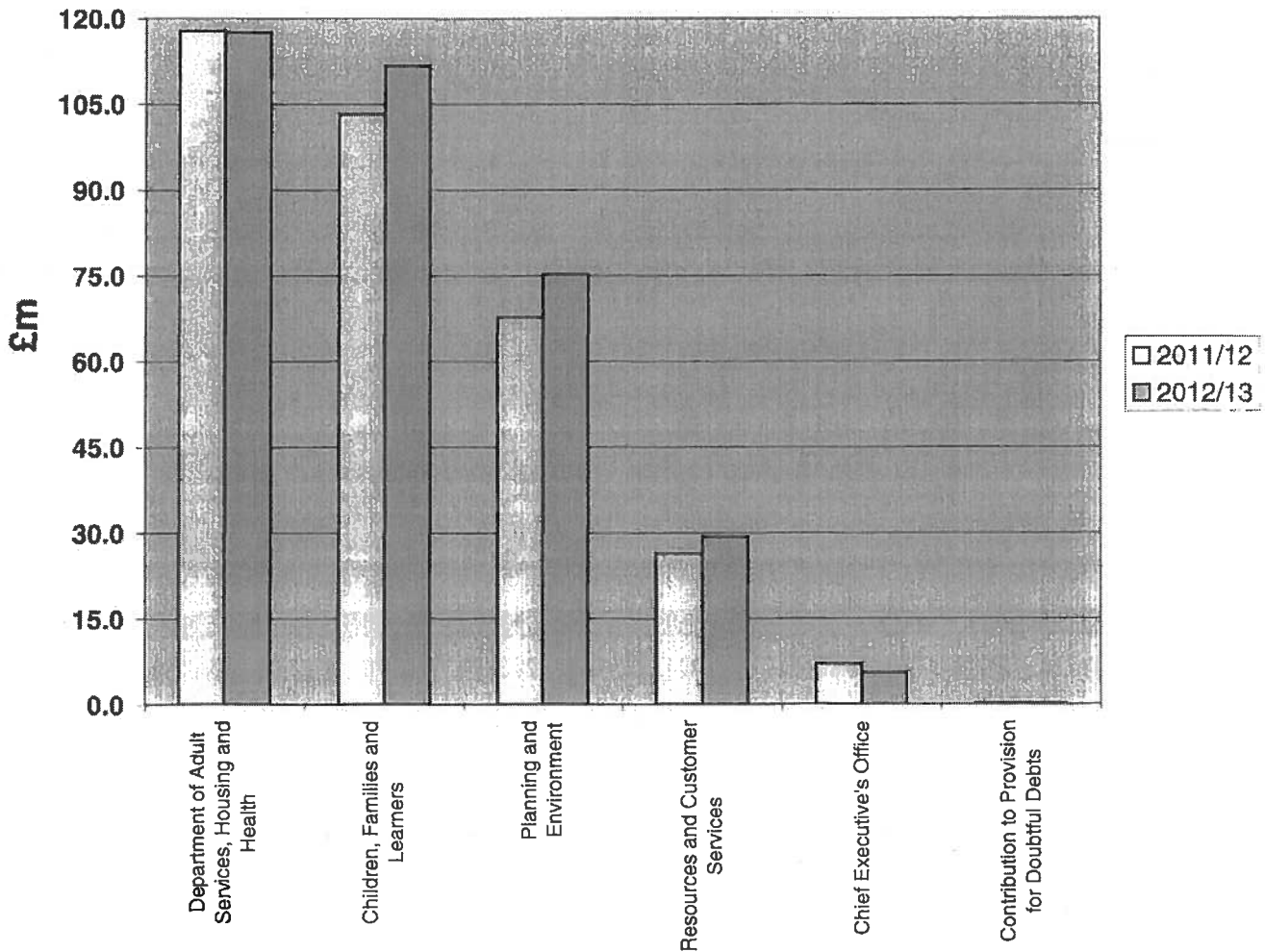


**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2010/11 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
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	<b>SERVICE BUDGETS</b>					
105,396	Department of Adult Services, Housing and Health	117,855	2,240	(2,530)	<b>117,564</b>	(0)
99,731	Children, Families and Learners	103,237	784	7,612	<b>111,633</b>	8
69,728	Planning and Environment	67,716	644	6,888	<b>75,248</b>	11
34,760	Resources and Customer Services	26,365	1,228	1,685	<b>29,278</b>	11
8,113	Chief Executive's Office	7,066	86	(1,639)	<b>5,513</b>	(22)
-	- Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	- Senior Management Restructure	(975)	-	975	-	(100)
-	- Employment Based Cost Review	(391)	-	391	-	(100)
-	- Layers and Spans	-	-	(300)	(300)	n/a
-	- Business Support	-	-	(400)	(400)	n/a
-	- Carbon Credits	-	-	190	190	n/a
<b>317,727</b>	<b>NET COST OF SERVICES</b>	<b>321,053</b>	<b>4,982</b>	<b>12,871</b>	<b>338,906</b>	<b>6</b>

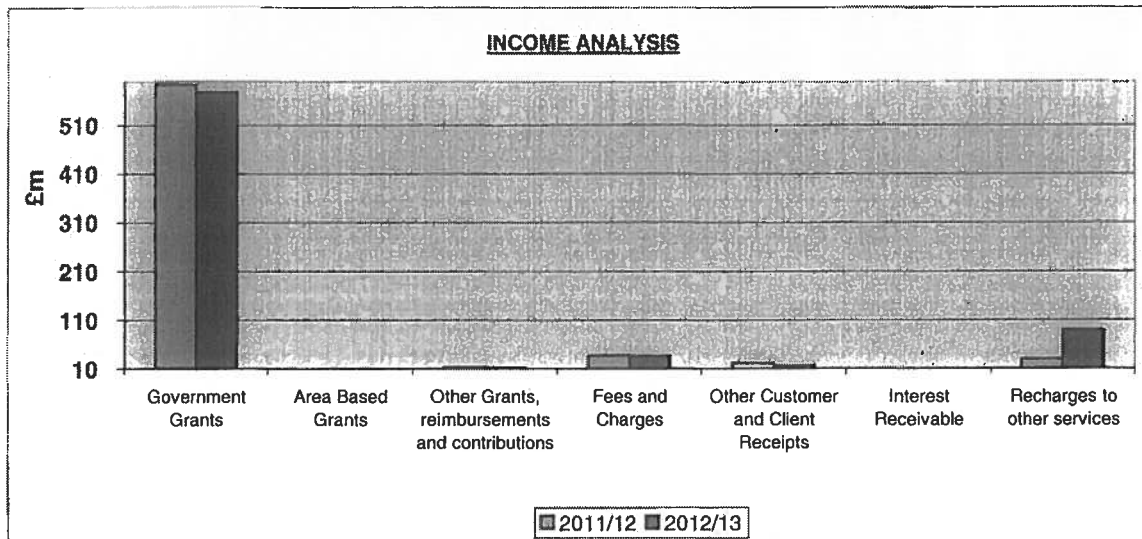
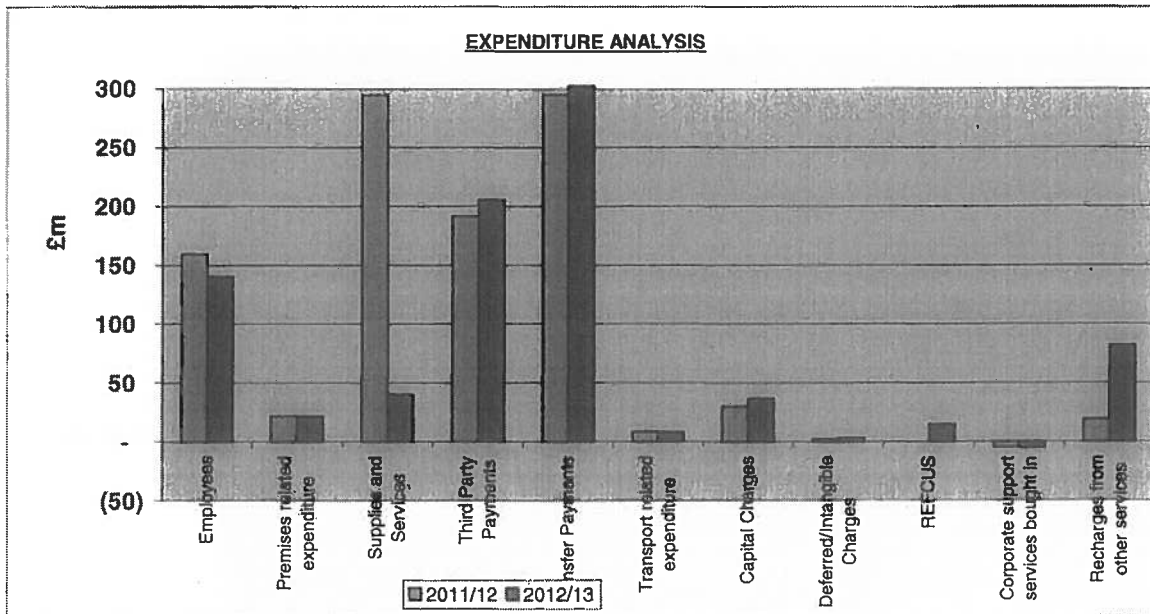
**NET EXPENDITURE BY DEPARTMENT**



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2010/11	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
£000's						
	<b>EXPENDITURE</b>					
447,960	Employees	159,266	1,218	(20,104)	140,380	(12)
47,484	Premises related expenditure	21,875	304	(535)	21,644	(1)
94,102	Supplies and Services	294,458	203	(254,761)	39,901	(86)
201,658	Third Party Payments	191,172	3,887	10,315	205,374	7
510,468	Transfer Payments	294,548	68	228,438	523,054	78
11,168	Transport related expenditure	8,579	61	(344)	8,296	(3)
55,250	Capital Charges	29,828	-	6,914	36,742	23
18,119	Deferred/Intangible Charges	2,211	-	939	3,150	42
-	REFCUS	-	-	14,825	14,825	n/a
(4,311)	Corporate support services bought in	(4,319)	-	(858)	(5,177)	20
26,896	Recharges from other services	19,005	(22)	62,688	81,671	330
1,408,794	<b>TOTAL EXPENDITURE</b>	1,016,623	5,719	47,517	1,069,860	5
	<b>INCOME</b>					
(612,043)	Government Grants	(593,624)	-	15,561	(578,063)	(3)
(117)	Area Based Grants	-	-	-	-	n/a
(267,054)	Other Grants, reimbursements and contributions	(12,589)	(80)	911	(11,758)	(7)
(150,896)	Fees and Charges	(36,840)	(543)	1,693	(35,690)	(3)
(30,089)	Other Customer and Client Receipts	(22,378)	(135)	5,846	(16,667)	(26)
(87)	Interest Receivable	(140)	-	(7)	(147)	5
(30,781)	Recharges to other services	(29,998)	21	(58,650)	(88,627)	195
(1,091,067)	<b>TOTAL INCOME</b>	(695,570)	(737)	(34,646)	(730,952)	5
317,727	<b>NET EXPENDITURE</b>	321,053	4,982	12,871	338,906	6



**CHIEF EXECUTIVE'S OFFICE**

**CONTENTS**

	Page
DEPARTMENT OVERVIEW	CEOS1
SERVICE SUMMARY	CEOS2
SUBJECTIVE SUMMARY	CEOS3
SERVICE REVENUE BUDGETS	
Democratic and Legal Services	CEO1
Workforce and Community Relations	CEO2
Voluntary Sector Funding	CEO3
Chief Executive's Office	CEO4



## KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- 1) Deliver Step Change Programme efficiency savings.
- 2) Implement the Workforce Strategy through delivery of the 5 key plans that under pin the Strategy .
- 3) Deliver successful Alternative Voting referendum.
- 4) Manage transition of public health to local authority and establishment of replacement LSP arrangements.
- 5) Deliver the Strong Society Strategy.
- 6) Implement the Equality Strategy and requirements of the Equality Act 2010.

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL	RESTATED	FORECAST	FORECAST	% CHANGE
	2010/11	ORIGINAL 2011/12	2011/12	2012/13	
Registration of Births	4,498	4,000	4,500	<b>4,400</b>	(2.2)
Registration of Deaths	2,014	2,500	1,990	<b>2,000</b>	0.5
Number of marriages	600	600	650	<b>700</b>	7.7
Certificates from archives	4,429	5,500	3,900	<b>3,600</b>	(7.7)
% of people who believe people get on well together (NI 1)	N/A	N/A	N/A	N/A	n/a
No. of visits to croydon.gov.uk	2,388,624	2,320,000	2,290,000	<b>2,650,000</b>	15.7
Average sick days per FTE	5.5	6.0	4.3	<b>5.5</b>	

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	RESTATED	FORECAST	BUDGET	% CHANGE
	2010/11 £000	ORIGINAL 2011/12 £000	2011/12 £000	2012/13 £000	
Employees	10,763	9,365	8,788	<b>8,540</b>	(3)
Premises related expenditure	41	10	10	<b>10</b>	-
Supplies and Services	3,788	2,850	2,941	<b>2,839</b>	(3)
Third Party Payments	4,089	3,778	3,908	<b>3,382</b>	(13)
Transfer Payments	154	134	150	<b>144</b>	(4)
Transport related expenditure	40	44	39	<b>46</b>	18
Capital Charges	3	1,187	1,187	-	(100)
Deferred/Intangible Charges	250	122	122	<b>123</b>	1
REFCUS	-	-	-	-	n/a
Corporate support services bought in	(5,045)	(5,886)	(5,888)	<b>(5,391)</b>	(8)
Recharges (to) / from other services	(3,076)	(1,954)	(2,304)	<b>(1,954)</b>	(15)
<b>TOTAL EXPENDITURE</b>	<b>11,007</b>	<b>9,650</b>	<b>8,953</b>	<b>7,739</b>	<b>(14)</b>
Government Grants	(142)	-	-	-	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(42)	(39)	(39)	<b>(39)</b>	-
Fees and Charges	(2,485)	(2,084)	(2,086)	<b>(1,818)</b>	(13)
Other Customer and Client Receipts	(225)	(462)	(446)	<b>(370)</b>	(17)
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(2,894)</b>	<b>(2,585)</b>	<b>(2,571)</b>	<b>(2,227)</b>	<b>(13)</b>
<b>NET EXPENDITURE</b>	<b>8,113</b>	<b>7,065</b>	<b>6,382</b>	<b>5,512</b>	<b>(14)</b>
Contributions to / (from) Reserves	(193)	163	163	<b>75</b>	(54)
<b>CURRENT BUDGET</b>	<b>9,804</b>		<b>6,930</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(1,884)</b>		<b>(385)</b>		

## TOP FINANCIAL RISKS 2012.13

- 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 Councillor Dudley Mead	Deputy Leader (Statutory) & Cabinet Member for Housing, Finance and Asset Management
Councillor Sara Bashford	Cabinet Member for Customer Services, Culture and Sport
Councillor Vidhi Mohan	Cabinet Member for Communities

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Jon Rouse	Chief Executive Officer	61429
Julie Belvir	Solicitor to the Council and Monitoring Officer (Democratic & Legal Division)	64985
Pam Parkes	Director of Workforce & Community Relations	47090

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2011/12 £000's	SERVICE	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,239	Democratic and Legal Services	3,744	39	(319)	3,464	(7)
177	Workforce and Community Relations	(180)	42	(332)	(470)	161
1,808	Voluntary Sector Funding	1,808	-	(270)	1,538	(15)
1,158	Chief Executive's Office	1,693	5	(718)	980	(42)
6,382	<b>TOTAL NET SPEND</b>	7,065	86	(1,639)	5,512	(22)
163	Contributions to / (from) Reserves	163	-	(88)	75	(54)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Democratic and Legal Services	66.8	59.9	(6.9)
Workforce and Community Relations	90.5	87.8	(2.7)
Voluntary Sector Funding	-	-	-
Chief Executive's Office	9.0	8.0	(1.0)
<b>TOTAL FTE STAFF</b>	166.3	155.7	(10.6)

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,788	Employees	9,365	71	(896)	8,540	(9)
10	Premises related expenditure	10	-	-	10	-
2,941	Supplies and Services	2,850	4	(15)	2,839	(0)
3,908	Third Party Payments	3,778	11	(407)	3,382	(10)
150	Transfer Payments	134	-	10	144	7
39	Transport related expenditure	44	-	2	46	5
5	Recharges from other services	5	-	-	5	-
15,841	<b>TOTAL EXPENDITURE</b>	16,186	86	(1,306)	14,966	(8)
-	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	(39)	-	-	(39)	-
(2,086)	Fees and Charges	(2,084)	-	266	(1,818)	(13)
(446)	Other Customer and Client Receipts	(462)	-	92	(370)	(20)
-	Interest Receivable	-	-	-	-	n/a
(2,309)	Recharges to other services	(1,959)	-	-	(1,959)	-
(4,880)	<b>TOTAL INCOME</b>	(4,544)	-	358	(4,186)	(8)

10,961	<b>NET CONTROLLABLE COST</b>	11,642	86	(948)	10,780	(7)
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1,187	Capital Charges	1,187	-	(1,187)	-	(100)
122	Deferred/Intangible Charges	122	-	1	123	1
-	REFCUS	-	-	-	-	n/a
(5,888)	Corporate support services bought in	(5,886)	-	495	(5,391)	(8)
(4,579)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,577)	-	(691)	(5,268)	15

6,382	<b>NET COST OF SERVICE</b>	7,065	86	(1,639)	5,512	(22)
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163	Contributions to / (from) Earmarked Reserves	163	-	(88)	75	(54)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
163	<b>TOTAL APPROPRIATIONS</b>	163	-	(88)	75	(54)

6,545	<b>TOTAL NET EXPENDITURE</b>	7,228	86	(1,727)	5,587	(23)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	319
Strategic budget - agreed additional income / savings	(995)
	(676)
Other resource changes	(1,051)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(1,727)</b>

## SERVICE DESCRIPTION

## Legal Services

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for CFL and DASHH and internal legal support to major projects across all departments. New contracts for the external provision of legal services commenced in April 2011 and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the internal legal services costs. 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.

## Democratic Services and Scrutiny

Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process and Scrutiny is supported. They also support the Croydon Police Consultative Group and facilitate education admissions and exclusion appeals.

## Elections, Civic Services, Registration and Coroners

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 249,777 names. We act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

The Registrars Service provides 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. The Mayoral Services office provides support to the Mayor and Deputy Mayor. The service also takes a leading role in the promotion and arrangement of civic events.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Legal	(188)	23	(21)	(186)	(1)
Democratic	2,859	7	(259)	2,607	(9)
Electoral	479	3	49	531	11
Mayoral	316	2	(4)	314	(1)
Registrars	17	4	(84)	(63)	(471)
Contribution to Coroner's Reserve	261	-	-	261	-
Contribution to the Local Election's Reserve	163	-	(88)	75	(54)
<b>TOTAL NET SPEND</b>	<b>3,907</b>	<b>39</b>	<b>(407)</b>	<b>3,539</b>	<b>(9)</b>

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal	27.8	25.9	(1.9)
Democratic	15.9	12.9	(3.0)
Electoral	5.7	5.7	-
Mayoral	4.4	4.4	-
Registrars	13.0	11.0	(2.0)
<b>TOTAL FTE STAFF</b>	<b>66.8</b>	<b>59.9</b>	<b>(6.9)</b>



## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,268	Employees	3,267	27	(162)	3,132	(4)
10	Premises related expenditure	10	-	-	10	-
1,997	Supplies and Services	2,062	1	(70)	1,993	(3)
695	Third Party Payments	696	11	(147)	560	(20)
	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	-	30	-
5	Recharges from other services	5	-	-	5	-
6,005	<b>TOTAL EXPENDITURE</b>	6,070	39	(379)	5,730	(6)
	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	(39)	-	-	(39)	-
(540)	Fees and Charges	(500)	-	-	(500)	-
(192)	Other Customer and Client Receipts	(142)	-	-	(142)	-
	Interest Receivable	-	-	-	-	n/a
(2,289)	Recharges to other services	(1,939)	-	-	(1,939)	-
(3,060)	<b>TOTAL INCOME</b>	(2,620)	-	-	(2,620)	-
2,945	<b>NET CONTROLLABLE COST</b>	3,450	39	(379)	3,110	(10)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
294	Corporate support services bought in	294	-	60	354	20
294	<b>TOTAL UNCONTROLLABLE COST</b>	294	-	60	354	20
3,239	<b>NET COST OF SERVICE</b>	3,744	39	(319)	3,464	(7)
163	Contributions to / (from) Earmarked Reserves	163	-	(88)	75	(54)
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
163	<b>TOTAL APPROPRIATIONS</b>	163	-	(88)	75	(54)
3,402	<b>TOTAL NET EXPENDITURE</b>	3,907	39	(407)	3,539	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in Non-staff Training						(5)
Elimination of Members Drop						(10)
Reduction in Election Reserve						(88)
Legal Staff Review						(34)
Registrars Staff Review						(70)
Democratic Staff Review						(35)
Scrutiny Staff Review						(70)
Reduction in Supplies and Services						(90)
ECBR Pay Protection						(4)
Car Leasing						(6)
						(412)
<u>Other resource changes</u>						
Community Engagement						(55)
Corporate Recharges						60
						5
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(407)</b>

**SERVICE DESCRIPTION****Mission:**

The Workforce and Community Relations (WCR) Division provides a range of services designed to enable the delivery of the 'people' elements of serving our customers well through skilled and well led staff. A new and welcome addition to the service this year is the Equalities and Cohesion Team. The integration of this team will enable improved external focus and partnership working.

