

CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2014/15

**Appendix F to agenda item 9.1
Cabinet, 10th February 2014**

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY

GENERAL FUND SUMMARY

ACTUAL 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
121,534	Department of Adult Services, Housing and Health	114,432	2,002	(4,819)	111,615	(2)
111,060	Children, Families and Learning	104,205	716	46,219	151,141	45
72,073	Development and Environment	69,071	725	(436)	69,360	0
35,960	Chief Executive's Department	42,185	948	(7,126)	36,007	(15)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	
-	Efficiency Dividend	-	-	3,226	3,226	
-	Pensions Contribution	-	-	8,447	8,447	n/a
-	Redundancy	1,000	-	-	1,000	
151	Carbon Credits	255	-	-	255	
340,778	NET COST OF SERVICES	331,328	4,391	45,511	381,230	15
(40,715)	Core Grants	(13,253)	-	(2,033)	(15,286)	15
198	Contingency / Unallocated Provision	1,000	-	-	1,000	-
	Levies from Other Bodies					
252	Environment Agency	272	-	-	272	-
340	Lee Valley Regional Park Authority	407	-	-	407	-
508	London Boroughs Grants Committee	407	-	-	407	-
436	London Pensions Fund Authority	438	-	-	438	-
(10,449)	Interest and Investment Income	(1,971)	-	-	(1,971)	-
8,844	Interest Payable	13,710	-	2,186	15,896	16
300,192	NET OPERATING EXPENDITURE	332,338	4,391	45,665	382,394	15
	APPROPRIATIONS					
13,560	Contributions to / (from) Earmarked Reserves	7,117	-	(7,421)	(304)	(104)
(27,317)	Provision for Repayment of External Loans	(26,103)	-	4,675	(21,428)	(18)
(16,929)	Revenue Expenditure Funded from Capital under Statute (REFCUS)	(16,678)	-	(60,194)	(76,872)	361
(1,799)	Deferred / Intangible Charges Written Off	(3,958)	-	(753)	(4,711)	19
-	Contribution to / (from) General Balances	-	-	-	-	n/a
267,707	BUDGET REQUIREMENT	292,716	4,391	(18,028)	279,079	258
	FINANCED BY					
2,206	Revenue Support Grant	97,229	-	(16,744)	80,485	(17)
3,166	Collection Fund surplus / (deficit)	4,531	-	(1,194)	3,337	(26)
-	Business Rates Top Up Grant	31,722	-	618	32,340	2
113,800	Business Rates Income	33,172	-	432	33,604	1
148,535	Council Tax - Band D Equivalent	126,062	-	3,251	129,313	3
267,707	TOTAL FINANCING	292,716			279,079	(5)
2012/13 Band D Equivalent £.pp 1,150.11 306.72	COUNCIL TAX SUMMARY		2013/14 Band D Equivalent £.pp 1,171.39 303.00	2014/15 Band D Equivalent £.pp 1,171.39 299.00		Change Band D Equivalent % 0.00% -1.32%
1,456.83	London Borough of Croydon Greater London Authority	126,062 32,608	1,474.39	1,470.39	129,313 33,008	-0.27%
		158,670			162,321	