**Key Objectives:**

The Division's role is not only to support but also to lead and set examples. The success of WCR in its widest context depends upon the ability of the division to set the pace cohesively on issues surrounding recruitment and retention, management best practice, leadership, talent management and workforce planning, and the promotion of a workforce equalities and wider equalities and community empowerment agenda. The workforce priorities remain as follows:

- Increasing middle management capacity, capability and consistency
- Improving customer service
- Improving wellbeing and managing absence consistently and robustly
- Responding to an ageing workforce through succession planning
- Responding to equalities priorities, in particular in relation to the new requirements of the Equalities Act 2010
- Enabling the reduction of over-reliance on the use of agency workers, interims and consultants
- Supporting the delivery of the worklessness agenda and improve workforce planning through apprenticeships and placements
- Informing and responding to the projects with workforce implications required to enable the delivery of the Step Change Croydon transformation agenda

Following the Comprehensive Spending Review in 2010, the pace of change and requirements for efficiencies has accelerated requiring deeper changes to terms and conditions. Therefore the key workforce priorities have been reviewed and extended to include:

- Implementing new flexible working policies
- Delivering the cultural change management plan
- Establishing succession plans and implementing talent management
- Developing new professional and technical skills
- Delivering the holistic wellbeing plan
- Delivering employee engagement plan
- Establishing the 'new deal' for employees

**MOVEMENT IN NET EXPENDITURE**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
HR Consultancy	(313)	12	(122)	(423)	35
Recruitment	55	3	(211)	(153)	(378)
Business Development and Information	(206)	9	216	19	(109)
Organisational Development	(235)	4	321	90	(138)
Health and Well-Being	62	2	(136)	(72)	(216)
Health and Safety	121	4	(152)	(27)	(134)
Corporate Learning and Member Development	(6)	3	35	32	(633)
Corporate Equalities and Communities	571	4	(360)	215	(62)
Local Strategic Partnership	(229)	1	77	(151)	(34)
<b>TOTAL NET SPEND</b>	<b>(180)</b>	<b>42</b>	<b>(332)</b>	<b>(470)</b>	<b>161</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	25.4	29.0	3.6
Recruitment	7.9	6.2	(1.7)
Business Development and Information	13.8	11.8	(2.0)
Organisational Development	9.0	9.0	-
Health and Well-Being	4.0	3.8	(0.2)
Health and Safety	10.0	8.0	(2.0)
Corporate Learning and Development	8.0	8.0	-
Corporate Equalities and Communities	10.4	10.0	(0.4)
Local Strategic Partnership	2.0	2.0	-
<b>TOTAL FTE STAFF</b>	<b>90.5</b>	<b>87.8</b>	<b>(2.7)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,758	Employees	5,388	39	(590)	4,837	(10)
	Premises related expenditure	-	-	-	-	n/a
839	Supplies and Services	628	3	115	746	19
1,285	Third Party Payments	1,163	-	10	1,173	1
	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	13	-	2	15	15
	Recharges from other services	-	-	-	-	n/a
6,891	<b>TOTAL EXPENDITURE</b>	7,192	42	(463)	6,771	(6)
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,546)	Fees and Charges	(1,584)	-	266	(1,318)	(17)
(254)	Other Customer and Client Receipts	(320)	-	92	(228)	(29)
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
(1,800)	<b>TOTAL INCOME</b>	(1,904)	-	358	(1,546)	(19)

5,091	<b>NET CONTROLLABLE COST</b>	5,288	42	(105)	5,225	(1)
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	Capital Charges	-	-	-	-	n/a
122	Deferred/intangible Charges	122	-	1	123	1
	REFCUS	-	-	-	-	n/a
(5,036)	Corporate support services bought in	(5,590)	-	(228)	(5,818)	4
(4,914)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,468)	-	(227)	(5,695)	4

177	<b>NET COST OF SERVICE</b>	(180)	42	(332)	(470)	161
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

177	<b>TOTAL NET EXPENDITURE</b>	(180)	42	(332)	(470)	161
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
OD Income Target reduction	27
L&D Income Target reduction	27
Recruitment service rebasing income	43
Payroll Contract Efficiencies	201
Union Supplies Employees and Services and Services uplift	21
	319
<u>Strategic budget - agreed additional income / savings</u>	
Review LSP Work	(75)
LSP Staff Reduction	(25)
LSP Running Cost Reduction	(20)
Severance Payment budget cut	(62)
IIP Budget cut	(10)
L&D Budget cut	(25)
Members Development Budget reduction	(14)
EBCR - Pay Protection	(32)
EBCR - PA Review/BDI Staff review	(21)
Car Leasing	(4)
	(288)
<u>Other resource changes</u>	
Budget Adjustment - SCPP	(62)
Corporate Recharges	(228)
Virement: Voluntary Severance Payment to Corporate	(51)
Virement: Strategy & Analysis to SCPP	(87)
Virement: JC Decaux Income to SCPP	56
Virement: PA Restructure	(16)
Virement: Severance Savings (JB)	(34)
Virement: Employee Assistance Programme from CFL	70
Inter CEO Adjustment	(14)
Minor variations	3
	(363)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(332)</b>

## SERVICE DESCRIPTION

**Corporate Voluntary Sector Support**

The Council wishes to maximise the contribution of the voluntary and community sector in delivering quality public services. In particular it seeks to promote the sector's ability to provide tailored services for groups where statutory services may not reach effectively or where take up is low eg. marginalised or vulnerable communities.

The major element of this budget is the Stronger Communities Fund, a funding programme which gives priority to developing the infrastructure of the sector, enabling organisations to become 'fit for purpose' to deliver quality public services. The Council's small grants programme targeting new and innovative activity in the sector is also held within this budget.

The budget also includes provision for non domestic rate relief for organisations supported by the Council, support for organisations which lease premises from the Council and support for community involvement activities.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Voluntary Sector Funding	1,808	-	(270)	1,538	(15)
<b>TOTAL NET SPEND</b>	1,808	0	(270)	1,538	(15)

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Nil Staff	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-	-	-	-	n/a
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	-	-	-	-	n/a
1,658	Third Party Payments	1,674	-	(270)	1,404	(16)
150	Transfer Payments	134	-	-	134	-
	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-	-	-	-	n/a
1,808	<b>TOTAL EXPENDITURE</b>	1,808	-	(270)	1,538	(15)
	- Government 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
	- <b>TOTAL INCOME</b>	-	-	-	-	n/a

1,808	<b>NET CONTROLLABLE COST</b>	1,808	-	(270)	1,538	(15)
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	- Capital Charges	-	-	-	-	n/a
	- Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	- Corporate support services bought in	-	-	-	-	n/a
	- <b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

1,808	<b>NET COST OF SERVICE</b>	1,808	-	(270)	1,538	(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
	- <b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,808	<b>TOTAL NET EXPENDITURE</b>	1,808	-	(270)	1,538	(15)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Review Voluntary Sector grant	(200)
Remove Community Involvement provision	(70)
	(270)
<u>Other resource changes</u>	
	-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(270)</b>

## SERVICE DESCRIPTION

The Chief Executive Office are a team of Executive Assistants that support the functions of the Chief Executive Officer and the Executive Directors within the Council . In addition, the Executive Support Team support the functions of the Corporate Management Team within the Council

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Chief Executive's Office	1,693	5	(718)	980	(42)
<b>TOTAL NET SPEND</b>	1,693	5	(718)	980	(42)

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Chief Executive's Office	9.0	8.0	(1.0)
<b>TOTAL FTE STAFF</b>	9.0	8.0	(1.0)

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
762	Employees	710	5	(144)	571	(20)
	Premises related expenditure	-	-	-	-	n/a
105	Supplies and Services	160	-	(60)	100	(38)
270	Third Party Payments	245	-	-	245	-
	Transfer Payments	-	-	10	10	n/a
	Transport related expenditure	1	-	-	1	-
	Recharges from other services	-	-	-	-	n/a
1,137	<b>TOTAL EXPENDITURE</b>	1,116	5	(194)	927	(17)
-	Government 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
(20)	Recharges to other services	(20)	-	-	(20)	-
(20)	<b>TOTAL INCOME</b>	(20)	-	-	(20)	-
1,117	<b>NET CONTROLLABLE COST</b>	1,096	5	(194)	907	(17)
1,187	Capital Charges	1,187	-	(1,187)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
(1,146)	Corporate support services bought in	(590)	-	663	73	(112)
41	<b>TOTAL UNCONTROLLABLE COST</b>	597	-	(524)	73	(88)
1,158	<b>NET COST OF SERVICE</b>	1,693	5	(718)	980	(42)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,158	<b>TOTAL NET EXPENDITURE</b>	1,693	5	(718)	980	(42)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce CE Support						(25)
						(25)
<u>Other resource changes</u>						
Virement: Severance Payment to Corporate						(132)
Virement: CE Support						35
Virement: Central Administration Training Budget to SCPP						(90)
Deferred Charges						(1,187)
Budget Adjustment - SCPP						14
Corporate Recharges						663
Virement: W&CR - Local Strategic Partnership						4
						(693)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(718)</b>





# CHILDREN, FAMILIES AND LEARNING

## CONTENTS

	Page
DEPARTMENT OVERVIEW	CFLS1
SERVICE SUMMARY	CFLS2
SUBJECTIVE SUMMARY	CFLS3
SERVICE REVENUE BUDGETS	
Social Care and Family Support	CFL1
Individual Schools Budget	CFL2
Learning and Inclusion	CFL3
Community and Support Services	CFL4



## KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

- 1) Improving early assistance including parenting and family support.
- 2) Reducing child obesity.
- 3) Reducing teenage pregnancy.
- 4) Safeguarding including bullying.
- 5) Excellence in education.
- 6) Reducing youth crime and disorder.
- 7) Reducing the number of young people not in education, employment or training.
- 8) Improving place planning and the availability of school places.
- 9) Implementing the Special Educational Needs (SEN) strategy.
- 10) Improving joint commissioning with health.

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2010/11	RESTATED ORIGINAL 2011/12	FORECAST	FORECAST	% CHANGE
			2011/12	2012/13	
Nursery school pupils	230	272	272	457	68
Primary pupils, including nursery classes	28,262	28,281	28,846	24,183	(16)
Secondary pupils	14,814	14,889	14,797	13,428	(9)
Special school pupils	601	611	637	573	(10)
Pupils in pupil referral units	304	225	220	262	19

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2010/11 £000	RESTATED ORIGINAL 2011/12 £000	FORECAST	BUDGET	% CHANGE
			2011/12 £000	2012/13 £000	
Employees	336,130	58,454	56,484	51,444	(9)
Premises related expenditure	27,763	3,705	3,799	3,223	(15)
Supplies and Services	52,528	261,787	261,607	8,591	(97)
Third Party Payments	64,921	51,862	52,211	57,238	10
Transfer Payments	252,457	3,676	1,097	206,984	18,768
Transport related expenditure	8,336	6,694	6,613	6,616	0
Capital Charges	29,506	12,930	12,709	14,574	15
Deferred/Intangible Charges	8,340	129	129	150	16
REFCUS		-	-	9,725	n/a
Corporate support services bought in	16,757	17,764	17,764	18,718	5
Recharges (to) / from other services	8,206	1,380	1,585	2,703	71
<b>TOTAL EXPENDITURE</b>	<b>804,944</b>	<b>418,381</b>	<b>413,998</b>	<b>379,966</b>	<b>(8)</b>
Government Grants	(340,523)	(302,103)	(299,792)	(262,256)	(13)
Area Based Grants	(17)	-	-	-	n/a
Other Grants, reimbursements and contributions	(239,045)	(2,765)	(2,760)	(1,956)	(29)
Fees and Charges	(118,795)	(6,081)	(5,630)	(3,340)	(41)
Other Customer and Client Receipts	(6,833)	(4,194)	(3,689)	(780)	(79)
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(705,213)</b>	<b>(315,144)</b>	<b>(311,871)</b>	<b>(268,333)</b>	<b>(14)</b>
<b>NET EXPENDITURE</b>	<b>99,731</b>	<b>103,237</b>	<b>102,127</b>	<b>111,633</b>	<b>9</b>
Contributions to / (from) Reserves	2,229	0	0	0	n/a
<b>CURRENT BUDGET</b>	<b>93,934</b>		<b>102,449</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>8,026</b>		<b>(322)</b>		

## TOP FINANCIAL RISKS 2012/13

- 1) Asylum Seeker costs - Changes in grant provision and increasing demand could put pressure on this area
- 2) Leaving Care/No recourse to public funds - Increasing demand and insufficient grant funding could lead to additional pressures
- 3) Children's Social Care Placements - Demand led volatility could lead to budget pressures
- 4) SEN Placements - Demand led volatility could lead to budget pressures
- 5) CALAT - Close monitoring of budgets to remain within cash limits and Learning Skill Council grant limitations
- 6) The conversion of maintained schools to academy status will continue to reduce DSG funding available for centrally provided schools services.

## CABINET MEMBER

Councillor Tim Pollard	Deputy Leader (Regeneration & Economic Development) and Cabinet Member for Children, Young People & Learners
Councillor Sara Bashford	Cabinet Member for Customer Services, Culture & Sport

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director of Children, Families and Learning	65787
Alan Potter	Director - Learning and Inclusion	65690
David Worlock	Director - Social Care and Family Support	65452
Jane Doyle	Director - Community and Support Services	65671

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2011/12 £000's	SERVICE	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
61,663 (25,879)	Social Care and Family Support Individual Schools Budget	61,227 -	666 -	1,663 -	63,556 -	2 0
31,513	Learning and Inclusion	9,472	71	(1,190)	8,353	(46)
34,830	Community and Support Services	32,538	47	7,139	39,724	0
102,127	<b>TOTAL NET SPEND</b>	103,237	784	7,612	111,633	8

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

SERVICE	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Social Care and Family Support	662.4	614.5	(47.9)
Individual Schools Budget	-	-	-
Learning and Inclusion	335.0	317.7	(17.3)
Community and Support Services	202.4	172.5	(30.0)
<b>TOTAL FTE STAFF</b>	<b>1,199.8</b>	<b>1,104.6</b>	<b>(95.2)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
56,484	Employees	58,454	443	(7,453)	<b>51,444</b>	(12)
3,799	Premises related expenditure	3,705	-	(482)	<b>3,223</b>	(13)
261,607	Supplies and Services	261,787	1	(253,197)	<b>8,591</b>	(97)
52,211	Third Party Payments	51,862	388	4,988	<b>57,238</b>	10
1,097	Transfer Payments	3,676	-	203,308	<b>206,984</b>	5,531
6,613	Transport related expenditure	6,694	2	(80)	<b>6,616</b>	(1)
7,457	Recharges from other services	7,391	-	3,102	<b>10,493</b>	42
<b>389,268</b>	<b>TOTAL EXPENDITURE</b>	<b>393,570</b>	<b>834</b>	<b>(49,814)</b>	<b>344,590</b>	<b>(12)</b>
(299,792)	Government Grants	(302,103)	-	39,847	<b>(262,256)</b>	(13)
(2,760)	Other Grants, reimbursements and contributions	(2,765)	-	809	<b>(1,956)</b>	(29)
(5,630)	Fees and Charges	(6,081)	(44)	2,785	<b>(3,340)</b>	(45)
(3,689)	Other Customer and Client Receipts	(4,194)	(6)	3,420	<b>(780)</b>	(81)
-	Interest Receivable	-	-	-	-	n/a
(5,872)	Recharges to other services	(6,011)	-	(1,779)	<b>(7,790)</b>	30
<b>(317,743)</b>	<b>TOTAL INCOME</b>	<b>(321,155)</b>	<b>(50)</b>	<b>45,082</b>	<b>(276,123)</b>	<b>(14)</b>

<b>71,525</b>	<b>NET CONTROLLABLE COST</b>	<b>72,415</b>	<b>784</b>	<b>(4,732)</b>	<b>68,467</b>	<b>(5)</b>
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12,709	Capital Charges	12,930	-	1,644	<b>14,574</b>	13
129	Deferred/Intangible Charges	129	-	21	<b>150</b>	16
-	REFCUS	-	-	9,725	<b>9,725</b>	n/a
17,764	Corporate support services bought in	17,764	-	954	<b>18,718</b>	5
<b>30,602</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>30,823</b>	<b>-</b>	<b>12,344</b>	<b>43,167</b>	<b>40</b>

<b>102,127</b>	<b>NET COST OF SERVICE</b>	<b>103,237</b>	<b>784</b>	<b>7,612</b>	<b>111,633</b>	<b>8</b>
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>102,127</b>	<b>TOTAL NET EXPENDITURE</b>	<b>103,237</b>	<b>784</b>	<b>7,612</b>	<b>111,633</b>	<b>8</b>
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	2,217
Strategic budget - agreed additional income / savings	(6,205)
	(3,988)
Other resource changes	11,600
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>7,612</b>

**SERVICE DESCRIPTION**

- 1) The work in the Early Intervention and Family Support Service comprises a range of activities from ensuring the sufficiency and quality of early years and child care to ensuring families can access children's centre services in their community. A range of family support services is commissioned from local and national organisations and the CRISS team also offers support and information to practitioners working with more vulnerable children including young children with SEN.
- 2) The Safeguarding and Looked After Children Quality Assurance service is responsible for ensuring that the borough's looked after children have appropriate care plans and work with social work teams to secure the best outcomes for this vulnerable group. They are also responsible for supporting the Croydon's Safeguarding Children board to ensure that everyone in Croydon who comes into contact with children understands their responsibilities in relation to safeguarding, and that the appropriate action is taken where safeguarding concerns are raised. The service oversees the operation of the child protection process in Croydon.
- 3) The Children in Need service is responsible for initial assessments, core assessments, child protection investigations and direct short term work with children and their families as well as medium term social work with children in need including children with a child protection plan and some children looked after. This service also includes the Emergency Duty Team and all services for disabled children.
- 4) The Looked After Children service is responsible for the planning and delivery of care services for looked after children and care leavers. These are children and young people placed in adoption, fostering and residential children's homes, or placed with family and friends, and young people who are care leavers. Many looked after children in the Borough are unaccompanied asylum seeking children (UASC) whose costs are funded from UKBA grant arrangements. The Access to Resources Team supports the care planning and placement needs of the child by identifying an appropriate in-house placement with our own foster carers or by commissioning from the independent sector.
- 5) Integrated Youth support brings together a range of integrated and targeted youth support services delivered by Council staff and through commissioned services.
- 6) The Youth Offending Service works with children and young people who are known to the criminal justice system. The 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**

	RESTATED ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
	2011/12	Inflation	Other	2012/13	
	(A) £000's	(B) £000's	(C) £000's	(D) £000's	
Early Intervention and Family Support	13,269	32	(415)	<b>12,886</b>	(3)
Safeguarding and Looked After Children Quality Assurance	1,719	20	609	<b>2,348</b>	37
Children in Need Service	16,373	139	905	<b>17,417</b>	6
Looked After Children	24,019	421	(62)	<b>24,378</b>	1
Youth Services	7,181	51	610	<b>7,842</b>	9
Directorate Support	622	3	(296)	<b>329</b>	(47)
Dedicated Schools Grant	(1,956)		312	<b>(1,644)</b>	(16)
<b>TOTAL NET SPEND</b>	<b>61,227</b>	<b>666</b>	<b>1,663</b>	<b>63,556</b>	<b>4</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2011/12 FTE STAFF	2012/13 FTE STAFF	FTE STAFF
Early Intervention and Family Support	85.0	75.0	(10.0)
Safeguarding and Looked After Children Quality Assurance	44.1	44.1	0.0
Children in Need Service	156.3	155.3	(1.0)
Looked After Children	263.6	229.6	(34.0)
Youth Services	113.4	110.4	(3.0)
Directorate Support	-	-	-
<b>TOTAL FTE STAFF</b>	<b>662.4</b>	<b>614.5</b>	<b>(47.9)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
27,620	Employees	27,724	278	(1,419)	26,583	(4)
553	Premises related expenditure	497	-	(37)	460	(8)
9,627	Supplies and Services	12,060	-	(8,356)	3,704	(69)
38,455	Third Party Payments	39,425	388	2,513	42,326	7
711	Transfer Payments	1,174	-	(63)	1,111	(5)
216	Transport related expenditure	196	-	53	249	27
4,364	Recharges from other services	4,266	-	1,447	5,713	34
81,546	<b>TOTAL EXPENDITURE</b>	85,344	666	(5,862)	80,148	(6)
(22,885)	Government Grants	(27,114)	-	3,121	(23,993)	(12)
(623)	Other Grants, reimbursements and contributions	(489)	-	954	465	(195)
(100)	Fees and Charges	(100)	-	95	(5)	(95)
(27)	Other Customer and Client Receipts	(27)	-	(25)	(52)	93
	Interest Receivable	-	-	-	-	n/a
(4,294)	Recharges to other services	(4,432)	-	297	(4,135)	(7)
(27,929)	<b>TOTAL INCOME</b>	(32,162)	-	4,442	(27,720)	(14)
53,617	<b>NET CONTROLLABLE COST</b>	53,182	666	(1,420)	52,428	(1)
-	Capital Charges	-	-	238	238	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,046	Corporate support services bought in	8,045	-	2,845	10,890	35
8,046	<b>TOTAL UNCONTROLLABLE COST</b>	8,045	-	3,083	11,128	38
61,663	<b>NET COST OF SERVICE</b>	61,227	666	1,663	63,556	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
61,663	<b>TOTAL NET EXPENDITURE</b>	61,227	666	1,663	63,556	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Internal fostering proposal						725
Senior management restructure						52
Two Year Olds Early Education Strategy funding from Central Government						448
Statutory complaints funding from Chief Executives Office						44
Review of recharge from Youth Service to the HRA						301
						1,570
<u>Strategic budget - agreed additional income / savings</u>						
Savings achieved by increasing benefit claims for the 18+ Unaccompanied Asylum Seeking Children						(370)
Reduction in funding for the safeguarding childrens board						(50)
Reduction in fostering costs resulting from increased adoption rates						(117)
Reduced commissioning in the Youth Service						(25)
Reduced commissioning in the Early Intervention and Family Support Service						(1,000)
Remodelling the delivery of Childrens Centres						(300)
Increased income from Youth Forest project						(10)
Proposed Closure of Residential Homes (subject to consultation)						(260)
Improved procurement for external residential placements						(199)
Improved procurement of care packages efficiencies including residential for children with disabilities						(200)
Increase in internal foster carers leading to reduced costs as care shifts from independent foster carer to internal carers						(318)
Second year savings for the Integrated Youth service restructure						(650)
Service staff savings						(59)
Essential Car User Allowance						(14)
Supplies and Services reduction						(68)
Car Leasing						(23)
Employment based cost review efficiencies						(7)
						(3,670)
<u>Other resource changes</u>						
Review of overhead cost distribution between divisions, including increased capital charges						3,402
Other CFL budget adjustments and realignments						49
Movement in centrally retained DSG						312
						3,763
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,663</b>

## SERVICE DESCRIPTION

1) This page describes the funding that is passed to schools to provide education for pupils from nursery age to post 16. It also provides the funding for 3 and 4 year olds in private, voluntary and independent schools (PVI) and childminders. This includes that element of the Dedicated Schools Grant (DSG) from the Department for Education (DfE) together with the Education Funding Agency (EFA) funding for post 16 pupils in some secondary and special schools, and funding allocated to schools via Pupil Premium. These budget streams together form the Individual Schools Budget. Some schools have attached children's centres and these have additional funding from Social Care and Family Support. Establishments are broken down into the following categories:-  
 Nursery and early years centres 6  
 Infant 12 (11 with nursery provision)  
 Junior 13  
 Primary (infant and junior) 53 (28 with nursery provision) Includes a new primary starting in September 2012  
 Secondary 11 to 16/18 community 2, voluntary aided 8, foundation 3.  
 Special 6 (Covers provision for the all the 4 main types of need)  
 Academies 9 secondary with 1 including nursery and primary provision  
 Academies 6 primary , 1 infant and 1 junior (6 with nursery provision)  
 PVI around 150 (note settings close and open throughout the year)  
 Childminders around 20 (note childminders join and leave throughout the year)

2) 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

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

4) DSG income is shown after the deduction of Academy recoupment, estimated at £-39.5m. Total DSG before recoupment is estimated at £260.211m for Croydon Council. ISB-DSG is estimated at £192.558m, with other ISB grants estimated at £12.929m.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Schools Delegated budget	240,884	-	(35,397)	205,487	(15)
Schools Devolved budget	792	-	(792)	-	(100)
Dedicated Schools Grants	(241,676)		36,189	(205,487)	(15)
<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-



## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
484	Employees	792	-	(792)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
240,957	Supplies and Services	240,884	-	(240,884)	-	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	205,487	<b>205,487</b>	n/a
-	Transport related expenditure	-	-	-	-	n/a
1,726	Recharges from other services	-	-	-	-	n/a
<b>243,167</b>	<b>TOTAL EXPENDITURE</b>	<b>241,676</b>	-	<b>(36,189)</b>	<b>205,487</b>	<b>(15)</b>
(269,046)	Government Grants	(241,676)	-	36,189	<b>(205,487)</b>	(15)
-	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
<b>(269,046)</b>	<b>TOTAL INCOME</b>	<b>(241,676)</b>	-	<b>36,189</b>	<b>(205,487)</b>	<b>(15)</b>
<b>(25,879)</b>	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
<b>(25,879)</b>	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>(25,879)</b>	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a

## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

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

## SERVICE DESCRIPTION

1) Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs including pupils out of school for more than a term, pupils with poor school attendance and young people excluded from school and education in pupil referral units.

2) The Special Educational Needs (SEN) Service has a statutory responsibility to provide specialist educational assessment, support and placements for pupils presenting with a range of special educational needs, as well as educational psychology and specialist teaching services.

3) The Schools Improvement Service contains the primary and secondary and special phase teams who focus on school improvement matters in the main to drive forward both national and local strategies as well as local projects. It also contains a strategic team who are responsible for working to promote the educational opportunities of vulnerable children and young people. A major part of their work is also establishing and developing a Traded Service across CFL.

4) The adult education provision is known as CALAT and provides a wide range of accredited (1000) and non-accredited (500) courses annually in every curriculum area. The service offers courses in basic skills to level 2/3 qualifications, leisure and recreational courses, extensive family learning programme and support services such as IAG, dyslexia support and language support. The service operates from 5 core sites across the borough.

5) The Division has focused on five key themes to improve the quality of education and learning provision in Croydon over the coming five years. These are; improving service delivery, raising all standards, narrowing the gap, enriching the curriculum and building learning communities.

In this way there is a comprehensive and coherent approach to both provision and improvement and the Service seeks to live up to providing the opportunities embraced under its mission statement 'learning without boundaries' to illustrate the nature and inclusivity of its work.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
School Improvement	12,483	14	151	12,648	1
Inclusion, Learning Access and SEN	22,088	6	(93)	22,001	(0)
Adult Learning	(222)	51	(77)	(248)	12
Dedicated Schools Grant	(24,877)		(1,171)	(26,048)	5
<b>TOTAL NET SPEND</b>	<b>9,472</b>	<b>71</b>	<b>(1,190)</b>	<b>8,353</b>	<b>(12)</b>

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
School Improvement	100.1	92.1	(8.0)
Inclusion, Learning Access and SEN	88.1	88.1	-
Adult Learning	146.8	137.5	(9.3)
<b>TOTAL FTE STAFF</b>	<b>335.0</b>	<b>317.7</b>	<b>(17.3)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
21,315	Employees	22,929	106	(3,751)	19,284	(16)
1,866	Premises related expenditure	1,863	-	(252)	1,611	(14)
4,186	Supplies and Services	2,088	1	1,562	3,651	75
12,573	Third Party Payments	12,127	-	1,502	13,629	12
284	Transfer Payments	2,400	-	(2,116)	284	(88)
104	Transport related expenditure	102	-	(9)	93	(9)
698	Recharges from other services	2,406	-	1,193	3,599	50
41,026	<b>TOTAL EXPENDITURE</b>	43,914	107	(1,871)	42,150	(4)
(7,583)	Government Grants	(32,499)	-	234	(32,265)	(1)
(2,132)	Other Grants, reimbursements and contributions	(2,276)	-	(145)	(2,421)	6
(3,181)	Fees and Charges	(2,618)	(36)	(470)	(3,124)	19
(417)	Other Customer and Client Receipts	(849)	-	471	(378)	(55)
	Interest Receivable	-	-	-	-	n/a
(438)	Recharges to other services	(438)	-	(691)	(1,129)	158
(13,751)	<b>TOTAL INCOME</b>	(38,680)	(36)	(601)	(39,317)	2
27,275	<b>NET CONTROLLABLE COST</b>	5,234	71	(2,472)	2,833	(46)
-	Capital Charges	-	-	737	737	50
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,238	Corporate support services bought in	4,238	-	545	4,783	13
4,238	<b>TOTAL UNCONTROLLABLE COST</b>	4,238	-	1,282	5,520	30
31,513	<b>NET COST OF SERVICE</b>	9,472	71	(1,190)	8,353	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
31,513	<b>TOTAL NET EXPENDITURE</b>	9,472	71	(1,190)	8,353	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in commissioning budget for the School Improvement Service						(150)
Cease supplementary education, mentoring and community languages						(30)
Additional income generation in the School Improvement and SEN services						(460)
Supplies and services reduction						(34)
Staffing Restructure in school improvement service						(268)
Service staff savings						(201)
Senior management restructure						(46)
Essential Car User Allowance						(6)
Car Leasing						(7)
						(1,202)
<u>Other resource changes</u>						
Other CFL budget adjustments and realignments, including review of overheads and capital charges						1,182
Increase in allocation of centrally retained DSG						(1,170)
						12
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,190)</b>

## SERVICE DESCRIPTION

1) Partnership & Business Development is responsible for managing the Croydon Children and Families Partnership, including the preparation of the Children and Young People's Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities.

2) The team also leads on integrated working, including increasing the use of the Common Assessment Framework (CAF) and the development of CAF enablers including IT solutions and learning and development

3) Within this service area is cross departmental support for responding to complaints and enquiries and a central CFL business support team who provide business support to heads of service and the Learning and Inclusion managers.

4) This service has responsibility for pupil place planning and for managing admissions into school as well as ensuring adequate school place provision within the borough. It also includes the SEN transport service, commissioning travel to school for pupils with SEN as well as the School crossing patrol team.

5) Responsibility for performance monitoring, planning and communications have now shifted to central corporate teams.

6) The Library service is delivered through the central library, community libraries and the the home library service.

The services include:

- the provision of fiction in hardback and paperback ranging from the classics to the latest best sellers and 'quick' reads to contemporary authors;
- the provision of non-fiction literature covering a broad range of subjects to enhance lifelong learning and leisure;
- the provision of books, leaflets, newspapers and magazines in a range of community languages;
- Collections for teenagers;
- Reader development programmes;
- Support for children's learning;
- ICT learning centres;
- Informed referral to information and advice agencies;
- Access to the national and international library resource network.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
School Places and Admissions	9,530	7	7,705	17,242	81
Libraries and Culture	9,381	24	(549)	8,856	(6)
Partnerships and Business Development	14,164	16	(42)	14,138	(0)
Dedicated Schools Grant	(537)		25	(512)	(5)
<b>TOTAL NET SPEND</b>	<b>32,538</b>	<b>47</b>	<b>7,139</b>	<b>39,724</b>	<b>22</b>

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
School Places and Admissions	30.1	30.1	-
Libraries and Culture	140.9	113.9	(27.0)
Partnerships and Business Development	31.4	28.4	(3.0)
<b>TOTAL FTE STAFF</b>	<b>202.4</b>	<b>172.5</b>	<b>(30.0)</b>

## CHILDREN, FAMILIES AND LEARNING

## COMMUNITY AND SUPPORT SERVICES

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,065	Employees	7,009	59	(1,491)	5,577	(20)
1,380	Premises related expenditure	1,345	-	(193)	1,152	(14)
6,837	Supplies and Services	6,755	-	(5,519)	1,236	(82)
1,183	Third Party Payments	310	-	973	1,283	315
102	Transfer Payments	102	-	-	102	-
6,293	Transport related expenditure	6,396	2	(124)	6,274	(2)
669	Recharges from other services	719	-	462	1,181	64
23,529	<b>TOTAL EXPENDITURE</b>	22,636	61	(5,892)	16,805	(26)
(278)	Government Grants	(815)	-	303	(512)	(37)
(5)	Other Grants, reimbursements and contributions	(0)	-	-	-	(100)
(2,349)	Fees and Charges	(3,363)	(8)	3,160	(211)	(94)
(3,245)	Other Customer and Client Receipts	(3,318)	(6)	2,974	(350)	(89)
	Interest Receivable	-	-	-	-	n/a
(1,140)	Recharges to other services	(1,141)	-	(1,385)	(2,526)	121
(7,017)	<b>TOTAL INCOME</b>	(8,637)	(14)	5,052	(3,599)	(58)
16,512	<b>NET CONTROLLABLE COST</b>	13,999	47	(840)	13,206	(6)
12,709	Capital Charges	12,930		669	13,599	5
129	Deferred/Intangible Charges	129		21	150	16
	REFCUS	-		9,725	9,725	n/a
5,480	Corporate support services bought in	5,480		(2,436)	3,044	(44)
18,318	<b>TOTAL UNCONTROLLABLE COST</b>	18,539	-	7,979	26,518	43
34,830	<b>NET COST OF SERVICE</b>	32,538	47	7,139	39,724	22
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
34,830	<b>TOTAL NET EXPENDITURE</b>	32,538	47	7,139	39,724	22
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
School Catering - service ceasing, and being transferred directly to schools						645
Senior management restructure						2
						647
<u>Strategic budget - agreed additional income / savings</u>						
Reduced running cost of Libraries resulting from reduced staffing and outsourced efficiencies						(200)
Place Planning service - removal of vacancy						(50)
School Crossing - removal of vacancies						(24)
Property & Assets Service - removal of vacancy						(33)
Cease School courier run						(25)
Second year savings for the Arts and Heritage Review						(551)
Service staff savings						(92)
SEN travel efficiencies						(120)
Service Tenancy's						(1)
Employment based cost review efficiencies						(52)
Supplies and services reduction						(148)
Essential Car User Allowance						(1)
Car Leasing						(18)
Support costs for Northgate Contract						(18)
						(1,333)
<u>Other resource changes</u>						
Statutory complaints						(2)
SCPP Departmental full year effect						(271)
Other CFL budget adjustments and realignments, including review of capital charges						8,073
Movement in centrally retained DSG						25
						7,825
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>7,139</b>



**DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH**

**CONTENTS**

	Page
DEPARTMENT OVERVIEW	DASHHS1
SERVICE SUMMARY	DASHHS2
SUBJECTIVE SUMMARY	DASHHS3
SERVICE REVENUE BUDGETS	
Housing Needs and Strategy	DASHH1
Adult Care Commissioning	DASHH2
Personal Support	DASHH3
Public Health	DASHH4
Directorate	DASHH5





## KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

<p>Strategic objectives</p> <p>We have three overall objectives:</p> <ul style="list-style-type: none"> <li>• to improve the health and well-being of Croydon people with care, support and housing needs, by helping them to live full lives, as independently as possible</li> <li>• 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</li> <li>• to build safe and sustainable communities, in particular by providing neighbourhood services and empowering people to participate fully in their community</li> </ul> <p>Departmental Priorities</p> <p>Our priorities are to:</p> <ul style="list-style-type: none"> <li>• help people to live as independently as possible by offering bespoke solutions to support individual assessed need through professional support or care services, mostly in the community but also in residential settings, or other forms of assistance in the home to help people stay put and manage independently</li> <li>• prevent crises or the need for more intensive services by intervening at an early stage and offering universal services</li> <li>• empower people by enabling individuals to make informed choices and gain greater control over their lives, by offering a wider range of options such as housing options, self-service options and personal budgets, and by engaging communities in making the decisions affecting them</li> <li>• make the most equitable response to housing need in the borough, through advice, assistance and making the best use of the existing housing stock</li> <li>• 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</li> <li>• mitigate the effects of the recession for households through information, advice, assistance and support in areas including welfare benefits, debt and housing</li> <li>• offer professional care services and meet social care needs effectively through the transformation of services</li> <li>• roll out self-directed support through the introduction of personal budgets, to promote independence, well-being and choice</li> <li>• safeguard those at risk and help people in emergencies</li> <li>• develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents</li> <li>• promote better and fair access to adult and housing services and join up our services to ensure the most effective customer experience</li> <li>• make the best use of resources, achieve value for money and balance the budget, and invest in our staff.</li> </ul>
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## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2010/11	RESTATED ORIGINAL 2011/12	FORECAST	FORECAST	% CHANGE
			2011/12	2012/13	
Social care clients receiving self-directed support (DPs and Individual Budgets) (NI 130)	20.18%	N/A	30%	60%	100
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	99.26%	N/A	98%	98%	-
Numbers in Temporary Accommodation (at year end)	1,478	N/A	1,590	2,070	30

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2010/11 £000	RESTATED ORIGINAL 2011/12 £000	FORECAST	BUDGET	% CHANGE
			2011/12 £000	2012/13 £000	
Employees	38,240	34,500	27,900	26,652	(4)
Premises related expenditure	7,128	5,215	7,463	5,990	(20)
Supplies and Services	4,575	4,196	2,755	2,832	3
Third Party Payments	81,477	82,547	90,042	88,789	(1)
Transfer Payments	3,564	2,215	9,166	2,671	(71)
Transport related expenditure	897	524	437	646	48
Capital Charges	1,577	765	877	1,228	40
Deferred/Intangible Charges	5,455	12	12	313	2,508
REFCUS		-	-	1,900	n/a
Corporate support services bought in	11,226	11,116	11,004	10,814	(2)
Recharges (to) / from other services	(524)	(1,967)	(417)	(1,976)	374
<b>TOTAL EXPENDITURE</b>	<b>153,615</b>	<b>139,123</b>	<b>149,240</b>	<b>139,859</b>	<b>(6)</b>
Government Grants	(10,355)	(2,976)	(4,104)	(2,976)	(27)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(19,622)	(3,391)	(4,564)	(3,618)	(21)
Fees and Charges	(13,085)	(10,488)	(14,840)	(12,152)	(18)
Other Customer and Client Receipts	(5,151)	(4,393)	(5,328)	(3,522)	(34)
Interest Receivable	(6)	(20)	(2)	(27)	1,668
<b>TOTAL INCOME</b>	<b>(48,219)</b>	<b>(21,268)</b>	<b>(28,838)</b>	<b>(22,295)</b>	<b>(23)</b>
<b>NET EXPENDITURE</b>	<b>105,396</b>	<b>117,855</b>	<b>120,401</b>	<b>117,564</b>	<b>(2)</b>
Contributions to / (from) Reserves	1,058	-	(890)	-	(100)
<b>CURRENT BUDGET</b>	<b>109,024</b>		<b>118,294</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(2,570)</b>		<b>1,217</b>		

## TOP FINANCIAL RISKS 2012/13

- 1) Non-achievement of efficiencies
- 2) Significant demographic change including ordinary residence claims
- 3) Significant increase in demand for service due to the current economic conditions
- 4) Increase demand for temporary accommodation and increase in homelessness
- 5) Reduction in income collected due to current economic conditions

## CABINET MEMBER

Councillor Margaret Mead	Cabinet Member for Health and Adult Social Care
Councillor Dudley Mead	Deputy Leader & Cabinet Member for Housing, Finance and Asset Management

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services, Housing and Health	65490
Peter Brown	Director - Housing Needs and Strategy	65631
Brenda Scanlan	Director - Adult Care Commissioning	65727
Pauline French	Director - Personal Support	65416
Kate Woolcombe	Director - Public Health (Interim)	14030
Dave Sutherland	Managing Director - Croydon Landlord Services	64957

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2011/12 £000's	SERVICE	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,473	Housing Needs and Strategy	4,505	20	3,224	7,749	72
5,473	Adult Care Commissioning	66,364	1,399	(62,161)	5,602	(92)
107,277	Personal Support	33,749	754	69,476	103,978	208
264	Public Health	173	1	60	235	36
2,024	Directorate	13,064	66	(13,130)	0	(100)
119,511	<b>TOTAL NET SPEND</b>	117,855	2,240	(2,530)	117,564	(0)

## STAFF ESTABLISHMENT NUMBERS

SERVICE	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Needs and Strategy	102.6	89.5	(13.1)
Adult Care Commissioning	345.8	352.5	6.7
Personal Support	179.4	175.6	(3.8)
Public Health	3.8	3.8	-
Directorate	-	-	-
<b>TOTAL FTE STAFF</b>	<b>631.55</b>	<b>621.37</b>	<b>(10.18)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
27,900	Employees	34,500	234	(8,082)	26,652	(23)
7,463	Premises related expenditure	5,215	87	688	5,990	15
2,755	Supplies and Services	4,196	6	(1,371)	2,832	(33)
90,042	Third Party Payments	82,547	2,224	4,018	88,789	8
9,166	Transfer Payments	2,215	68	389	2,671	21
437	Transport related expenditure	524	59	63	646	23
66,655	Recharges from other services	3,731	(22)	59,536	63,245	1,595
204,418	<b>TOTAL EXPENDITURE</b>	132,928	2,656	55,242	190,826	44
(4,104)	Government Grants	(2,976)	-	-	(2,976)	-
(4,564)	Other Grants, reimbursements and contributions	(3,391)	(80)	(147)	(3,618)	7
(14,840)	Fees and Charges	(10,488)	(249)	(1,416)	(12,152)	16
(5,328)	Other Customer and Client Receipts	(4,393)	(108)	979	(3,522)	(20)
(2)	Interest Receivable	(20)	-	(7)	(27)	35
(67,072)	Recharges to other services	(5,698)	21	(59,544)	(65,221)	1,045
(95,910)	<b>TOTAL INCOME</b>	(26,966)	(416)	(60,135)	(87,517)	225
108,508	<b>NET CONTROLLABLE COST</b>	105,962	2,240	(4,893)	103,309	(3)
877	Capital Charges	765	-	463	1,228	61
12	Deferred/Intangible Charges	12	-	301	313	2,508
-	REFCUS	-	-	1,900	1,900	n/a
11,004	Corporate support services bought in	11,116	-	(302)	10,814	(3)
11,893	<b>TOTAL UNCONTROLLABLE COST</b>	11,893	-	2,362	14,255	20
120,401	<b>NET COST OF SERVICE</b>	117,855	2,240	(2,530)	117,564	(0)
(890)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(890)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
119,511	<b>TOTAL NET EXPENDITURE</b>	117,855	2,240	(2,530)	117,564	(0)

## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	1,194
	1,194
<u>Strategic budget - agreed additional income / savings</u>	(6,661)
	(6,661)
<u>Other resource changes</u>	2,937
	2,937
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(2,530)</b>

## SERVICE DESCRIPTION

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

- **Housing options**

Responsible for advice to housing applicants, preventing homelessness, and giving advice and assistance to homeless applicants. It carries out the council's statutory duty to assess applications of homelessness.