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

ACTUAL 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	EXPENDITURE					
142,489	Employees	133,345	1,356	(9,523)	125,179	(6)
27,202	Premises related expenditure	26,143	78	(1,402)	24,820	(5)
46,208	Supplies and Services	37,658	251	7,899	45,808	22
207,923	Third Party Payments	223,915	1,830	912	226,657	1
514,778	Transfer Payments	531,716	-	4,042	535,757	1
8,316	Transport related expenditure	7,743	-	(31)	7,712	(0)
34,224	Capital Charges	36,882	-	(4,676)	32,206	(13)
1,799	Deferred/Intangible Charges	3,779	-	931	4,710	25
16,929	REFCUS	20,049	-	56,823	76,872	283
(14,617)	Corporate support services bought in	(8,178)	-	3,049	(5,129)	(37)
410	Recharges from other services	75,813	1,669	4,890	82,372	9
985,661	TOTAL EXPENDITURE	1,088,865	5,184	62,915	1,156,964	6
	INCOME					
(561,260)	Government Grants	(597,856)	-	(7,559)	(605,415)	1
(22,617)	Other Grants, reimbursements and contributions	(13,117)	-	(3,700)	(16,817)	28
(37,928)	Fees and Charges	(37,814)	(572)	(1,396)	(39,781)	5
(23,224)	Other Customer and Client Receipts	(22,256)	(219)	915	(21,560)	(3)
(5)	Interest Receivable	(28)	(1)	-	(29)	4
-	Recharges to other services	(86,466)	(2)	(5,664)	(92,132)	7
(645,034)	TOTAL INCOME	(757,537)	(794)	(17,404)	(775,734)	2
340,627	NET EXPENDITURE	331,328	4,391	45,511	381,230	15

STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children, Families and Learning	833.4	759.0	(74.4)
Development and Environment	518.6	500.4	(18.2)
Department of Adult Services, Housing and Health	560.4	560.0	(0.4)
Chief Executive's Dept.	1,058.4	984.1	(74.3)
TOTAL FTE STAFF	2,970.8	2,803.5	(167.3)