- **Housing solutions**

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

- **Operational support**

Responsible for operational support and facilities management in DASHH, short term accommodation strategy, emergency planning and business recovery plan, business processing and improvement and health and safety.

- **Housing strategy, commissioning & standards**

Responsible for the commissioning of a range of landlord services for the Council's housing stock ensuring robust contract arrangements and adherence to quality standards and the following services:

- **Housing standards and enforcement**

Is a statutory service ensuring standards are maintained in private sector housing. Includes Houses in Multiple Occupation (HMO) licensing scheme, housing health and safety rating system, housing enforcement policy, energy efficiency, drainage, public health nuisances and pest control.

- **Housing renewal**

Responsible for the Staying Put Home Improvement Agency, Renewal Grants/Loans and Disabled Facilities Grants, Empty Property Strategy, and home safety schemes.

- **Stock investment**

Responsible for the asset management strategy for the Council's housing stock, the development of strategies and policies for responsive repairs and major works.

- **Housing strategy**

Responsible for the development and implementation of cohesive housing strategies and policies.

- **Resident participation**

Responsible for meeting new scrutiny requirements by working with tenants. This includes the establishment of a scrutiny panel and consulting with and involving tenants through regular meetings.

The introduction of the Revenue Expenditure Funded from Capital Under Statute (REFCUS) covers expenditure under the Disabled Facilities Grant and identifies expenditure where no asset is generated for the council.

There will also be additional costs of homelessness of approx £0.5m which will be funded from the New Homes bonus.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Housing Needs and Assessment	1,528	9	(385)	1,152	(25)
Housing Solutions	1,586	11	214	1,811	14
Housing Strategy, Commissioning and Standards	1,323	(1)	(333)	989	(25)
Operational Support	69	(0)	3,729	3,798	5,387
SWL Partnership	(1)	1	-	(0)	(79)
<b>TOTAL NET SPEND</b>	4,505	20	3,224	7,749	72

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Housing Needs and Assessment	27.81	24.41	(3.4)
Housing Solutions	18.57	18.77	0.2
Housing Strategy, Commissioning and Standards	50.90	40.75	(10.2)
Operational Support	5.27	4.56	(0.7)
SWL Partnership	0.00	1.00	1.0
<b>TOTAL FTE STAFF</b>	102.55	89.49	(13.06)

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,817	Employees	3,999	30	(456)	3,574	(11)
6,382	Premises related expenditure	4,492	87	315	4,894	9
741	Supplies and Services	1,007	-	(211)	796	(21)
302	Third Party Payments	588	1	(243)	346	(41)
2	Transfer Payments	2		0	2	12
51	Transport related expenditure	67		(16)	51	(24)
523	Recharges from other services	366		34	400	9
11,818	<b>TOTAL EXPENDITURE</b>	10,521	118	(575)	10,063	(4)
(167)	Government Grants	(107)	-	-	(107)	-
(83)	Other Grants, reimbursements and contributions	(79)	(2)	-	(81)	2
(859)	Fees and Charges	(503)	(9)	(1,035)	(1,547)	208
(4,519)	Other Customer and Client Receipts	(3,593)	(87)	922	(2,758)	(23)
-	Interest Receivable	-	-	-	-	n/a
(1,629)	Recharges to other services	(1,854)	-	113	(1,741)	(8)
(7,257)	<b>TOTAL INCOME</b>	(6,136)	(98)	(0)	(6,234)	2
4,561	<b>NET CONTROLLABLE COST</b>	4,385	20	(575)	3,829	(13)
120	Capital Charges	120		161	281	135
-	Deferred/Intangible Charges	-		-	-	n/a
-	REFCUS	-		1,900	1,900	n/a
-	Corporate support services bought in	-		1,738	1,738	n/a
120	<b>TOTAL UNCONTROLLABLE COST</b>	120	-	3,800	3,920	3,166
4,681	<b>NET COST OF SERVICE</b>	4,505	20	3,224	7,749	72
(207)	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
(207)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,473	<b>TOTAL NET EXPENDITURE</b>	4,505	20	3,224	7,749	72
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Step Change - Layers and Spans - Housing Options						(33)
Step Change - Layers and Spans - Housing Enforcement						(54)
Step Change - Layers and Spans - Housing Solutions						(33)
Step Change - Access Croydon strategy to introduce a self-assessment tool for housing advice						(35)
Step Change - Supplies and Services review						(62)
Step Change - EBCR						(3)
Service Tenancies						(11)
Employee Based Cost Review - car leases expiring in year						(11)
Reduction in funding for Housing research and consultancy						(5)
Open House Publication - Cease distribution to non-tenants						(8)
Transforming the Tenancy Relations team						(60)
Pest control charges for private sector residents						(25)
Increase in HMO licensing fees						(20)
						(360)
<b>Other resource changes</b>						
Virement to SCPP						(105)
Senior Management Restructure						(85)
Employee Based Cost Review - car allowances						(14)
Other minor variations						(11)
Variation in capital charges						161
Revenue Expenditure Funded from Capital Under Statute (REFCUS)						1,900
Variation in corporate support services bought in						1,738
						3,584
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,224</b>

## SERVICE DESCRIPTION

## Adult Care Commissioning Division

The Adult Care Commissioning division was established in the summer of 2011 in response to the council wide restructure, the focus on the council being a commissioning-led organisation, and the implementation of the new target operating model. The division is responsible, with public health partners, for leading on the identification of needs through the Joint Strategic Needs Assessment and other routes, along with the strategic development and commissioning of services for:

- older people
- people with long-term conditions and end of life care
- people with learning disabilities
- people with mental health needs
- people with physical disabilities
- carers
- supported housing
- people with substance misuse problems
- people who have been diagnosed as HIV+ or have AIDS
- asylum seekers

The Division is responsible for holding and determining budgets for the services that are commissioned, either through internal partners in Personal Support Division or externally from other statutory sector or voluntary & community sector providers.

The new social care professional standards service is based within the division. This provides quality assurance of professional standards in social care, including safeguarding processes and practice, and support to the independent care sector. It also commissions deprivation of liberty and mental capacity assessments.

Pending the implementation of future organisation arrangements, the division also currently manage:

- the Welfare Rights team who provide welfare benefits and debt advice to Croydon residents in order to maximise income for them and the Council.
- Heathfield Rd supported housing unit for adults with a Learning disability.
- The Shared Lives scheme that recruits, trains and supports carers to provide accommodation and support to people with learning disability and mental health problems.

The Director of Adult Care Commissioning is also the council's Caldicott Guardian.

The principles that underpin the work of the division are:

- Partnership with users, carers, health and housing colleagues, local voluntary sector / community groups and criminal justice agencies
- Prevention to facilitate the provision of evidence based, cost effective, preventative and early intervention services, and opportunities for self-help
- Protection to ensure that the most vulnerable citizens are safeguarded
- Promotion to ensure that good information and advice is available
- Personalisation to encourage the development of self directed support and to ensure that all aspects of market development in health and social care form part of our core business.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Learning Disability	1,460	56	42,795	44,311
Vulnerable Adults and Supported Housing	8,478	151	1,348	9,977	18
Older People and Long Term Conditions	11,458	348	21,470	33,276	190
Professional Standards	991	3	(995)	(0)	(100)
Specialist Services	1,402	46	3,989	5,437	288
Adult Care Commissioning	565	3	(249)	319	(44)
Strategic Projects	192	145	1,300	1,638	753
Mental Health	9,202	1	(183)	9,020	(2)
<b>TOTAL NET SPEND</b>	<b>33,749</b>	<b>754</b>	<b>69,476</b>	<b>103,978</b>	<b>208</b>

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Learning Disability	36.98	31.17	(5.8)
Vulnerable Adults and Supported Housing	20.50	21.50	1.0
Older People and Long Term Conditions	13.00	16.00	3.0
Professional Standards	8.50	12.50	4.0
Specialist Services	5.00	13.00	8.0
Adult Care Commissioning	5.00	2.00	(3.0)
Strategic Projects	15.31	12.00	(3.3)
Mental Health	75.10	67.39	(7.7)
<b>TOTAL FTE STAFF</b>	<b>179.39</b>	<b>175.56</b>	<b>(3.8)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12	DESCRIPTION	RESTATE ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
9,067	Employees	15,448	82	(7,968)	7,562	(51)
823	Premises related expenditure	720	1	(71)	650	(10)
1,105	Supplies and Services	1,668	-	(835)	833	(50)
33,051	Third Party Payments	23,298	822	10,158	34,278	47
123	Transfer Payments	91	15	521	627	589
27	Transport related expenditure	59	-	(31)	28	(53)
65,706	Recharges from other services	3,058	(22)	59,440	62,476	1,943
109,902	<b>TOTAL EXPENDITURE</b>	44,342	897	61,213	106,452	140
(3,015)	Government Grants	(2,869)	-	-	(2,869)	-
(1,369)	Other Grants, reimbursements and contributions	(2,064)	(47)	462	(1,649)	(20)
(4,097)	Fees and Charges	(3,962)	(88)	(210)	(4,261)	8
(206)	Other Customer and Client Receipts	(268)	(8)	24	(252)	(6)
(2)	Interest Receivable	(20)	-	(7)	(27)	35
(2,811)	Recharges to other services	(1,774)	-	(1,528)	(3,302)	86
(11,500)	<b>TOTAL INCOME</b>	(10,957)	(143)	(1,260)	(12,360)	13

98,402	<b>NET CONTROLLABLE COST</b>	33,385	754	59,953	94,091	182
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678	Capital Charges	240	-	674	914	281
12	Deferred/Intangible Charges	12	-	(12)	-	n/a
	REFCUS	-	-	-	-	n/a
8,868	Corporate support services bought in	112	-	8,861	8,973	7,912
9,558	<b>TOTAL UNCONTROLLABLE COST</b>	364	-	9,523	9,887	2,618

107,960	<b>NET COST OF SERVICE</b>	33,749	754	69,476	103,978	208
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(682)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(682)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

107,277	<b>TOTAL NET EXPENDITURE</b>	33,749	754	69,476	103,978	208
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<b>Strategic budget - agreed pressures / service demands</b>	
Learning Disability - Transition from Child Care Services to Adults	832
Mental Health - demographic increase for new residential and self directed support placements	318
	1,150
<b>Strategic budget - agreed additional income / savings</b>	
Promoting independence in mental health services	(312)
Market Developments in challenging behaviours provision	(100)
Outcome based efficiencies and Assistive Technology	(50)
Joint transitions (14-25 year old) commissioning transformation programme with CFL (several inter-linked projects)	(200)
Re-commissioning of MH community based services	(200)
Systematic Contract Management review across all residential providers focusing on standards/quality and VFM	(600)
Proposal to re-design learning disability scheme	(70)
Proposal to re-design mental health scheme	(20)
Domiciliary Care and the use of Personal budgets in LD Services	(20)
Shared commissioning re Co Production for vulnerable single homeless people	(10)
Proposal to review of adults transport policy	(150)
Review of MH package costs across the 4 SLAM boroughs	(100)
Re-commissioning Carers Support in the voluntary sector	(58)
SP re-tender and re-negotiate service costs	(75)
Review day services provision for LD service users in residential care	(150)
Management efficiency - Closer working between Welfare Rights Team and Finance Visiting Service	(35)
Complete modernisation and expansion of Shared Lives Scheme	(187)
Continued contracting efficiencies in the services provided for people with no recourse to public funds	(150)
Decommission the support service at one of the major hostels. This would be re-used for general needs housing for people without support needs, including a number moving on from other supported housing facilities	(160)
Step Change - Employment based cost review	(19)
Step Change - Croydon Care Solutions continuing programme of efficiencies with the local authority trading company	(216)
Step Change - Layers & Spans	(90)
Step Change Supplies & Services review	(48)
Adjustment for car leases expiring in year	(15)
	(3,035)
<b>Other resource changes</b>	
Purchasing budget for micro-commissioning of services by personal support division	55,067
Corporate recharges previously charged to directorate	8,861
Departmental recharges previously charged to the former central division within DASHH	5,577
In year net virement to commissioning following restructure, primarily elements of outsourced contracts.	2,260
Capital Charges	674
Deferred/Intangible Charges	(12)
Recharge for services provided to other areas	(1,128)
Other variations	62
	71,361
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	69,476

## SERVICE DESCRIPTION

The Division was formally launched on the 8th September 2011 with a strap line, "Delivering personalized sustainable outcomes". Created from three previous Divisions the work of the Personal Support Division will focus upon working with the public and providers of service to deliver bespoke solutions which will support maximum independence for the public, within the resources available and in a timely way. We have declared an intention to deliver the best customer experience we can and given we have the whole customer, adult services journey for the first time residing in one structure we intend to deliver the most seamless experience we can.

This Division discharges the statutory duty of community care assessment, works in close partnership with health to deliver reablement and maximise the independence of residents of the borough, safeguards adults who are vulnerable to abuse and delivers financial support for those who are unable to manage their own affairs.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Assessment and Case Management	55,142	1,232	(3,774)	52,600	(5)
Provider Commercial Relations and Brokerage	2,443	49	(57,366)	(54,874)	(2,346)
Early Intervention and Reablement	4,271	40	(1,152)	3,158	(26)
Social Work and Safeguarding - Adult Care	4,508	78	46	4,632	3
Strategic Projects		1	86	86	n/a
<b>TOTAL NET SPEND</b>	<b>66,364</b>	<b>1,399</b>	<b>(62,161)</b>	<b>5,602</b>	<b>(92)</b>

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Assessment and Case Management	120.15	118.73	(1.4)
Provider Commercial Relations and Brokerage	49.63	47.23	(2.4)
Early Intervention and Reablement	138.69	140.20	1.5
Social Work and Safeguarding - Adult Care	37.31	45.33	8.0
Strategic Projects	0.0	1.0	1.0
<b>TOTAL FTE STAFF</b>	<b>345.78</b>	<b>352.49</b>	<b>6.71</b>



## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
14,044	Employees	14,268	118	601	14,987	5
255	Premises related expenditure	(3)		434	431	(14,467)
601	Supplies and Services	855	6	(189)	672	(21)
56,321	Third Party Payments	58,358	1,396	(5,907)	53,848	(8)
8,931	Transfer Payments	2,122	53	(132)	2,043	(4)
359	Transport related expenditure	396	-	(25)	371	(6)
420	Recharges from other services	229	-	77	306	34
80,931	<b>TOTAL EXPENDITURE</b>	76,225	1,573	(5,140)	72,658	(5)
(923)	Government Grants	-	-	-	-	n/a
(3,112)	Other Grants, reimbursements and contributions	(1,248)	(31)	(609)	(1,888)	51
(9,868)	Fees and Charges	(6,025)	(151)	(170)	(6,347)	5
(587)	Other Customer and Client Receipts	(499)	(12)	-	(511)	2
-	Interest Receivable	-	-	-	-	n/a
(61,031)	Recharges to other services	(2,150)	21	(56,526)	(58,655)	2,628
(75,520)	<b>TOTAL INCOME</b>	(9,922)	(175)	(57,305)	(67,401)	579
5,411	<b>NET CONTROLLABLE COST</b>	66,303	1,399	(62,445)	5,257	(92)
61	Capital Charges	61		(29)	32	(48)
-	Deferred/intangible Charges	-		313	313	n/a
-	REFCUS	-		-	-	n/a
-	Corporate support services bought in	-		-	-	n/a
61	<b>TOTAL UNCONTROLLABLE COST</b>	61	-	284	345	466
5,473	<b>NET COST OF SERVICE</b>	66,364	1,399	(62,161)	5,602	(92)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,473	<b>TOTAL NET EXPENDITURE</b>	66,364	1,399	(62,161)	5,602	(92)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Proposal for service re-design of day care for older persons into a re-ablement model						(300)
Review of Appointeeship cases						(131)
Review of Craignish short stay unit						(186)
Continued implementation of self directed support for new and existing learning disability clients (not transitions)						(200)
Learning disability transitions care package re-design (19-25 year olds)						(100)
Learning disability - extend current programme of residential placements transformation						(1,500)
Older persons - Anticipated reduction in support costs for individuals due to re-ablement outcomes						(720)
Corporate Adjustment for service tenancies						(2)
Corporate Adjustment for car leases expiring in year						(20)
Charging for funerals						(30)
Step Change - Supplies & Services review						(36)
Step change - Employment based cost review						(1)
						(3,226)
<u>Other resource changes</u>						
Changes in Capital charges						(29)
Changes in deferred/intangible charges						313
Creation of micro-commissioning budget from Commissioning. This is offset against the purchasing budget in Commissioning						(55,067)
Recharge for services provided to other areas						(1,941)
In year net virement to commissioning following restructure, primarily elements of outsourced contracts.						(2,260)
Other variations						49
						(58,935)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(62,161)</b>

## SERVICE DESCRIPTION

The current public health function within the council consists of the health and wellbeing unit and joint Director of Public Health (The council funding for this function consists of 1.0 health inequalities policy officer, 1.0 office manager, 0.5 head of health and wellbeing, 0.3 director of public health, 0.3 PA to director of public health). A project is underway to transfer the public health department (approx 50 staff) to the council from Croydon PCT by 1 April 2013 with a transition arrangement in 2012/13 through a section 75 agreement (NHS Act 2006).

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Public Health	173	1	60	235	36
<b>TOTAL NET SPEND</b>	173	1	60	235	36

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Public Health	3.83	3.83	-
<b>TOTAL FTE STAFF</b>	3.83	3.83	-

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
186	Employees	167	1		168	1
1	Premises related expenditure	-			-	n/a
77	Supplies and Services	6			6	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-		8	8	n/a
264	<b>TOTAL EXPENDITURE</b>	173	1	8	182	5
-	Government 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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

264	<b>NET CONTROLLABLE COST</b>	173	1	8	182	5
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-		52	52	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	52	52	n/a

264	<b>NET COST OF SERVICE</b>	173	1	60	235	36
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

264	<b>TOTAL NET EXPENDITURE</b>	173	1	60	235	36
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	
	-
Strategic budget - agreed additional income / savings	
	-
Other resource changes	
Allocation of departmental support charges	8
Allocation of corporate support charges	52
	60
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>60</b>

SERVICE DESCRIPTION

The Directorate provides a support function to the department. Following the the restructure within the Council and DASHH all areas within Directorate have either been moved to another area or department, or recharged within DASHH.

MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Directorate	13,064	66	(13,130)	0	(100)
<b>TOTAL NET SPEND</b>	13,064	66	(13,130)	0	(100)

STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Directorate			-
<b>TOTAL FTE STAFF</b>	0.00	0.00	-

## DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

## DIRECTORATE

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
785	Employees	618	2	(259)	361	(42)
2	Premises related expenditure	6	-	10	16	167
231	Supplies and Services	660	-	(136)	524	(21)
368	Third Party Payments	303	5	10	318	5
110	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	2	59	134	195	9,650
6	Recharges from other services	78	-	(23)	55	(29)
1,502	<b>TOTAL EXPENDITURE</b>	1,667	66	(263)	1,470	(12)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(16)	Fees and Charges	2	-	-	2	-
(16)	Other Customer and Client Receipts	(33)	-	33	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,600)	Recharges to other services	80	-	(1,603)	(1,523)	(2,004)
(1,632)	<b>TOTAL INCOME</b>	49	-	(1,570)	(1,521)	(3,204)
(130)	<b>NET CONTROLLABLE COST</b>	1,716	66	(1,833)	(51)	(103)
18	Capital Charges	344	-	(344)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,136	Corporate support services bought in	11,004	-	(10,953)	51	(100)
2,154	<b>TOTAL UNCONTROLLABLE COST</b>	11,348	-	(11,297)	51	(100)
2,024	<b>NET COST OF SERVICE</b>	13,064	66	(13,130)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,024	<b>TOTAL NET EXPENDITURE</b>	13,064	66	(13,130)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Recharge of statutory complaints from CEO dept						44
						44
<u>Strategic budget - agreed additional income / savings</u>						
Step Change - supplies & services review						(28)
Step Change - Essential car user allowance						(8)
Adjustment for car leases expiring in year						(4)
						(40)
<u>Other resource changes</u>						
Allocation of all remaining support and social service strategy costs to the operation areas						(13,134)
						(13,134)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(13,130)</b>



# PLANNING & ENVIRONMENT

## CONTENTS

	Page
DEPARTMENT OVERVIEW	P&ES1
SERVICE SUMMARY	P&ES2
SUBJECTIVE SUMMARY	P&ES3
SERVICE REVENUE BUDGETS	
Public Realm	P&E1
Planning & Building Control	P&E2
Regeneration & Economy	P&E3
Public Safety	P&E4





KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

1) Forge new department 2) Implement Step Change 3) Ensure delivery of School Estate Strategy 4) Drive CCURV 5) Deliver spatial plans 6) Negotiate key investments 7) Review and remodel services
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KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2010/11	RESTATED ORIGINAL 2011/12	FORECAST 2011/12	FORECAST 2012/13	% CHANGE
Percentage of household waste recycled / composted - For 2011/12 = reduce landfill tonnage	33.00%	36% 58,848 tonnes	40% TBC	40% TBC	- n/a
Cleanliness of streets and public places					
Graffiti	6.00%	6%	6%	6%	-
Litter	7.00%	10%	11%	11%	-
Detritus	10.00%	14%	11%	11%	-
Fly posting	10.00%	2%	2%	2%	-
Numbers of people engaged in the arts					n/a
Reduce serious violent crime rate	1.00	1.2	0.9	0.9	-
Number of successful Anti-Social Behaviour Interventions For 2011/12 = perception that Police & council deal with concerns over ASB and crime	184	N/A	N/A	N/A	n/a n/a
Building applications processed	2000.00	2,500	2,500	2,500	-
Planning applications processed	3,936	2,700	2,700	2,600	(4)

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2010/11 £000	RESTATED ORIGINAL 2011/12 £000	FORECAST 2011/12 £000	BUDGET 2012/13 £000	% CHANGE
Employees	31,641	28,466	28,485	24,892	(13)
Premises related expenditure	4,755	5,355	4,983	4,785	(4)
Supplies and Services	22,994	20,010	19,741	17,936	(9)
Third Party Payments	20,922	22,499	21,741	23,772	9
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	1,762	1,271	1,319	947	(28)
Capital Charges	15,110	11,253	11,564	16,428	42
Deferred/Intangible Charges	1,774	93	-	-	n/a
REFCUS	-	-	-	3,200	n/a
Corporate support services bought in	10,202	11,335	11,334	10,712	(5)
Recharges from other services	11,671	7,650	7,857	7,723	(2)
<b>TOTAL EXPENDITURE</b>	<b>120,831</b>	<b>107,932</b>	<b>107,024</b>	<b>110,395</b>	<b>3</b>
Government Grants	(4,344)	(211)	(310)	-	(100)
Area Based Grants	(100)	-	-	-	n/a
Other Grants, reimbursements and contributions	(1,638)	(309)	(785)	(337)	(57)
Fees and Charges	(12,203)	(15,163)	(13,207)	(15,270)	16
Other Customer and Client Receipts	(15,555)	(11,202)	(11,406)	(9,707)	(15)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(17,263)	(13,331)	(12,817)	(9,833)	(23)
<b>TOTAL INCOME</b>	<b>(51,103)</b>	<b>(40,216)</b>	<b>(38,525)</b>	<b>(35,147)</b>	<b>(9)</b>

<b>NET EXPENDITURE</b>	<b>69,728</b>	<b>67,716</b>	<b>68,499</b>	<b>75,248</b>	<b>10</b>
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Good housekeeping loan repayment	-	-		-	n/a
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Contributions to / (from) Reserves	4,579		(267)		(100)
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<b>CURRENT BUDGET</b>	<b>64,220</b>	<b>67,277</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>10,087</b>	<b>955</b>
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TOP FIVE FINANCIAL RISKS 2012/13

Economic downturn - Impact on income
Ability to achieve income targets
Reliance on external contractors - Risk of contractor having financial difficulties or inability to raise funds for investment
Ability to deliver capital programme
Unexpected / unfunded service pressures

CABINET MEMBER		
	Councillor Tim Pollard	Deputy Leader (Regeneration & Economic Development) and Cabinet Member for Children, Young People & Learners
	Councillor Jason Perry	Cabinet Member for Planning, Transport & Sustainability
	Councillor Simon Hoar	Cabinet Member for Community Safety
	Councillor Phil Thomas	Cabinet Member for Environment & Highways
	Councillor Sara Bashford	Cabinet Member for Culture & Sport & Customer Services

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Stephen McDonald	Executive Director of Planning & Environment	61325
Mike Kiely	Director of Planning & Building Control	65599
Tony Antoniou	Director of Regeneration & Economy	65407
Tony Brooks	Director of Public Safety	65433

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2011/12 £000's	SERVICE	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
52,573	Public Realm	51,996	554	6,585	59,135	14
4,605	Planning and Building Control	3,929	45	315	4,289	9
4,241	Regeneration and Economy	5,321	32	(1,389)	3,964	(26)
7,080	Public Safety	6,470	13	1,377	7,860	21
68,499	<b>TOTAL NET SPEND</b>	67,716	644	6,888	75,248	10

(267)	Good housekeeping loan repayment	-	-	-	-	n/a
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STAFF ESTABLISHMENT NUMBERS

SERVICE	RESTATED BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Public Realm	366.8	264.1	(102.7)
Planning & Building Control	99.6	95.0	(4.6)
Regeneration & Economy	68.0	56.3	(11.7)
Public Safety	148.1	152.0	3.9
<b>TOTAL FTE STAFF</b>	681.5	567.4	(114.1)

SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,485	Employees	28,466	234	(3,808)	24,892	(13)
4,983	Premises related expenditure	5,355	34	(604)	4,785	(11)
19,741	Supplies and Services	20,010	144	(2,218)	17,936	(10)
21,741	Third Party Payments	22,499	464	809	23,772	6
-	Transfer Payments	-	-	-	-	n/a
1,319	Transport related expenditure	1,271	-	(324)	947	(25)
7,857	Recharges from other services	7,650	-	73	7,723	1
84,126	<b>TOTAL EXPENDITURE</b>	85,251	876	(6,072)	80,055	(6)
(310)	Government Grants	(211)	-	211	-	(100)
(785)	Other Grants, reimbursements and contributions	(309)	-	(28)	(337)	9
(13,207)	Fees and Charges	(15,163)	(211)	104	(15,270)	1
(11,406)	Other Customer and Client Receipts	(11,202)	(21)	1,516	(9,707)	(13)
-	Interest Receivable	-	-	-	-	n/a
(12,817)	Recharges to other services	(13,331)	-	3,498	(9,833)	(26)
(38,525)	<b>TOTAL INCOME</b>	(40,216)	(232)	5,301	(35,147)	(13)
45,601	<b>NET CONTROLLABLE COST</b>	45,035	644	(771)	44,908	(0)
11,564	Capital Charges	11,253	-	5,175	16,428	46
-	Deffered/Intangible Charges	93	-	(93)	-	(100)
-	REFCUS	-	-	3,200	3,200	n/a
11,334	Corporate support services bought in	11,335	-	(623)	10,712	(5)
22,898	<b>TOTAL UNCONTROLLABLE COST</b>	22,681	-	7,659	30,340	34
68,499	<b>NET COST OF SERVICE</b>	67,716	644	6,888	75,248	11
(267)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(267)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
68,232	<b>TOTAL NET EXPENDITURE</b>	67,716	644	6,888	75,248	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						5,587
Strategic budget - agreed additional income / savings						(5,657)
						(70)
Other resource changes						6,958
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>6,888</b>

**SERVICE DESCRIPTION**

**Waste management and recycling**

Services include contract management of waste services:

- Waste collections, Recycling and Street Cleaning Services
- Waste Management including processing green garden waste and kitchen food waste
- Management of Environmental Waste Controls (EWC) who are responsible for operating Household Recycling Centres

**Sport, Leisure**

Services include sport opportunities for young people and the council's leisure centres including New Addington, Purley and South Norwood Pools, Thornton Heath Leisure Centre and Monks Hill Leisure Centre

**Green Spaces**

Services include:

- Protection, conservation and maintenance of green spaces, trees and woodlands, nature conservation areas
- Allotments, park buildings and properties, tennis and other games courts
- Management and maintenance of open countryside
- 120 individual open space sites, children's playgrounds and play areas, ornamental gardens, skate parks and multi-use games courts and street trees and verges maintenance, high hedges dispute adjudication

**Highway maintenance**

Services include:

- Ensuring the safety of highway users by delivering maintenance to carriageways, footways, public footpaths and street lighting
- Monitoring Contractors working on the Highway, with new "transforming highways contract" in place in October 2011
- Construction of vehicle crossovers to residents for off street parking
- Monitoring statutory works undertaken e.g. water, gas, electric to minimise delay and disruption
- Road safety
- Highway Structures and bridges
- Street signage

**Parking Services**

The Parking Services division has a portfolio of services that includes:

- Balancing the parking needs of all road users
- Provision of short and long-term parking through highway parking spaces and parking through car parks.
- Provision of permitted parking through suspensions, dispensations and permits
- Processing of Penalty Charge Notices for parking, MTC and bus lane contraventions.
- Blue Badge Enforcement
- Skip Licensing

**Directorate**

This area contains central departmental costs which are reallocated to the four service divisions

**MOVEMENT IN NET EXPENDITURE**

	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Environment & Leisure Services	40,527	604	1,561	42,692	5
Highways	16,090	36	3,675	19,801	23
Parking Services	(4,057)	(96)	1,429	(2,724)	(33)
Directorate	146	10	(185)	(29)	(120)
Departmental Recharges	(710)	-	105	(605)	(15)
<b>TOTAL NET SPEND</b>	<b>51,996</b>	<b>554</b>	<b>6,585</b>	<b>59,135</b>	<b>14</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Environment & Leisure Services	122.3	63.2	(59.1)
Highways	90.1	52.6	(37.5)
Parking Services	145.3	142.3	(3.0)
Directorate	9.1	6.0	(3.1)
<b>TOTAL FTE STAFF</b>	<b>366.8</b>	<b>264.1</b>	<b>(102.7)</b>

SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,990	Employees	13,659	103	(3,313)	10,449	(24)
4,024	Premises related expenditure	4,086	27	(338)	3,775	(8)
16,810	Supplies and Services	16,993	142	(1,349)	15,776	(7)
21,463	Third Party Payments	21,808	463	1,040	23,311	7
-	Transfer Payments	-	-	-	-	n/a
1,128	Transport related expenditure	1,095	-	(469)	626	(43)
4,552	Recharges from other services	4,475	-	(201)	4,274	(4)
61,976	<b>TOTAL EXPENDITURE</b>	62,106	735	(4,630)	58,211	(6)
	Government Grants	-	-	-	-	n/a
(259)	Other Grants, reimbursements and contributions	(93)	-	(28)	(121)	30
(9,552)	Fees and Charges	(10,609)	(177)	290	(10,496)	(1)
(10,210)	Other Customer and Client Receipts	(9,717)	(4)	1,455	(8,266)	(15)
	Interest Receivable	-	-	-	-	n/a
(7,190)	Recharges to other services	(7,280)	-	3,410	(3,870)	(47)
(27,211)	<b>TOTAL INCOME</b>	(27,699)	(181)	5,127	(22,753)	(18)
34,765	<b>NET CONTROLLABLE COST</b>	34,407	554	497	35,458	3
10,843	Capital Charges	10,599		4,813	15,412	45
	Deferred/Intangible Charges	24		(24)	-	(100)
6,985	Corporate support services bought in	6,968		(701)	6,265	(10)
17,808	<b>TOTAL UNCONTROLLABLE COST</b>	17,589		6,088	23,677	35
52,573	<b>NET COST OF SERVICE</b>	51,996	554	6,585	59,135	14
32	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
32	<b>TOTAL APPROPRIATIONS</b>				-	n/a
52,605	<b>TOTAL NET EXPENDITURE</b>	51,996	554	6,585	59,135	14

\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<b>Strategic budget - agreed pressures / service demands</b>	
West Croydon car park - Rebasing Income	33
Pay and Display Income Not Achievable	400
Additional town centre cleanse	100
Waddon Leisure Centre	141
Landfill tax Increases	744
MSCP Income Reserve	1,881
Street Lighting PFI	230
Transport for London Signal Network Support	50
Waste Food Recycling & fortnightly collection	1,063
DSO Highways	170
Local Lead Flood Authority	150
	4,962
<b>Strategic budget - agreed additional income / savings</b>	
Additional efficiencies within secretariat from Voluntary Severance	(65)
Parking staff reduction	(63)
Introduction of food waste and changes to refuse collection	(600)
Food waste landfill savings net of processing costs	(348)
Restructure of Greenspaces team	(60)
Supplies and Services Efficiencies	(100)
Premises cost Efficiencies	(69)
Vacancies in existing structure	(25)
Street Lighting - Reduction in energy costs	(75)
Traffic and Engineering - Supplies and Services	(25)
Reduction in Waste Procurement Costs	(21)
9% increase in residents parking permits	(26)
PCN Income	(253)
Review options for Pay & Display increases	(210)
Increase in licence fees (cranes, hoardings, scaffolding etc)	(10)
Increase Bulky Waste Charges	(20)
Street Based Service Review	(243)
Layers and Spans - Departmental	(200)
Projects - Senior Management restructure	(120)
Projects - Employment Based Cost Review	(15)
Projects - Supplies and Services - 10% minimum target	(25)
Procurement Taskforce Programme Green Spaces	(200)
Procurement Taskforce Programme Viola contract extension	(1,200)
Strategy, Commissioning Procurement & Performance full year effect	(153)
Essential Car User Allowance	(5)
Car Leasing	(35)
	(4,166)
<b>Other resource changes</b>	
<b>Virements to :-</b>	
Corporate - Voluntary Severance Savings	(60)
Corporate - Street Lighting PFI / Neighbourhood Partnerships	(150)
Corporate - PA restructure part year impact	(35)
Corporate - Senior Management restructure - part year	(205)
Corporate resources and customer services - Strategy, Commissioning, Procurement & Performance restructure	(157)
<b>Virements from :-</b>	
Corporate - EBCR Car Allowances	(6)
Corporate - Access Strategy	898
Children, families and learning - Internal recharge budgets	42
Regeneration and Economy - Merging of former PRC and Community Services Directorates	162
Public Safety - Street Based Services	146
Staff Changes	18
Variations in running expenses	29
Variations in income	2
Variations in recharges	(2,229)
Capital Charges	5,613
Deferred/Intangible Charges	(24)
REFCUS	2,000
Corporate support services bought in	(355)
Closure of Highways Direct Service Organisation	100
	5,789
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>6,585</b>

**SERVICE DESCRIPTION**

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

**Spatial Planning :**

The service seeks to develop the spatial vision for Croydon and to deliver community strategy priorities through the Local development framework.

**Development management :**

The service manages development and environmental change so that it contributes to the creation of sustainable communities and vibrant and prosperous places.

**Building control :**

The service seeks to ensure that new buildings are safe, sustainable and accessible.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Spatial Planning	1,739	11	(11)	<b>1,739</b>	-
Development Management	1,819	23	(59)	<b>1,783</b>	(2)
Building Control	371	11	385	<b>767</b>	107
<b>TOTAL NET SPEND</b>	<b>3,929</b>	<b>45</b>	<b>315</b>	<b>4,289</b>	<b>9</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Spatial Planning	24.0	<b>23.0</b>	(1.0)
Development Management	53.0	<b>49.4</b>	(3.6)
Building Control	22.6	<b>22.6</b>	-
<b>TOTAL FTE STAFF</b>	<b>99.6</b>	<b>95.0</b>	<b>(4.6)</b>

**SUBJECTIVE SUMMARY**

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,816	Employees	5,032	45	(488)	4,589	(9)
1	Premises related expenditure	-	-	-	-	n/a
594	Supplies and Services	601	1	(164)	438	(27)
26	Third Party Payments	26	-	-	26	-
-	Transfer Payments	-	-	-	-	n/a
36	Transport related expenditure	45	-	(5)	40	(11)
1,749	Recharges from other services	1,637	-	142	1,779	9
7,222	<b>TOTAL EXPENDITURE</b>	7,341	46	(515)	6,872	(6)
(150)	Government Grants	-	-	-	-	n/a
(182)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,119)	Fees and Charges	(2,941)	-	-	(2,941)	-
(19)	Other Customer and Client Receipts	(55)	(1)	-	(56)	2
-	Interest Receivable	-	-	-	-	n/a
(1,593)	Recharges to other services	(1,862)	-	359	(1,503)	(19)
(4,063)	<b>TOTAL INCOME</b>	(4,858)	(1)	359	(4,500)	(7)
3,159	<b>NET CONTROLLABLE COST</b>	2,483	45	(156)	2,372	(4)
55	Capital Charges	32	-	297	329	928
-	Deferred/Intangible Charges	23	-	(23)	-	(100)
-	REFCUS	-	-	-	-	n/a
1,391	Corporate support services bought in	1,391	-	197	1,588	14
1,446	<b>TOTAL UNCONTROLLABLE COST</b>	1,446	-	471	1,917	33
4,605	<b>NET COST OF SERVICE</b>	3,929	45	315	4,289	9
(240)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(240)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,365	<b>TOTAL NET EXPENDITURE</b>	3,929	45	315	4,289	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Cease Letters regarding planning applications						(85)
Spatial Planning Option 1						(156)
Projects - Senior Management restructure						(65)
Projects - Employment Based Cost Review						(16)
Projects - Supplies and Services - 10% minimum target						(54)
Essential Car User Allowance						(3)
Car Leasing						(7)
						(386)
<u>Other resource changes</u>						
Virements to :-						
Corporate - Voluntary Severance Savings						(19)
Corporate - Senior Management restructure - part year						(129)
Virements from :-						
Corporate - EBCR Car Allowances						(2)
Corporate - Access Strategy						20
Corporate resources and customer services - Correction to allocation of System's Team budget following unification						17
Regeneration and Economy						6
Staff Changes						14
Variations in running expenses						(13)
Variations in income						
Variations in recharges						610
Capital Charges						23
Deferred/Intangible Charges						(23)
Corporate support services bought in						197
						701
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>315</b>

**SERVICE DESCRIPTION**

**Economic Development**

The aim of the Economic Development team is to provide specialist expertise to develop the borough's economic strategy, evidence base and underpinning analysis and respond to national and regional policy developments, deliver skills and employment by providing the opportunities and support services to ensure that all Croydon residents can realise their full potential, gain the required skill sand access quality jobs locally, provide enterprise and innovation by creating the conditions for new enterprise and a thriving business community and deliver inward investment and business retention by establishing a national and international brand and reputation for Croydon as a key business location using this to attract and retain high value business investment.

**Housing development and regeneration**

Through strategic partnership working the Housing Development team aims to maximise investment and development of sustainable housing and regeneration by: developing the borough's approach to the Single Conversation and Devolved Delivery; maximising the number of new homes delivered through the National Affordable Housing Programme, negotiating the level of affordable housing provided by private developers through S106 planning policy requirements, strategic development of the council new build programme, promote and deliver a range of housing options to help local people meet their housing needs and aspirations.

The key aim of the regeneration team is to bring forward regeneration in the borough and act as a catalyst in liaising with client departments and 3rd party internal and external developers to provide enterprising schemes through developing opportunities arising from masterplans, third party developer interest and corporate asset based schemes, scoping potential schemes, development of feasibility studies/business cases through to procurement of delivery partners or a private sector development partner, liaison with internal and external stakeholders and day to day management of Croydon's urban regeneration vehicle (CCURV) operation and programme.

**Transport**

The strategic transport service provides a policy development role through translation of local transport priorities and regional transport policy into plans and programmes, a funding bidding role using the local transport objectives set out in the Local Implementation Plan and its programme to draw funding from TfL and a delivery management and reporting role through co-ordination of project delivery and project spend and reporting back to the funding body.

Other key priorities for the service are development and shaping of regional and sub-regional transport policy, supporting the Spatial Planning Service in development plan making and masterplanning, delivery of the Council's non-engineering/non-construction based transport programme, engaging with public transport providers ensuring service changes benefit Croydon and engaging with public transport service users to understand service needs and demands.