REVENUE BUDGET SUMMARY
CORPORATE SUPPORT SERVICES BOUGHT IN

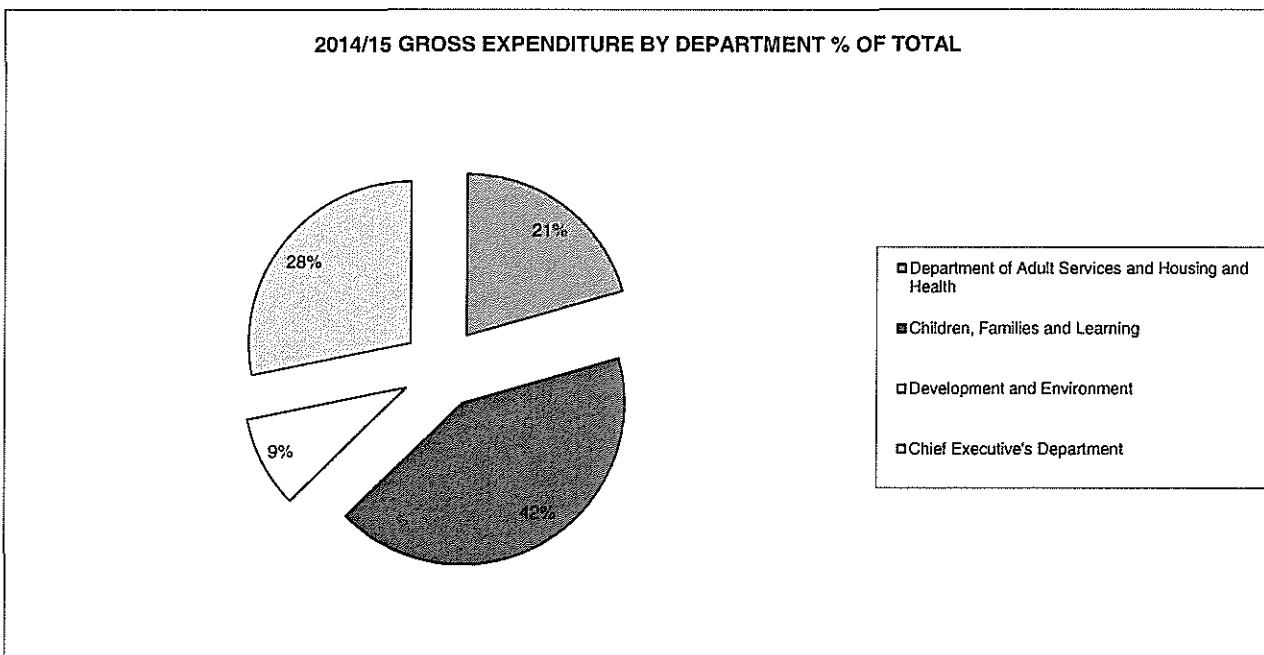
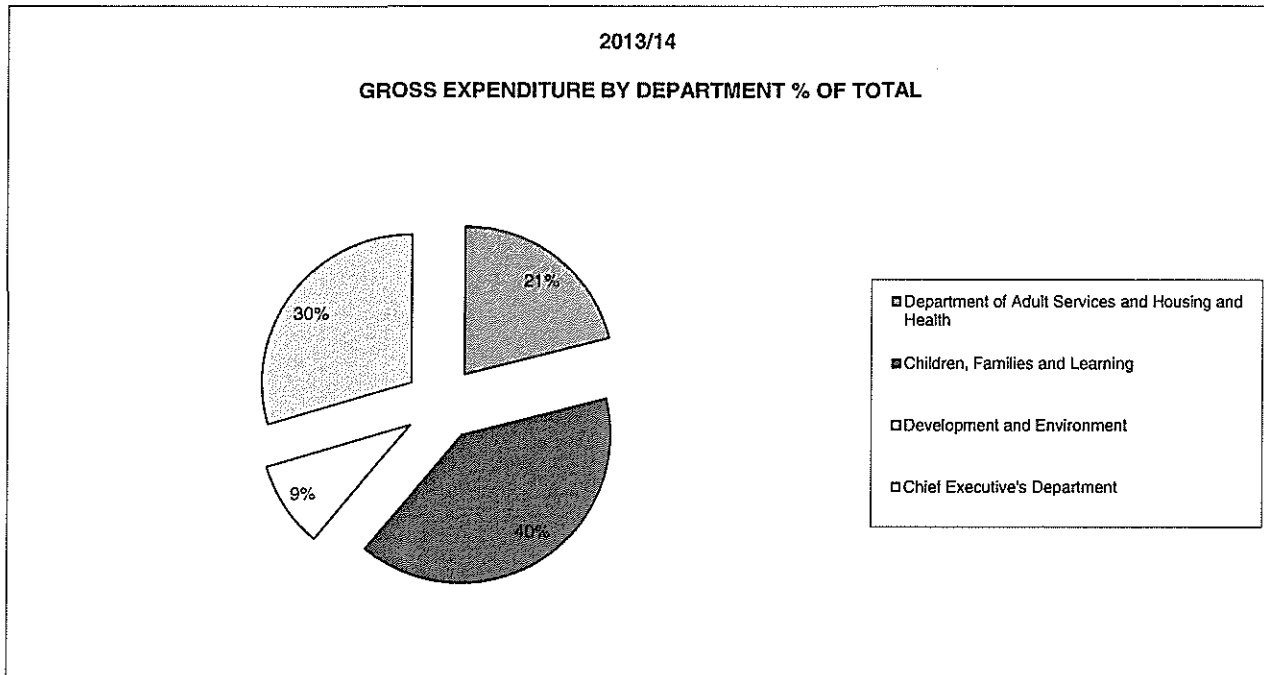
DESCRIPTION	Chief Executive's Dept.	Development and Environment	Children, Families and Learning	HRA *	Department Of Adult Serv. Housing & Health	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Finance	59	866	1,300	201	1,003	3,429
Treasury and Pensions	5	32	55	17	48	158
Audit and Fraud	49	309	529	163	458	1,508
Strategy and Performance	73	458	784	240	680	2,235
Procurement and Commissioning	30	188	322	99	279	918
Transport Service	11	66	112	34	97	320
Risk and CPO	(18)	(109)	(186)	(57)	(162)	(532)
SCPP - Services	-	293	345	-	(2)	636
Corporate Planning	-	-	-	-	-	-
Cash and Control	249	55	-	169	-	473
Customer Strategy and Development	14	84	143	44	124	409
Contact Centre	198	503	385	1,149	157	2,392
Communications	28	176	302	93	263	862
FM Services - Soft	1,462	1,343	1,516	990	1,671	6,982
FM Services - Hard	213	735	1,468	167	709	3,292
ST and ICT Strategy	32	57	166	23	81	359
Information Communication Technology	222	416	1,166	172	581	2,557
Telephony Service	-	-	-	-	-	-
Business Support	238	(3)	2,267	268	818	3,588
Health and Safety Team	-	-	-	-	-	-
Health and Wellbeing	29	47	102	31	49	258
Health and Safety Team	-	-	-	-	-	-
Organisational Effectiveness	82	131	283	85	137	718
Corporate Learning and Development	7	12	25	7	12	63
Equalities and Social Inclusion	27	173	293	92	256	841
Total	4,416	8,321	18,025	5,154	10,702	46,618