**Capital Delivery**

The Capital Delivery team aims to provide a strong client commissioning/ delivery function to effectively deliver the borough's ambitious capital, infrastructure and regeneration programme through its flexible approach to the execution of capital projects and range of services. The capital delivery team can provide 'light touch' support, governance, framework appointments and gateway approval to a small number of council wide embedded project delivery units through to the provision of a full service including commissioning, delivery and governance of major projects.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
		Housing Development & Regeneration	1,362		
Economic Development	1,439	8	(395)	1,052	(27)
Transport	362	3	43	408	13
Capital Delivery	2,158	12	(846)	1,324	(39)
<b>TOTAL NET SPEND</b>	<b>5,321</b>	<b>32</b>	<b>(1,389)</b>	<b>3,964</b>	<b>(26)</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Housing Development & Regeneration	26.0	16.3	(9.7)
Economic Development	14.0	15.0	1.0
Transport	5.0	5.0	-
Capital Delivery	23.0	20.0	(3.0)
<b>TOTAL FTE STAFF</b>	<b>68.0</b>	<b>56.3</b>	<b>(11.7)</b>



SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,921	Employees	3,344	30	(386)	2,988	(11)
55	Premises related expenditure	190	-	(190)	-	(100)
917	Supplies and Services	1,204	1	(955)	250	(79)
78	Third Party Payments	522	1	(271)	252	(52)
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	4	-	(3)	1	(75)
714	Recharges from other services	690	-	(197)	493	(29)
4,688	<b>TOTAL EXPENDITURE</b>	5,954	32	(2,002)	3,984	(33)
(160)	Government Grants	(211)	-	211	-	(100)
(189)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4)	Fees and Charges	(177)	-	(26)	(203)	15
(3)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,735)	Recharges to other services	(1,889)	-	826	(1,063)	(44)
(2,091)	<b>TOTAL INCOME</b>	(2,277)	-	1,011	(1,266)	(44)

2,597	<b>NET CONTROLLABLE COST</b>	3,677	32	(991)	2,718	(26)
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296	Capital Charges	250	-	(80)	170	(32)
-	Deferred/Intangible Charges	46	-	(46)	-	(100)
-	REFCUS	-	-	-	-	n/a
1,348	Corporate support services bought in	1,348	-	(272)	1,076	(20)
1,644	<b>TOTAL UNCONTROLLABLE COST</b>	1,644	-	(398)	1,246	(24)

4,241	<b>NET COST OF SERVICE</b>	5,321	32	(1,389)	3,964	(26)
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(146)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(146)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,095	<b>TOTAL NET EXPENDITURE</b>	5,321	32	(1,389)	3,964	(26)
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Loss of GAF funding - transport core funding	160
	160
<u>Strategic budget - agreed additional income / savings</u>	
Review of options in Economic Development functions	(75)
Layers and Spans - Saving achieved as a result of restructuring	(25)
Projects - Senior Management restructure	(62)
Projects - Employment Based Cost Review	(13)
Projects - Supplies and Services - 10% minimum target	(60)
Strategy, Commissioning, Procurement & Performance full year effect	(96)
Essential Car User Allowance	(1)
Car Leasing	(5)
	(337)
<u>Other resource changes</u>	
Virements to :-	
Corporate - Voluntary Severance Savings	(64)
Corporate - AMP House	(270)
Corporate - Transforming Croydon Schools	(161)
Corporate - Senior Management restructure - part year	(265)
Corporate resources and customer services - Strategy, Commissioning, Procurement & Performance restructure	(97)
Corporate resources and customer services - Transfer to Property Consultancy	(36)
Public Realm - Merging of former PRC and Community Services Directorates	(162)
Planning and Building Control	(6)
Virements from :-	
Corporate - EBCR Car Allowances	(4)
Staff Changes	(11)
Variations in recharges	629
Capital Charges	(247)
Deferred/Intangible Charges	(46)
Corporate support services bought in	(272)
Feasibility Studies	(200)
	(1,212)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(1,389)</b>

**SERVICE DESCRIPTION**

**Community Safety Services:**

This team brings all of the council's main operational crime reduction services together into one unit. This unit works closely with other council departments, the Police and other partners. At present the composition of the service is as follows:

**The Safer Croydon Partnership:** The partnership has an advisory function involving the wider community in the development of a long term vision for crime reduction in Croydon. The community safety team support this agenda by ensuring that statutory policy and legislation is implemented by the council and the wide range of organisations with crime reduction responsibilities.

**Antisocial behaviour unit:** responsible for implementing the council's statutory and partnership obligations relating to Anti-Social Behaviour Orders, Acceptable Behaviour Agreements, training partners and coordinating a borough wide response to Antisocial Behaviour.

**24/7 Mobile enforcement unit:** This team of highly trained dog handlers and ASB investigators are employed to ensure a borough wide coverage of service which includes, ABA's, providing immediate response to the Witness Support Service, working in partnership with the police on multi-agency operations and ensuring the security of council buildings and assets out of hours.

**Safer Croydon radio:** A dedicated service managed, maintained and supported by community safety team. The service links businesses in Croydon with each other and the control room in order to communicate crime and disorder activity and ensure an appropriate response from the council and the police.

**24/7 CCTV/ control room function:** This team provides an invaluable tool in support of our front line, street based services as well as the police and other partners in the fight against crime and disorder.

**Witness support service:** This service will offer round the clock aid to those who agree to give evidence in civil cases, such as an ASBO.

**Family Justice Centre:** This is a service where victims of domestic violence, family violence, elder abuse, children and extended families can receive all the help they need to rebuild their lives.

**Area Enforcement Service** - a new service brought together as a result of the Street Based Services Review. The Area Enforcement Officers (AEOs) are attached to the borough's Safer Neighbourhood Teams to tackle anti-social behaviour, flytipping and cleansing and to provide high visibility reassurance for the residents of Croydon.

**Environmental Response Team** - service to tackle issues such as graffiti removal, chewing gum removal, removal and designing out of fly tips on private land, installation of alley gates and installing/cleaning street furniture. They also provide a rapid response to clean up environmental emergencies.

**Regulatory services**

- Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described.
- Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency.
- Licensing 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 ensures that local people and businesses are protected from illegal and unfair trade practices.
- Pollution service deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution.

**Bereavement services**

The bereavement service is responsible for managing and administering the crematorium and the garden of remembrance as well as the three cemeteries serving the borough (Mitchem cemetery, Queen's Road cemetery and Greenlawns Memorial Park). In addition the service runs the public mortuary in Thornton Road.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Regulatory Services	2,787	16	(8)	2,795	0
Community Safety Services	4,643	27	739	5,409	16
Bereavement Services	436	(30)	1,306	1,712	293
Street Based Services Recharges	(1,396)	-	(660)	(2,056)	47
<b>TOTAL NET SPEND</b>	<b>6,470</b>	<b>13</b>	<b>1,377</b>	<b>7,860</b>	<b>21</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Regulatory Services	46.8	40.7	(6.1)
Bereavement Services	27.7	27.7	-
Community Safety Services	73.6	83.6	10.0
<b>TOTAL FTE STAFF</b>	<b>148.1</b>	<b>152.0</b>	<b>3.9</b>

SUBJECTIVE SUMMARY

FORECAST 2011/12	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,749	Employees	6,431	56	379	6,866	7
903	Premises related expenditure	1,079	7	(76)	1,010	(6)
1,420	Supplies and Services	1,222	-	250	1,472	20
174	Third Party Payments	143	-	40	183	28
-	Transfer Payments	-	-	-	-	n/a
152	Transport related expenditure	127	-	153	280	120
842	Recharges from other services	848	-	329	1,177	39
10,240	<b>TOTAL EXPENDITURE</b>	9,850	63	1,075	10,988	12
-	Government Grants	-	-	-	-	n/a
(155)	Other Grants, reimbursements and contributions	(216)	-	-	(216)	-
(1,532)	Fees and Charges	(1,436)	(34)	(160)	(1,630)	14
(1,174)	Other Customer and Client Receipts	(1,430)	(16)	61	(1,385)	(3)
-	Interest Receivable	-	-	-	-	n/a
(2,299)	Recharges to other services	(2,300)	-	(1,097)	(3,397)	48
(5,160)	<b>TOTAL INCOME</b>	(5,382)	(50)	(1,196)	(6,628)	23
5,080	<b>NET CONTROLLABLE COST</b>	4,468	13	(121)	4,360	(2)
370	Capital Charges	372	-	145	517	39
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,630	REFCUS	-	-	1,200	1,200	n/a
1,630	Corporate support services bought in	1,630	-	153	1,783	9
2,000	<b>TOTAL UNCONTROLLABLE COST</b>	2,002	-	1,498	3,500	75
7,080	<b>NET COST OF SERVICE</b>	6,470	13	1,377	7,860	21
87	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
87	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,167	<b>TOTAL NET EXPENDITURE</b>	6,470	13	1,377	7,860	21
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Surrey Street Market Subsidy						100
Stray dog service						50
Unachievable income budget on FPN, Safer Croydon Radio and others						144
Bereavement Services - Reduction in turnover allowance						50
Street Based Service Review						121
						465
<u>Strategic budget - agreed additional income / savings</u>						
Bereavement Services - Cuts to premises budget						(135)
Trading Standards - Remodelling the service - reduction of 2.5 posts						(75)
Review Trading Standards Team						(30)
Review of Domestic Violence Services						(96)
Reduce funding available for community safety interventions						(32)
Street Based Service Review - Further reduction in Area Enforcement Officers						(176)
Various increased burial and cremation fees and charges						(97)
Projects - Senior Management restructure						(2)
Projects - Employment Based Cost Review						(12)
Projects - Supplies and Services - 10% minimum target						(61)
Customer Access Strategy / flexible & mobile working - Regulatory Services						(28)
Essential Car User Allowance						(1)
Car Leasing						(23)
						(768)
<u>Other resource changes</u>						
Virements to :-						
Corporate - Senior Management restructure - part year						(3)
Public Realm - Street Based Services						(146)
Virements from :-						
Corporate - EBCR Car Allowances						10
Staff Changes						(21)
Variations in running expenses						48
Variations in income						1
Variations in recharges						999
Capital Charges						(215)
REFCUS						1,200
Corporate support services bought in						(193)
Minor variations						
						1,680
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,377</b>



# CORPORATE RESOURCES & CUSTOMER SERVICES

## CONTENTS

	Page
DEPARTMENT OVERVIEW	CRCSS1
SERVICE SUMMARY	CRCSS2
SUBJECTIVE SUMMARY	CRCSS3
SERVICE REVENUE BUDGETS	
Finance	CRCS1
Customer Services and Communications	CRCS2
Concessionary Fares	CRCS3
Strategy, Commissioning, Procurement and Performance	CRCS4
Corporate Services	CRCS5



## KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

1. To deliver a corporate approach to customer satisfaction and feedback to drive service improvement and efficiency by maximising the collection of income and delivering the Access Strategy
2. To deliver significant savings through better procurement, category and contract management.
3. To build on the finance unification & improve processes to drive further efficiency
4. Deliver FM and ICT sourcing strategies and key step change projects

## KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL	RESTATED	FORECAST	FORECAST	% CHANGE
	2010/11	ORIGINAL 2011/12	2011/12	2012/13	
Debts Raised	29,524	30,000	35,832	37,500	5
Audit Days Delivered	1,702	1,602	1,602	1,600	(0)
Insurance Claims received.	812	800			n/a
No of Benefit Claimants	41,489	42,419	43,100	44,830	4
Council Tax Dwellings	146,315	146,542	146,969	147,741	1
Housing Benefit : number of days to assess new claim	18	20	20	16	(20)
Average sick days per FTE	7	4.13	4.2	4.2	

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	RESTATED	FORECAST	BUDGET	% CHANGE
	2010/11 £000	ORIGINAL 2011/12 £000	2011/12 £000	2012/13 £000	
Employees	31,186	28,481	29,088	29,553	2
Premises related expenditure	7,797	7,590	8,156	7,636	(6)
Supplies and Services	10,217	6,800	6,678	7,332	10
Third Party Payments	30,250	30,486	30,534	32,193	5
Transfer Payments	254,293	288,523	288,523	313,254	9
Transport related expenditure	133	46	184	41	(78)
Capital Charges	9,054	3,693	3,693	4,512	22
Deferred/Intangible Charges	2,300	1,855	1,854	2,563	38
REFCUS	-	-	-	-	n/a
Corporate support services bought in	(37,451)	(38,648)	(38,760)	(40,030)	3
Recharges (to) / from other services	(2,899)	(2,771)	(2,623)	(3,619)	38
<b>TOTAL EXPENDITURE</b>	<b>304,880</b>	<b>326,055</b>	<b>327,325</b>	<b>353,434</b>	<b>8</b>
Government Grants	(256,679)	(288,334)	(288,140)	(312,831)	9
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(6,707)	(6,085)	(6,136)	(5,808)	(5)
Fees and Charges	(4,328)	(3,024)	(3,166)	(3,109)	(2)
Other Customer and Client Receipts	(2,325)	(2,127)	(2,157)	(2,288)	6
Interest Receivable	(81)	(120)	(80)	(120)	50
<b>TOTAL INCOME</b>	<b>(270,120)</b>	<b>(299,690)</b>	<b>(299,679)</b>	<b>(324,156)</b>	<b>8</b>

<b>NET EXPENDITURE</b>	<b>34,760</b>	<b>26,365</b>	<b>27,646</b>	<b>29,278</b>	<b>6</b>
Contributions to / (from) Reserves	(7,651)	(120)	(400)	-	(100)
<b>CURRENT BUDGET</b>	<b>23,903</b>		<b>28,084</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>3,206</b>		<b>(838)</b>		

## TOP FIVE FINANCIAL RISKS 2012/13

1. Realising efficiency options
2. Delays in implementation of step change projects
3. Impact of council tax rebate and benefit changes
4. Maximising effective contractual relationships with partners
5. collection of benefits overpayment

## CORPORATE RESOURCES &amp; CUSTOMER SERVICES

## SERVICE SUMMARY

## CABINET MEMBERS

Councillor Sara Bashford	Cabinet Member for Customer Services, Culture & Sport
Councillor Dudley Mead	Deputy Leader (Statutory) and Cabinet Member for Housing, Finance & Asset Management

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nathan Elvery	Executive Director of Corporate Resources & Customer Services	62822
Sarah Ireland	Director - Strategy, Commissioning, Procurement and Performance	62070
Richard Simpson	Director - Finance	61848
Graham Cadle	Director - Customer Services and Communications	63295
Aiden McManus	Director - Corporate Services	62552

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2011/12 £000's	SERVICE	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(447)	Finance	147	72	36	255	73
8,767	Customer Services and Communications	8,964	131	(1,540)	7,555	(16)
12,927	Concessionary Fares	12,927	323	145	13,395	4
762	Strategy, Commissioning, Procurement and Performance	(138)	27	(94)	(205)	49
5,237	Corporate Services	4,465	675	3,138	8,278	85
27,246	<b>TOTAL NET SPEND</b>	26,365	1,228	1,685	29,278	11

## STAFF ESTABLISHMENT NUMBERS

SERVICE	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Finance	138.3	126.4	(11.9)
Customer Services and Communications	416.6	415.6	(1.0)
Concessionary Fares	-	-	-
Strategy, Commissioning, Procurement and Performance	40.0	77.0	37.0
Corporate Services	98.0	75.0	(23.0)
<b>TOTAL FTE STAFF</b>	692.9	694.0	1.1



## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,088	Employees	28,481	236	836	29,553	4
8,156	Premises related expenditure	7,590	183	(137)	7,636	1
6,678	Supplies and Services	6,800	48	484	7,332	8
30,534	Third Party Payments	30,486	800	907	32,193	6
288,523	Transfer Payments	288,523	-	24,731	313,254	9
184	Transport related expenditure	46	-	(5)	41	(11)
362	Recharges from other services	228	-	(23)	205	(10)
363,523	<b>TOTAL EXPENDITURE</b>	362,154	1,267	26,792	390,213	8
(288,140)	Government Grants	(288,334)	-	(24,497)	(312,831)	8
(6,136)	Other Grants, reimbursements and contributions	(6,085)	-	277	(5,808)	(5)
(3,166)	Fees and Charges	(3,024)	(39)	(46)	(3,109)	3
(2,157)	Other Customer and Client Receipts	(2,127)	-	(161)	(2,288)	8
(80)	Interest Receivable	(120)	-	-	(120)	-
(2,985)	Recharges to other services	(2,999)	-	(825)	(3,824)	28
(302,664)	<b>TOTAL INCOME</b>	(302,689)	(39)	(25,252)	(327,980)	8
60,859	<b>NET CONTROLLABLE COST</b>	59,465	1,228	1,540	62,233	5
3,693	Capital Charges	3,693	-	819	4,512	22
1,854	Deferred/Intangible Charges	1,855	-	708	2,563	38
-	REFCUS	-	-	-	-	n/a
(38,760)	Corporate support services bought in	(38,648)	-	(1,382)	(40,030)	4
(33,213)	<b>TOTAL UNCONTROLLABLE COST</b>	(33,100)	-	145	(32,955)	(0)
27,646	<b>NET COST OF SERVICE</b>	26,365	1,228	1,685	29,278	11
(400)	Contributions to / (from) Earmarked Reserves	(120)	-	120	-	(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
(400)	<b>TOTAL APPROPRIATIONS</b>	(120)	-	120	-	(100)
27,246	<b>TOTAL NET EXPENDITURE</b>	26,245	1,228	1,805	29,278	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						4,242
Strategic budget - agreed additional income / savings						(4,502)
Other resource changes						(260)
Other resource changes						2,065
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,805</b>

**SERVICE DESCRIPTION**

The Finance Division consists of 4 service areas;

- Corporate Finance
- Departmental Finance
- Pensions and Treasury
- Governance

**Corporate Finance and Departmental Finance**

- 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;
- Analysis of government grants, in particular the Formula Grant;
- Provision of financial management support and advice to service departments
- Supporting budget holders including ensuring they receive appropriate budget training;

**Pensions and Treasury**

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

**Governance**

- Supporting the overall governance arrangements ensuring they are sound, fit for purpose and represent best practice
- Preventing, detecting and deterring fraud and corruption in partnership with Deloitte
- Providing the Internal audit service in partnership with Deloitte

**MOVEMENT IN NET EXPENDITURE**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Corporate Finance	324	9	(420)	(87)
Governance	(132)	31	126	25	(119)
Treasury & Pensions	(68)	13	400	345	(607)
Departmental Finance	(38)	18	(8)	(28)	
<b>TOTAL NET SPEND</b>	<b>87</b>	<b>72</b>	<b>96</b>	<b>255</b>	<b>193</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Corporate Finance	24.5	15.6	(8.9)
Governance	17.2	17.2	-
Treasury & Pensions	22.8	22.8	-
Departmental Finance	73.8	70.8	(3.0)
<b>TOTAL FTE STAFF</b>	<b>138.3</b>	<b>126.4</b>	<b>(11.9)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,314	Employees	6,938	56	(608)	6,386	(8)
-	- Premises related expenditure	-	-	-	-	n/a
954	Supplies and Services	873	17	(86)	804	(8)
680	Third Party Payments	690	16	-	706	2
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	12	-	(12)	-	(100)
-	- Recharges from other services	-	-	-	-	n/a
7,948	<b>TOTAL EXPENDITURE</b>	8,513	89	(706)	7,896	(7)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,747)	Fees and Charges	(1,717)	(17)	(54)	(1,788)	4
(60)	Other Customer and Client Receipts	(61)	-	(60)	(121)	98
-	- Interest Receivable	-	-	-	-	n/a
(171)	Recharges to other services	(171)	-	73	(98)	(43)
(1,978)	<b>TOTAL INCOME</b>	(1,949)	(17)	(41)	(2,007)	3
5,970	<b>NET CONTROLLABLE COST</b>	6,564	72	(747)	5,889	(10)
-	- Capital Charges	-	-	-	-	n/a
476	Deferred/Intangible Charges	476	-	(473)	3	(99)
(6,832)	REFCUS	(6,893)	-	1,256	(5,637)	(18)
(6,356)	Corporate support services bought in	(6,417)	-	783	(5,634)	(12)
(387)	<b>NET COST OF SERVICE</b>	147	72	36	255	73
(60)	Contributions to / (from) Earmarked Reserves	(60)	-	60	-	(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
(60)	<b>TOTAL APPROPRIATIONS</b>	(60)	-	60	-	(100)
(447)	<b>TOTAL NET EXPENDITURE</b>	87	72	96	255	193
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
LPFA deficit provision						75
						75
<u>Strategic budget - agreed additional income / savings</u>						
Finance staffing efficiencies						(200)
Increase in Shared Services income						(10)
Step Change - Pay protection (EBCR)						(22)
Senior Management restructure & PA support						(60)
Reduction in Supplies and Services budget						(13)
Essential Car User Allowance						(2)
Car leasing						(26)
						(333)
<u>Other resource changes</u>						
Net movement in Intangible Assets						(473)
Changes in Corporate Recharges						1,256
Systems Team moved from Finance to ICT						(427)
Other minor adjustments						(2)
						354
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>96</b>

**CORPORATE RESOURCES & CUSTOMER SERVICES CUSTOMER SERVICES AND COMMUNICATIONS**

**SERVICE DESCRIPTION**

**Divisional Overview of Services**

The Customer Services and Communications 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 to enable services to be delivered at the first point of contact for the customer.

The division is also responsible for all the councils external communications service and the delivery of the councils webpage and e-comms agenda. The team ensure we effectively inform and advise residents whilst building and protecting the councils standing and reputation locally and nationally.

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. this role includes the oversight of all council resident engagements and consultations.