* Non general fund support charge

REVENUE BUDGET SUMMARY

DEPARTMENTAL GROSS EXPENDITURE

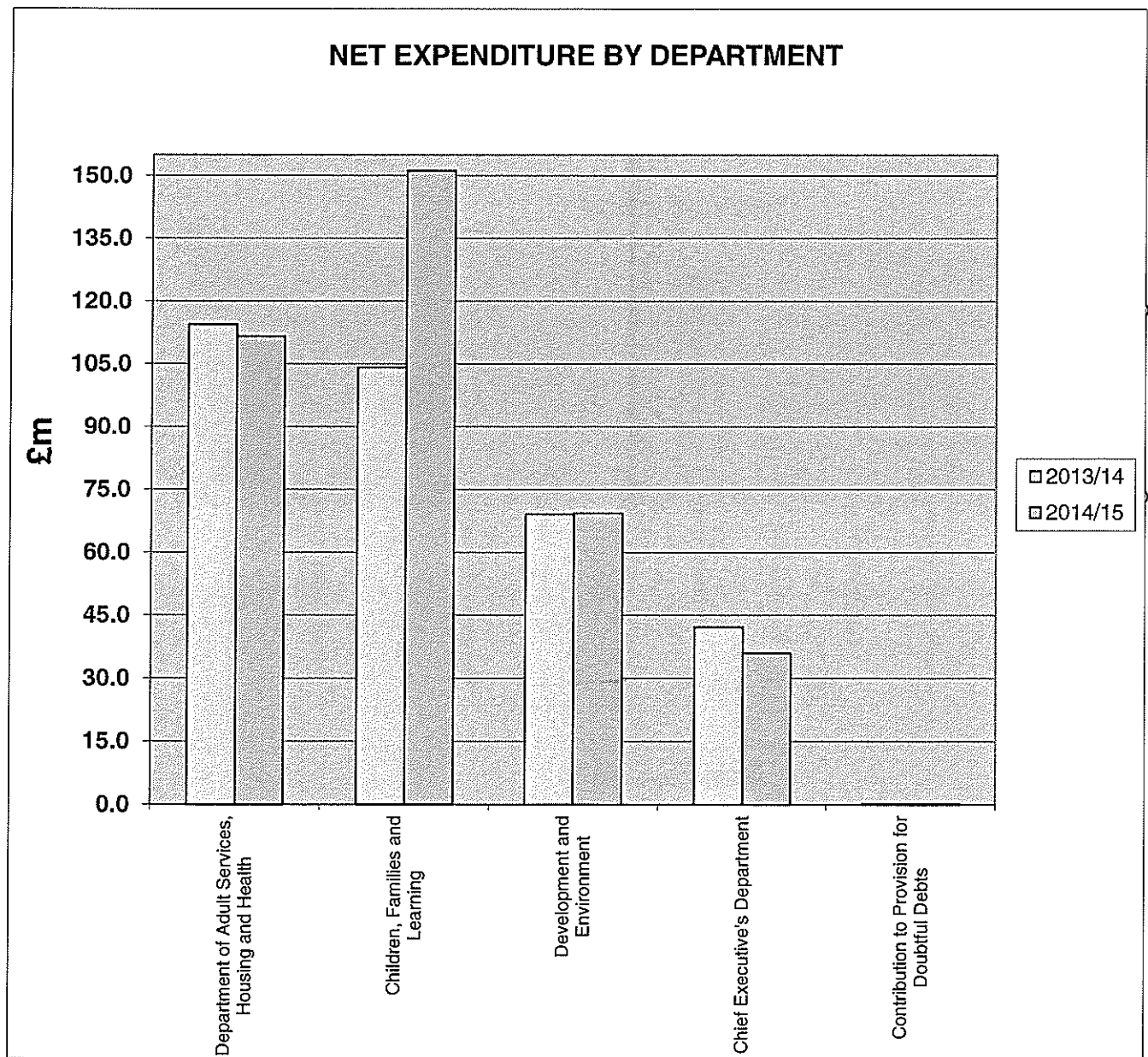
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			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
156,887	Department of Adult Services Housing and Health	228,382	2,462	3,958	234,802	3
386,912	Children, Families and Learning	434,856	736	46,123	481,716	11
103,049	Development and Environment	102,090	972	1,545	104,607	2
338,813	Chief Executive's Dept.	322,102	1,014	(385)	322,731	0
-	- Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	- Efficiency Dividend	-	-	3,226	3,226	n/a
-	- Pensions Contribution	-	-	8,447	8,447	n/a
-	- Redundancy	1,000	-	-	1,000	-
151	Carbon Credits	255	-	-	255	-
985,812	GROSS DEPARTMENTAL COST OF SERVICE	1,088,865	5,184	62,914	1,156,964	6