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 and channel shift 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;
- reduce complaints and drive service improvement from customer feedback;
- 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 (including 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**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
Resources and Customer Services	7,743	70	(2,242)	5,571	(28)
External Communications	722	8	(603)	127	(82)
Customer Support Services	488	15	(97)	406	(17)
Customer Contact Centre	(142)	37	1,536	1,431	(1,108)
Customer Strategy and Development	153	1	(134)	20	(87)
<b>TOTAL NET SPEND</b>	<b>8,964</b>	<b>131</b>	<b>(1,540)</b>	<b>7,555</b>	<b>(16)</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Resources and Customer Services	158.3	175.3	17.0
External Communications	19.0	18.3	(0.7)
Customer Support Services	48.3	53.0	4.7
Customer Contact Centre	175.0	148.5	(26.5)
Customer Strategy and Development	16.0	20.5	4.5
<b>TOTAL FTE STAFF</b>	<b>416.6</b>	<b>415.6</b>	<b>(1.0)</b>

**CORPORATE RESOURCES & CUSTOMER SERVICES CUSTOMER SERVICES AND COMMUNICATIONS**

**SUBJECTIVE SUMMARY**

FORECAST 2011/12	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,542	Employees	14,248	114	(249)	14,113	(1)
8	Premises related expenditure	5	-	-	5	-
4,534	Supplies and Services	4,680	10	(23)	4,667	(0)
1,081	Third Party Payments	1,121	8	(20)	1,109	(1)
288,523	Transfer Payments	288,523	-	24,731	313,254	9
10	Transport related expenditure	13	-	(2)	11	(15)
194	Recharges from other services	85	-	(49)	36	(58)
<b>308,892</b>	<b>TOTAL EXPENDITURE</b>	<b>308,675</b>	<b>132</b>	<b>24,388</b>	<b>333,195</b>	<b>8</b>
(288,027)	Government Grants	(288,221)	-	(24,497)	(312,718)	8
(6,136)	Other Grants, reimbursements and contributions	(6,085)	-	277	(5,808)	(5)
(520)	Fees and Charges	(359)	(1)	28	(332)	(8)
(1,326)	Other Customer and Client Receipts	(1,352)	-	331	(1,021)	(24)
-	Interest Receivable	-	-	-	-	n/a
(1,428)	Recharges to other services	(1,453)	-	(707)	(2,160)	49
<b>(297,436)</b>	<b>TOTAL INCOME</b>	<b>(297,470)</b>	<b>(1)</b>	<b>(24,568)</b>	<b>(322,039)</b>	<b>8</b>
<b>11,455</b>	<b>NET CONTROLLABLE COST</b>	<b>11,205</b>	<b>131</b>	<b>(180)</b>	<b>11,156</b>	<b>(0)</b>
10	Capital Charges	10	-	(10)	-	(100)
398	Deferred/Intangible Charges	398	-	(340)	58	-
-	REFCUS	-	-	-	-	-
(2,650)	Corporate support services bought in	(2,649)	-	(1,010)	(3,659)	38
<b>(2,242)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(2,241)</b>	<b>-</b>	<b>(1,360)</b>	<b>(3,601)</b>	<b>61</b>
<b>9,213</b>	<b>NET COST OF SERVICE</b>	<b>8,964</b>	<b>131</b>	<b>(1,540)</b>	<b>7,555</b>	<b>(16)</b>
(446)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(446)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>8,767</b>	<b>TOTAL NET EXPENDITURE</b>	<b>8,964</b>	<b>131</b>	<b>(1,540)</b>	<b>7,555</b>	<b>(16)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
Contact Centre - Voice recognition savings						200
Court Cost Income						300
Specific Grants (Housing and Council Tax Benefit Subsidy Admin Grant)						234
Growth - Communication Unification						200
Jeannette Wallace House						32
						966
<u>Strategic budget - agreed additional income / savings</u>						
Minimise all cash activity across organisation						(35)
Automated Revenue Process within Northgate						(60)
End surveys and reduction of campaigns						(70)
End Institute of Customer Services Subscription						(5)
Delete Vacant post in Customer Strategy team						(18)
Layers and Spans Review - Customer Services						(85)
Access Strategy - changes in the Contact Centre						(88)
Access Strategy - Revenues and Benefits Service						(240)
Cost savings on Access Strategy Project						(370)
Revenues and Benefits Document Storage						(17)
Review of External Printing						(75)
Employment based cost review						(50)
Reduction in Supplies and Services budget						(90)
Access Strategy - Contact Centre						(75)
Car leasing/Allowances						(12)
Recharge Statutory Complaints staff						(88)
						(1,378)
<u>Other resource changes</u>						
Budget Virements						232
Net movement in Capital Charges and Intangible Assets						(350)
Changes in Corporate recharges						(1,010)
						(1,128)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,540)</b>

## SERVICE DESCRIPTION

**Freedom Pass Scheme**

The Freedom Pass scheme provides free travel at any time on public transport (Transport for London buses, tube, tram Docklands Light Railway and London Overground ) within Greater London to borough residents who have either reached the female state retirement age, or who meet the qualifying criteria for the Disabled Freedom Pass. It also provides these pass holders with free travel in standard accommodation on most local national rail services (other than London Overground between 9.30am and 4.30 am the following morning, Monday to Friday, plus all day at weekends and on public holidays.

There are a number of exceptions where free travel on trains is not available . Freedom Passes issued under the English National Concessionary Travel Scheme also allow free travel anywhere else in England on local buses between 9.30 am and 11 pm Monday to Friday, all day at weekends and on public holidays.

The scheme is administered by London Councils with costs being recharged to individual London boroughs based mainly on usage of the scheme. This scheme was extended from 1.4.08 to all parts of Britain, however passes can only be used in the resident nation.

**London Taxicard Scheme**

This scheme enables clients who are blind or 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 scheme is administered by London Council and the budget for the scheme is funded jointly by Transport for London and Croydon.

**Blue Badge Scheme**

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility, those who are regular drivers unable to use some or all types of parking meters because of a severe disability in both arms or those who qualify under other automatic criteria. The Government announced on 14 February 2011 a major programme of reforms to the Blue Badge scheme. The reforms will deliver the most comprehensive changes to the Blue Badge scheme for 40 years. New measures include the replacement of handwritten badges with standard electronic ones which are harder to alter and forge.

## MOVEMENT IN NET EXPENDITURE

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Freedom Pass Scheme	12,794	320	145	13,259	4
Taxicard Scheme	140	3	20	163	16
Blue Badge Scheme	(7)		(20)	(27)	286
<b>TOTAL NET SPEND</b>	12,927	323	145	13,395	4

## STAFF ESTABLISHMENT NUMBERS

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Freedom Pass	-	-	-
Taxicard Scheme	-	-	-
Blue Badge Scheme	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	47	1	20	68	45
12,761	Third Party Payments	12,887	322	145	13,354	4
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
12,768	<b>TOTAL EXPENDITURE</b>	12,934	323	165	13,422	4
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Fees and Charges	(7)	-	(20)	(27)	286
	Other Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
(7)		(7)	-	(20)	(27)	286
12,761	<b>NET CONTROLLABLE COST</b>	12,927	323	145	13,395	4
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
12,761	<b>NET COST OF SERVICE</b>	12,927	323	145	13,395	4
166	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
166	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,927	<b>TOTAL NET EXPENDITURE</b>	12,927	323	145	13,395	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Freedom Passes						145
Reassess eligibility of Taxicards and disabled persons freedom pass						20
						165
<u>Strategic budget - agreed additional income / savings</u>						
Increase Fee - Blue Badge						(20)
						(20)
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>145</b>

**CORPORATE RESOURCES & CUSTOMER SERVICES  
STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE**

**SERVICE DESCRIPTION**

The Strategy, Commissioning, Procurement and Performance division is a single hub that brings together the collective resources that:

- Enable frontline services to develop strategy and strategic commissioning across the organisation;
- Procure Commissioning solutions;
- Develop Contract Management
- Manage the Observatory and Data Analysis
- Support performance management and performance outcomes
- Support the Risk Management and Insurance framework
- Provide Business continuity and emergency planning services. • support performance management and performance outcomes
- Support the risk management and insurance framework
- Provide Business continuity and emergency planning services.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Commissioning and Procurement	(714)	8	57	(649)	(9)
Risk and Corporate Programme Management	179	5	(562)	(378)	(311)
Strategy and Performance	137	7	526	670	389
SCPP - Departmental			171	171	n/a
Business Development and departmental support	200	7	(226)	(19)	(110)
				-	
				-	
<b>TOTAL NET SPEND</b>	<b>(198)</b>	<b>27</b>	<b>(34)</b>	<b>(205)</b>	<b>4</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Commissioning and Procurement	13.2	22.0	8.8
Risk and Corporate Programme Management	12.0	13.0	1.0
Strategy and Performance	7.0	22.0	15.0
SCPP - Departmental	-	13.0	13.0
Business Development and departmental support	7.8	7.0	(0.8)
<b>TOTAL FTE STAFF</b>	<b>40.0</b>	<b>77.0</b>	<b>37.0</b>



**CORPORATE RESOURCES & CUSTOMER SERVICES**

**STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE**

**SUBJECTIVE SUMMARY**

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,729	Employees	2,711	27	2,146	4,884	80
-	Premises related expenditure	-			-	n/a
(969)	Supplies and Services	(989)		(185)	(1,174)	19
12	Third Party Payments	12			12	-
-	Transfer Payments	-			-	n/a
7	Transport related expenditure	2		5	7	250
19	Recharges from other services	18		2	20	11
<b>2,797</b>	<b>TOTAL EXPENDITURE</b>	<b>1,754</b>	<b>27</b>	<b>1,968</b>	<b>3,749</b>	<b>114</b>
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(20)	Fees and Charges	(69)			(69)	-
1	Other Customer and Client Receipts	1		(373)	(372)	(37,300)
(80)	Interest Receivable	(120)			(120)	-
-	Recharges to other services	-		(180)	(180)	n/a
(99)	<b>TOTAL INCOME</b>	<b>(188)</b>	<b>-</b>	<b>(553)</b>	<b>(741)</b>	<b>294</b>
<b>2,698</b>	<b>NET CONTROLLABLE COST</b>	<b>1,566</b>	<b>27</b>	<b>1,415</b>	<b>3,008</b>	<b>92</b>
-	Capital Charges	-			-	n/a
-	Deferred/intangible Charges	-			-	n/a
	REFCUS					n/a
(1,876)	Corporate support services bought in	(1,704)		(1,509)	(3,213)	89
(1,876)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(1,704)</b>	<b>-</b>	<b>(1,509)</b>	<b>(3,213)</b>	<b>89</b>
<b>822</b>	<b>NET COST OF SERVICE</b>	<b>(138)</b>	<b>27</b>	<b>(94)</b>	<b>(205)</b>	<b>49</b>
(60)	Contributions to / (from) Earmarked Reserves	(60)		60	-	(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
(60)	<b>TOTAL APPROPRIATIONS</b>	<b>(60)</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>(100)</b>
<b>762</b>	<b>TOTAL NET EXPENDITURE</b>	<b>(198)</b>	<b>27</b>	<b>(34)</b>	<b>(205)</b>	<b>4</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
Senior Management restructure & PA Support						112
SCPP restructure						788
						900
<u>Strategic budget - agreed additional income / savings</u>						
SCPP restructure						(100)
Reduction in Supplies and Services budget						(32)
Insurance Fund						(400)
						(532)
<u>Other resource changes</u>						
Procurement Task Force & Reward Payment						80
Changes in Corporate Recharges						(1,509)
Additional staffing budget due to restructure						1,027
						(402)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(34)</b>

**SERVICE DESCRIPTION**

Corporate Services provides a range of essential support services for the Council, which are key to transforming how the Council undertakes its business and delivers public services to its residents. In essence, Corporate Services supports the Council to deliver services, better, faster and cheaper. This includes a fundamental shift in how we operate as council in terms of technology and accommodation to maximise efficiency. Corporate Services also provides support services which are essential to the day to day running of the Council.

Corporate Services deliver the following services:

**ICT**

- \* Managing our ICT Outsource partners, including Cap Gemini to ensure VFM for contracted services and by leveraging the relationship, enhancing the value to the council of this arrangement;
- \* Maintaining the ICT Infrastructure used across the council and between us and our business partners;
- \* Developing and implementing ICT policies and procedures that ensure both protection of the Council's ICT assets including information and most cost-effective use of such assets.
- \* Responsible for ICT and Information management Strategy development and implementation

**Facilities Management**

- \* Managing the outsourced facilities management contract with Interserve, including the performance management of daily operations within the Civic Office accommodation
- \* Managing the Council's Corporate Accommodation and providing client input into the new Council Civic Hub as part of URV

**Transformation**

\* Working closely with the departments and partners to identify opportunities for making efficiencies and improvements in service delivery. Responsible for the support and co-ordination of the departmental and organisational transformation plans. This is undertaken through business case development to identify potential solutions through service redesign and creative use of technology

**Business Support**

A new service consolidating our administrative and business support functions across the Council in order to improve both efficiency and quality.

**MOVEMENT IN NET EXPENDITURE**

	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Transformation and Programme Management	864	3	693	1,560	81
Information Communication Technology	2,738	445	1,006	4,189	53
Facilities Management	863	227	1,439	2,529	193
Business Support	-	-	-	-	n/a
				-	
				-	
<b>TOTAL NET SPEND</b>	<b>4,465</b>	<b>675</b>	<b>3,138</b>	<b>8,278</b>	<b>85</b>

**STAFF ESTABLISHMENT NUMBERS**

	RESTATED ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Transformation and Programme Management	4.0	1.0	(3.0)
Information Communication Technology	65.0	60.0	(5.0)
Facilities Management	29.0	14.0	(15.0)
Business Support	0.0	-	-
			-
<b>TOTAL FTE STAFF</b>	<b>98.0</b>	<b>75.0</b>	<b>(23.0)</b>

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	RESTATED ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,503	Employees	4,584	39	(453)	4,170	(9)
8,148	Premises related expenditure	7,585	183	(137)	7,631	1
2,152	Supplies and Services	2,189	20	758	2,967	36
16,000	Third Party Payments	15,776	454	782	17,012	8
-	Transfer Payments	-	-	-	-	n/a
167	Transport related expenditure	19	-	4	23	21
148	Recharges from other services	125	-	24	149	19
31,119	<b>TOTAL EXPENDITURE</b>	30,278	696	977	31,952	6
(113)	Government Grants	(113)	-	-	(113)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(872)	Fees and Charges	(872)	(21)	-	(893)	2
(772)	Other Customer and Client Receipts	(715)	-	(59)	(774)	8
-	Interest Receivable	-	-	-	-	n/a
(1,386)	Recharges to other services	(1,375)	-	(11)	(1,386)	1
(3,144)	<b>TOTAL INCOME</b>	(3,075)	(21)	(70)	(3,166)	3
27,975	<b>NET CONTROLLABLE COST</b>	27,203	675	907	28,785	6
3,683	Capital Charges	3,683	-	829	4,512	23
981	Deferred/intangible Charges	981	-	1,521	2,502	155
	REFCUS	-	-	-	-	n/a
(27,402)	Corporate support services bought in	(27,402)	-	119	(27,521)	0
(22,739)	<b>TOTAL UNCONTROLLABLE COST</b>	(22,738)	-	2,231	(20,507)	(10)
5,237	<b>NET COST OF SERVICE</b>	4,465	675	3,138	8,278	85
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,237	<b>TOTAL NET EXPENDITURE</b>	4,465	675	3,138	8,278	85
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Cost savings on Access Strategy Project						47
ICT - Microsoft Enterprise Licensing						511
ICT revenue costs as a result of ICT Capital Programme						468
Jeanette Wallace House - running costs						242
Procurement - FM contract						250
Procurement - ICT contract						400
Support Costs for Northgate Contract						18
Investment in Asset Team						200
						2,136
<u>Strategic budget - agreed additional income / savings</u>						
Facilities Management Contract Extensions						(927)
CAP Gemini savings on contract						(350)
CAP Gemini contract extensions						(124)
Pay protection EBCR						(18)
Senior Magement restructure & PA support						(25)
ICT productivity savings						(43)
Service Transformor impact savings - reductions in PC's						(125)
AMP house						(135)
Short term asset disposal strategy						(255)
Introduction of organisational managed print service						(60)
Reduction in Supplies & Services budget						(65)
Essential Car User Allowance						(1)
Car Leasing						(18)
SCPP restructure						(93)
						(2,239)
<u>Other resource changes</u>						
Virements						1,010
Changes in Capital Asset Charges						829
Changes in Deferred Charges						1,521
Changes in Corporate Recharges						(119)
						3,241
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,138</b>



# HOUSING REVENUE ACCOUNT

## CONTENTS

	Page
DEPARTMENT OVERVIEW	HRS1
SERVICE SUMMARY	HRS2
SUBJECTIVE SUMMARY	HRS3
SERVICE REVENUE BUDGETS	
Repairs and Maintenance	HR1
Supervision and Management - General Expenses	HR2
Supervision and Management - Special Expenses	HR3
Capital Financing	HR4
Income	HR5
Notional H.R.A and Government Grant	HR6



## HOUSING REVENUE ACCOUNT

## DEPARTMENT OVERVIEW

## KEY SERVICE TARGETS / PRIORITIES FOR 2012/13

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 2010/11	ORIGINAL 2011/12	FORECAST 2011/12	BUDGET 2012/13	% CHANGE
Total Housing stock (properties) April 1 including <u>Sheltered and Special Sheltered Housing</u>	14,058	14,024	14,095	14,093	(0) n/a
Sheltered Housing for the Elderly (flats)	1,062	1,062	1,062	1,062	-
Special Sheltered Housing (flats)	241	242	242	242	-
Homes meeting the government's decent home standard					n/a
Average sick days per FTE					

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2010/11 £000	ORIGINAL 2011/12 £000	FORECAST 2011/12 £000	BUDGET 2012/13 £000	% CHANGE
Employees	12,896	13,094	13,318	13,596	2
Capital Charges	15,361	17,810	17,580	34,086	94
Deferred/Intangible Charges	-	0	-	0	n/a
Premises related expenditure	20,894	21,772	20,875	22,388	7
Supplies and Services	2,330	2,948	2,060	6,466	214
Third Party Payments	16,226	16,237	16,423	484	(97)
Transfer Payments	148	123	172	116	(33)
Transport related expenditure	345	283	286	270	(6)
Corporate support services bought in	4,313	4,313	4,312	4,929	14
Recharges (to) / from other services	(379)	1,086	1,563	1,702	9
<b>TOTAL EXPENDITURE</b>	<b>72,134</b>	<b>77,666</b>	<b>76,589</b>	<b>84,037</b>	<b>10</b>
Government Grants	(70)	-	(42)	-	(100)
Other Grants, reimbursements and contributions	9	-	-	-	n/a
Fees and Charges	(7,344)	(10,904)	(9,317)	(9,939)	7
Other Customer and Client Receipts	(66,354)	(66,754)	(69,222)	(74,090)	7
Interest Receivable	(31)	(8)	(8)	(8)	-
<b>TOTAL INCOME</b>	<b>(73,790)</b>	<b>(77,666)</b>	<b>(78,589)</b>	<b>(84,037)</b>	<b>7</b>
<b>NET EXPENDITURE</b>	<b>(1,656)</b>	<b>-</b>	<b>(2,000)</b>	<b>-</b>	
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(1,656)</b>		<b>(2,000)</b>		

## TOP FINANCIAL RISKS 2012/13

- 1) Increased demand for responsive repairs (est. £150k)
- 2) Increased cost of Programmed Works (est. £250k)
- 3) Increased rent arrears due to current economic situation (£250k)

## HOUSING REVENUE ACCOUNT

## SERVICE SUMMARY

## CABINET MEMBER

Deputy Leader Councillor Dudley Mead	Cabinet Member for Housing, Finance and Asset Management
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## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services Health and Housing	65490
Peter Brown	Director of Housing Needs and Strategy	65474
Dave Sutherland	Managing Director Croydon Landlord Services	65675

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2011/12 £000's	SERVICE	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
13,317	Repairs and Maintenance	13,191	8	163	13,362	1
14,698	Supervision and Management-General	15,529	96	5,931	21,556	39
7,411	Supervision and Management-Special	8,344	(54)	(728)	7,562	(9)
17,580	Capital Financing	17,810	-	16,276	34,086	91
(71,293)	Income	(71,046)	(1,821)	(3,699)	(76,566)	8
16,287	Notional H.R.A and Government Grant	16,172	-	(16,172)	-	(100)
(2,000)	<b>TOTAL NET SPEND</b>	-	(1,771)	1,771	-	n/a

-	Contributions to / (from) Reserves	-	-	-	-	n/a
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## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
Repairs & Maintenance	14.0	27.6	13.6
Supervision and Management - General Expenses	249.3	229.1	(20.2)
Supervision and Management - Special Expenses	88.0	88.0	-
<b>TOTAL FTE STAFF</b>	<b>351.3</b>	<b>344.7</b>	<b>(6.6)</b>



## HOUSING REVENUE ACCOUNT

## SUBJECTIVE SUMMARY

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,318	Employees	13,094	131	371	13,596	4
20,875	Premises related expenditure	21,772	34	582	22,388	3
2,060	Supplies and Services	2,948	4	3,514	6,466	119
16,423	Third Party Payments	16,237	-	(15,753)	484	(97)
172	Transfer Payments	123	-	(7)	116	(6)
286	Transport related expenditure	283	-	(13)	270	(5)
4,164	Recharges from other services	4,297	-	(226)	4,071	(5)
57,298	<b>TOTAL EXPENDITURE</b>	58,754	169	(11,532)	47,391	(19)
(42)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9,317)	Fees and Charges	(10,904)	(272)	1,237	(9,939)	(9)
(69,222)	Other Customer and Client Receipts	(66,754)	(1,668)	(5,668)	(74,090)	11
(8)	Interest Receivable	(8)	-	-	(8)	-
(2,601)	Recharges to other services	(3,211)	-	842	(2,369)	(26)
(81,190)	<b>TOTAL INCOME</b>	(80,877)	(1,940)	(3,589)	(86,406)	7
(23,892)	<b>NET CONTROLLABLE COST</b>	(22,123)	(1,771)	(15,121)	(39,015)	75
17,580	Capital Charges	17,810	-	16,276	34,086	91
-	Deferred/Intangible Charges	0	-	-	0	-
4,312	Corporate support services bought in	4,313	-	616	4,929	14
21,892	<b>TOTAL UNCONTROLLABLE COST</b>	22,123	-	16,892	39,015	76
(2,000)	<b>NET COST OF SERVICE</b>	-	(1,771)	1,771	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,000)	<b>TOTAL NET EXPENDITURE</b>	-	(1,771)	1,771	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						1,771
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						1,771

**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 60,000 repair requests each year. 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 £41.233m.

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Responsive Repairs	12,316	8	163	12,487	1
Cyclical Works	875	-	-	875	-
<b>TOTAL NET SPEND</b>	<b>13,191</b>	<b>8</b>	<b>163</b>	<b>13,362</b>	<b>1</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Responsive Repairs	14.0	27.6	13.6
Cyclical Works	-	-	-
<b>TOTAL FTE STAFF</b>	<b>14.0</b>	<b>27.6</b>	<b>13.6</b>

## HOUSING REVENUE ACCOUNT

## REPAIRS AND MAINTENANCE

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
989	Employees	782	8	317	1,107	42
11,918	Premises related expenditure	11,951	-	216	12,167	2
386	Supplies and Services	383	-	(319)	64	(83)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	-	-	24	24	n/a
619	Recharges from other services	760	-	(216)	544	(28)
13,922	<b>TOTAL EXPENDITURE</b>	13,876	8	22	13,906	0
-	- Government 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
(760)	Recharges to other services	(760)	-	216	(544)	(28)
(760)	<b>TOTAL INCOME</b>	(760)	-	216	(544)	(28)
13,162	<b>NET CONTROLLABLE COST</b>	13,116	8	238	13,362	2
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
155	Corporate support services bought in	75	-	(75)	0	(99)
155	<b>TOTAL UNCONTROLLABLE COST</b>	75	-	(75)	0	(99)
13,317	<b>NET COST OF SERVICE</b>	13,191	8	163	13,362	1
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
13,317	<b>TOTAL NET EXPENDITURE</b>	13,191	8	163	13,362	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of corporate recharges to Supervision and Management - General						(75)
Transfer from Supervision and Management General - void team						189
Variation in employee costs						49
						163
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>163</b>

## HOUSING REVENUE ACCOUNT

## SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

### 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.

There is now a Client/Provider relationship in place and this arrangement involves the separation of certain functions and responsibilities into two divisions:

- a provider division (Croydon Landlord Services), which will have operational responsibility and carry out day-to-day property, estate and tenancy services
- a client division (the housing needs and strategy division), which will be responsible for developing and consulting on strategies, long-term plans and priorities for funding, identifying the available resources and recommending the annual budget, ensuring compliance with governance arrangements, supporting customers to scrutinise the performance of the provider division, and supporting and challenging the provider division to benchmark its performance and identify and adopt best practice. It should be noted that the provider division contributes information, advice and guidance to the development of strategies.

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supervision and management - General expenses	15,529	96	5,931	21,556	39
<b>TOTAL NET SPEND</b>	<b>15,529</b>	<b>96</b>	<b>5,931</b>	<b>21,556</b>	<b>39</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Supervision and management - General expenses	249.3	229.1	(20.2)
<b>TOTAL FTE STAFF</b>	<b>249.3</b>	<b>229.1</b>	<b>(20.2)</b>

## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
GENERAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,587	Employees	9,595	96	(148)	9,543	(1)
802	Premises related expenditure	948	-	(207)	741	(22)
1,067	Supplies and Services	1,953	-	3,836	5,789	196
86	Third Party Payments	15	-	419	434	2,793
-	Transfer Payments	-	-	-	-	n/a
161	Transport related expenditure	169	-	(37)	132	(22)
1,088	Recharges from other services	1,427	-	290	1,717	20
12,791	<b>TOTAL EXPENDITURE</b>	14,107	96	4,153	18,356	30
(42)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
1	Fees and Charges	-	-	-	-	n/a
(32)	Other Customer and Client Receipts	(28)	-	-	(28)	-
-	Interest Receivable	-	-	-	-	n/a
(1,716)	Recharges to other services	(2,326)	-	626	(1,700)	(27)
(1,789)	<b>TOTAL INCOME</b>	(2,354)	-	626	(1,728)	(27)
11,002	<b>NET CONTROLLABLE COST</b>	11,753	96	4,779	16,628	41
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
3,696	Corporate support services bought in	3,776	-	1,152	4,928	31
3,696	<b>TOTAL UNCONTROLLABLE COST</b>	3,776	-	1,152	4,928	31
14,698	<b>NET COST OF SERVICE</b>	15,529	96	5,931	21,556	39
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
14,698	<b>TOTAL NET EXPENDITURE</b>	15,529	96	5,931	21,556	39
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Centralisation of corporate recharges						536
Variation in corporate recharges						616
Increase in Investment Fund						3,704
Increased legal costs/Costs associated with increased housing supply						250
Transfer to Repairs and Maintenance - void team						(189)
Establishment of Tenancy Audit Team						205
Efficiencies from Landlord Services restructure						(250)
Youth provision - reduction in recharge to capital						200
All Ages Initiative						75
Street lighting PFI - unitary charge						74
Planned maintenance and stock investment costs - reduction in recharge to capital						640
Other minor adjustments						70
						5,931
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>5,931</b>

## 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 - £7.26  
Grounds Maintenance - £1.88

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Utility charges	1,512	-	-	1,512	-
Horticultural Services	685	17	(4)	698	2
Sheltered Housing services	1,116	-	-	1,116	-
Neighbourhood Services	5,031	(71)	(724)	4,236	(16)
<b>TOTAL NET SPEND</b>	<b>8,344</b>	<b>(54)</b>	<b>(728)</b>	<b>7,562</b>	<b>(9)</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
Neighbourhood Services	88.0	88.0	-
<b>TOTAL FTE STAFF</b>	<b>88.0</b>	<b>88.0</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
SPECIAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,742	Employees	2,717	27	202	2,946	8
6,465	Premises related expenditure	7,407	34	379	7,820	6
351	Supplies and Services	351	4	(3)	352	0
50	Third Party Payments	50	-	-	50	-
4	Transfer Payments	4	-	-	4	-
115	Transport related expenditure	114	-	-	114	-
2,457	Recharges from other services	2,111	-	(300)	1,811	(14)
12,184	<b>TOTAL EXPENDITURE</b>	12,754	65	278	13,097	3
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5,121)	Fees and Charges	(4,759)	(119)	(545)	(5,423)	14
(4)	Other Customer and Client Receipts	(3)	-	-	(3)	-
-	Interest Receivable	-	-	-	-	n/a
(109)	Recharges to other services	(109)	-	-	(109)	-
(5,234)	<b>TOTAL INCOME</b>	(4,871)	(119)	(545)	(5,535)	14
6,950	<b>NET CONTROLLABLE COST</b>	7,883	(54)	(267)	7,562	(4)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
461	Corporate support services bought in	461	-	(461)	-	(100)
461	<b>TOTAL UNCONTROLLABLE COST</b>	461	-	(461)	-	(100)
7,411	<b>NET COST OF SERVICE</b>	8,344	(54)	(728)	7,562	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,411	<b>TOTAL NET EXPENDITURE</b>	8,344	(54)	(728)	7,562	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Transfer of corporate recharges to Supervision and Management - General						(461)
Youth services - variation in recharges						(300)
Increased cost of utilities						435
Increased in tenant income						(424)
Increase in commission						(121)
Self-financing enhanced supervision						143
						(728)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(728)</b>

## HOUSING REVENUE ACCOUNT

## CAPITAL FINANCING

### 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. Self financing will be introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £224.9m and the interest payments on this debt are shown in the table below.

The Major Repairs Allowance is a proxy for depreciation and the increase shown below reflects the increased valuation of Croydon's stock under self financing. The Major Repairs Allowance is currently used to fund capital investment in our housing stock.

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Major Repairs Allowance	12,042	-	3,993	16,035	33
Interest Charges	4,490	-	6,907	11,397	154
Debt Management Expenses	89	-	-	89	-
Premium	410	-	(10)	400	(2)
Discount	(21)	-	-	(21)	-
Financing of Capital Expenditure	800	-	5,386	6,186	673
<b>TOTAL NET SPEND</b>	<b>17,810</b>	<b>-</b>	<b>16,276</b>	<b>34,086</b>	<b>91</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>



## HOUSING REVENUE ACCOUNT

## CAPITAL FINANCING

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
-	Government 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
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
17,580	Capital Charges	17,810	-	16,276	34,086	91
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
17,580	<b>TOTAL UNCONTROLLABLE COST</b>	17,810	-	16,276	34,086	91
17,580	<b>NET COST OF SERVICE</b>	17,810	-	16,276	34,086	91
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
17,580	<b>TOTAL NET EXPENDITURE</b>	17,810	-	16,276	34,086	91
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Self-financing - increased Major Repairs Allowance						3,993
Self-financing - interest on debt						6,908
Increase in revenue funding of capital expenditure						5,386
Variation in debt management expenses						(11)
						16,276
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>16,276</b>

**HOUSING REVENUE ACCOUNT**

**INCOME**

**SERVICE DESCRIPTION**

Income to the Housing Revenue Account derives from four 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) Service charges to Leaseholders

Average Dwelling Rent (50 weeks)	Average Service Charge (Caretaking and Grounds Maintenance)	Mortgage Interest Rates
2009-10 £87.70	£2.99	01.04.09 4.81%
2010-11 £88.51	£2.99	01.04.10 4.81%
2011-12 £92.22	£8.61	01.04.11 4.81%
2012-13 £99.59	£9.14	

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Dwellings Rents and Service Charges	(67,661)	(1,706)	(3,845)	(73,212)	8
Doubtful Debt Provision	250	-	-	250	-
Garages	(1,336)	(46)	(8)	(1,390)	4
Heating and insurance	(536)	(18)	(1)	(555)	4
Interest	(8)	-	-	(8)	-
Service Charges - Leaseholders	(1,479)	(44)	(56)	(1,579)	7
Other Income	(276)	(7)	211	(72)	(74)
Contributions to / (from) Earmarked Reserves					n/a
<b>TOTAL NET SPEND</b>	<b>(71,046)</b>	<b>(1,821)</b>	<b>(3,699)</b>	<b>(76,566)</b>	<b>8</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-

## HOUSING REVENUE ACCOUNT

## INCOME

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
1,690	Premises related expenditure	1,466	-	194	1,660	13
256	Supplies and Services	261	-	-	261	-
-	Third Party Payments	-	-	-	-	n/a
168	Transfer Payments	119	-	(7)	112	(6)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,114	<b>TOTAL EXPENDITURE</b>	1,846	-	187	2,033	10
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,197)	Fees and Charges	(6,145)	(153)	1,782	(4,516)	(27)
(69,186)	Other Customer and Client Receipts	(66,723)	(1,668)	(5,668)	(74,059)	11
(8)	Interest Receivable	(8)	-	-	(8)	-
(16)	Recharges to other services	(16)	-	-	(16)	-
(73,407)	<b>TOTAL INCOME</b>	(72,892)	(1,821)	(3,886)	(78,599)	8
(71,293)	<b>NET CONTROLLABLE COST</b>	(71,046)	(1,821)	(3,699)	(76,566)	8
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(71,293)	<b>NET COST OF SERVICE</b>	(71,046)	(1,821)	(3,699)	(76,566)	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(71,293)	<b>TOTAL NET EXPENDITURE</b>	(71,046)	(1,821)	(3,699)	(76,566)	8
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Increase in Leaseholder Insurance						50
Variation in tenants void costs						115
Variation in garage void costs						22
Additional income from dwelling rents						(3,827)
Additional income from tenants service charges						(122)
Additional income from garage rents						(30)
Other minor adjustments						93
(Rent and service charges increased in line with Government's Social Rent Restructuring Policy)						
						(3,699)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3,699)</b>

**HOUSING REVENUE ACCOUNT**

**NOTIONAL H.R.A AND GOVERNMENT GRANT**

**SERVICE DESCRIPTION**

Housing Revenue Account Government Grant was introduced on 1st April 1990 and was based upon a Notional Housing Revenue Account. The Localism Act 2011 included the replacement of the national HRA subsidy system with a system of self financing from 1st April 2012. The previous payments (£16.172m in 2011/12) have been replaced with an allocation of the national housing debt, known as the self financing valuation.

Notional account for the calculation of the payment to the Government in 2011/12 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 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Notional Management and Maintenance Allowances	(29,891)	-	29,891		(100)
Major Repairs Allowance	(12,042)	-	12,042		(100)
Capital asset charges	(5,193)	-	5,193		(100)
Admissible Allowance	-	-	-		n/a
Notional Guideline Rent	63,290	-	(63,290)		(100)
Interest on Rent to buy mortgages	8	-	(8)		(100)
Rental Constraint Allowance					n/a
<b>TOTAL NET SPEND</b>	<b>16,172</b>	<b>-</b>	<b>(16,172)</b>		<b>(100)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2011/12 FTE STAFF	ORIGINAL BUDGET 2012/13 FTE STAFF	CHANGE IN FTE STAFF
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

## NOTIONAL H.R.A AND GOVERNMENT GRANT

## SUBJECTIVE SUMMARY

FORECAST 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2011/12 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2012/13 (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
16,287	Third Party Payments	16,172	-	(16,172)	-	(100)
	- Transfer Payments	-	-	-	-	n/a
	- Transport related expenditure	-	-	-	-	n/a
	- Recharges from other services	-	-	-	-	n/a
16,287	<b>TOTAL EXPENDITURE</b>	16,172	-	(16,172)	-	(100)
	- Government 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
	- <b>TOTAL INCOME</b>	-	-	-	-	n/a
16,287	<b>NET CONTROLLABLE COST</b>	16,172	-	(16,172)	-	(100)
	- Capital Charges	-	-	-	-	n/a
	- Deferred/Intangible Charges	-	-	-	-	n/a
	- Corporate support services bought in	-	-	-	-	n/a
	- <b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
16,287	<b>NET COST OF SERVICE</b>	16,172	-	(16,172)	-	(100)
	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	- Financing of Capital Expenditure	-	-	-	-	n/a
	- Provision for Repayment of External Loans	-	-	-	-	n/a
	- Contribution to / (from) General Balances	-	-	-	-	n/a
	- <b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
16,287	<b>TOTAL NET EXPENDITURE</b>	16,172	-	(16,172)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Cessation of negative subsidy payment as a result of the introduction of self-financing						(16,172)
						(16,172)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(16,172)</b>



**Capital Programme Resourcing 2012/13 to 2016/17**

<b>GENERAL FUND - excluding loan to DEVCO</b>						
<b>Description</b>	<b>2012/13 £'000s</b>	<b>2013/14 £'000s</b>	<b>2014/15 £'000s</b>	<b>2015/16 £'000s</b>	<b>2016/17 £'000s</b>	<b>Total £'000s</b>
Improving our Assets	106,484	86,991	70,048	50,951	37,021	351,495
Transforming our Place	21,625	19,900	19,551	22,156	23,250	106,482
Transforming our Services	10,133	14,560	4,650	3,650	3,650	36,643
<b>RESOURCE REQUIREMENT (Including HRA)</b>	<b>138,242</b>	<b>121,451</b>	<b>94,249</b>	<b>76,757</b>	<b>63,921</b>	<b>494,620</b>
<b>General Fund</b>						
Borrowing	54,086	50,000	50,000	40,000	40,000	234,086
Greater London Authority (GLA)	7,000	7,500	0	0	0	14,500
Communities and Local Government (CLG)	3,700	900	900	900	900	7,300
Department of Health (DoH)	726	0	0	0	0	726
Department for Education (DfE)	21,295	16,692	16,692	0	0	54,679
Transport For London (TfL)	5,725	5,662	3,786	3,786	0	18,959
Partnership for Schools (PFS)	17,839	4,140	0	0	0	21,979
	<b>110,371</b>	<b>84,894</b>	<b>71,378</b>	<b>44,686</b>	<b>40,900</b>	<b>352,229</b>
<b>HRA</b>						
HRA Receipts	1,200	1,200	1,200	1,200	1,200	6,000
Major Repairs Allowance	16,035	16,035	16,035	16,035	16,035	80,175
New Homes Bonus	150	0	0	0	0	150
HRA Unsupported Borrowing	3,500	6,000	6,000	6,000	6,000	27,500
S106	100	0	0	0	0	100
HRA - Reserves	700	700	700	700	700	3,500
HRA - Revenue Contribution	6,186	6,186	6,186	6,186	6,186	30,930
	<b>27,871</b>	<b>30,121</b>	<b>30,121</b>	<b>30,121</b>	<b>30,121</b>	<b>148,355</b>
<b>TOTAL ESTIMATED RESOURCES</b>	<b>138,242</b>	<b>115,015</b>	<b>101,499</b>	<b>74,807</b>	<b>71,021</b>	<b>500,584</b>
<b>(OVER) / UNDER FUNDING OF PROGRAMME</b>	<b>0</b>	<b>6,438</b>	<b>(7,250)</b>	<b>1,950</b>	<b>(7,100)</b>	<b>(5,964)</b>





Capital Programme 2012/13 TO 2016/17

These pages show details of the proposed capital programme for 2012/13 and draft programme for 2016/17

Improving our Assets		2012/13	2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
EXT - PIS / LBC	Academies Programme	16,668	9,661	500	0	0	26,829
LBC	Secondary Schools Programme	6,700	19,000	12,300	5,000	0	43,000
EXT - DfE / LBC	Primary School Capital programme	31,646	6,323	727	0	0	38,696
LBC	Special Education Needs Programme	14,400	13,900	5,300	0	0	33,600
LBC	Education Disability Access Programme	500	1,000	500	0	0	2,000
LBC	Education Maintenance Programme	2,000	2,000	2,000	2,000	2,000	10,000
EXT - CLG / LBC	Disabled Facilities Grants	1,900	1,900	1,850	1,800	1,800	9,250
LBC	Corporate Property Maintenance Programme	2,399	3,086	2,250	2,530	2,100	12,365
LBC	Strand House	2,400	0	0	0	0	2,400
LBC	Regeneration (Acquisitions) Fund	0	0	6,000	1,000	1,000	8,000
LBC	New Addington Regeneration - Pool	0	0	8,500	8,500	0	17,000
HRA	Housing Investment Programme	27,871	30,121	30,121	30,121	30,121	148,355
		<b>106,484</b>	<b>86,991</b>	<b>70,048</b>	<b>60,951</b>	<b>37,021</b>	<b>351,495</b>

Transforming our Place		2012/13	2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Highways Maintenance Programme	7,000	7,000	8,000	8,000	7,500	37,500
LBC	Soakaways Maintenance and Replacement - Highways Drainage	350	350	350	350	350	1,750
EXT - TFL	LIP - Road Safety, Highways, Public Realm Improvements	3,575	2,712	3,336	3,336	0	12,959
EXT - GLA / EXT - TFL / LBC	Connected Croydon Public Realm Programme	8,200	8,598	6,635	0	0	23,433
EXT - TFL / LBC	Bridge Strengthening Programme	500	490	480	470	400	2,340
LBC	Fairfield Halls Refurbishment	0	750	750	10,000	15,000	26,500
LBC	Waddon Regeneration Project	2,000	0	0	0	0	2,000
		<b>21,625</b>	<b>19,900</b>	<b>19,551</b>	<b>22,166</b>	<b>23,250</b>	<b>106,482</b>

TRANSFORMING OUR SERVICES		2012/13	2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	New Burial Land	0	1,200	0	0	0	1,200
EXT - DoH	DASH Operational and ICT Projects	724	0	0	0	0	724
LBC	Feasibility Fund	500	500	500	500	500	2,500
LBC	Transformational ICT Programme	3,000	3,000	3,000	3,000	3,000	15,000
LBC	New Addington Hub	1,000	0	0	0	0	1,000
LBC	New Salt Barn	0	0	1,000	0	0	1,000
LBC	Transforming our Space	4,759	9,710	0	0	0	14,469
LBC	Waste Services - Replacement Bins	150	150	150	150	150	750
		<b>10,133</b>	<b>14,560</b>	<b>4,650</b>	<b>3,650</b>	<b>3,650</b>	<b>36,643</b>

**138,242      121,451      94,249      76,757      63,921      494,620**

LOAN TO DEVCO		2012/13	2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Loan to Devco	30,700	4,400	0	0	0	35,100
Repayment of Loan to Devco	Repayment of Loan	-30,700	-4,400	0	0	0	-35,100
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