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

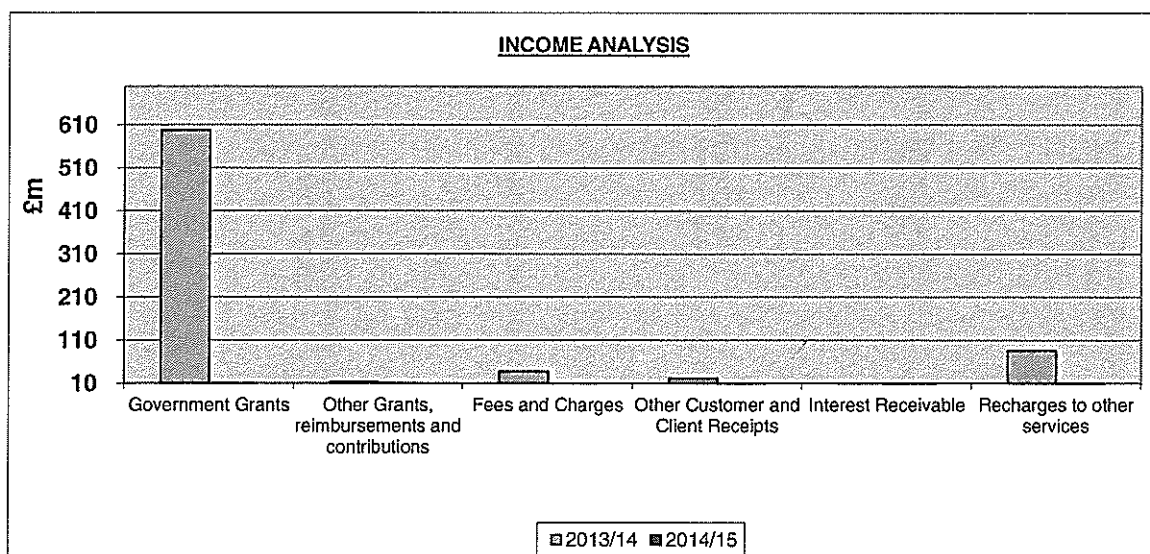
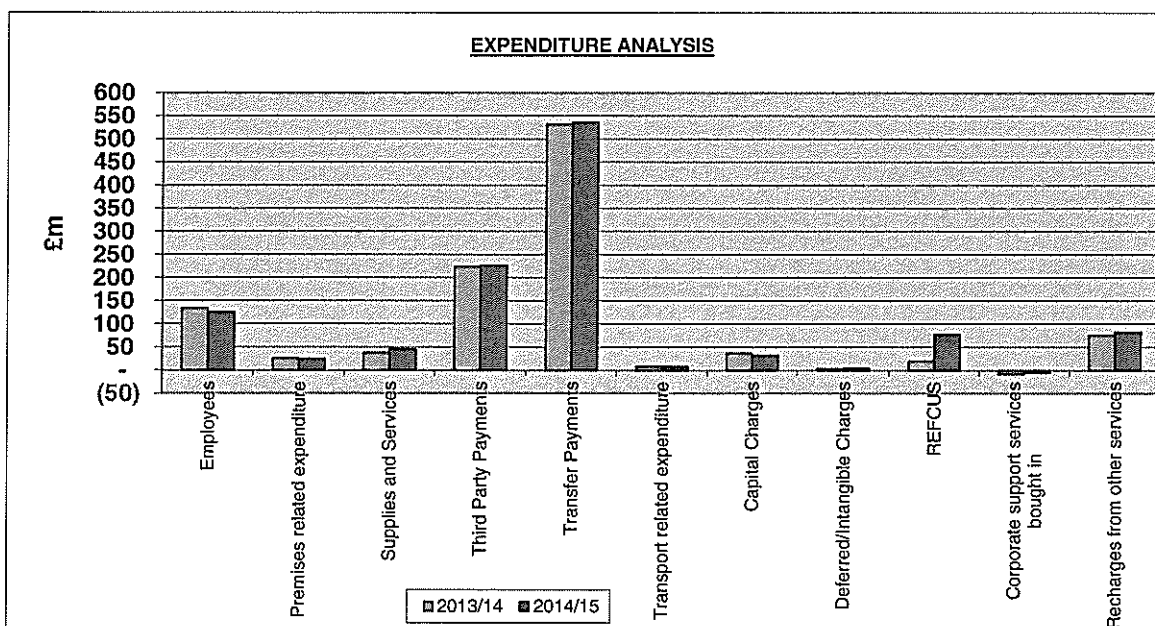
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-	- Redundancy	1,000	-	-	1,000	-
151	Carbon Credits	255	-	-	255	-
340,778	NET COST OF SERVICES	331,328	4,391	45,511	381,230	15



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

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£000's						
	EXPENDITURE					
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27,202	Premises related expenditure	26,143	78	(1,402)	24,820	(5)
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514,778	Transfer Payments	531,716	-	4,042	535,757	1
8,316	Transport related expenditure	7,743	-	(31)	7,712	(0)
34,224	Capital Charges	36,882	-	(4,676)	32,206	(13)
1,799	Deferred/Intangible Charges	3,779	-	931	4,710	25
16,929	REFCUS	20,049	-	56,823	76,872	283
(14,617)	Corporate support services bought in	(8,178)	-	3,049	(5,129)	(37)
410	Recharges from other services	75,813	1,669	4,890	82,372	9
985,812	TOTAL EXPENDITURE	1,088,865	5,184	62,915	1,156,964	6
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-	Recharges to other services	(86,466)	(2)	(5,664)	(92,132)	7
(645,034)	TOTAL INCOME	(757,537)	(794)	(17,404)	(775,734)	2
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CHIEF EXECUTIVE'S DEPARTMENT

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KEY SERVICE TARGETS / PRIORITIES FOR 2014/15

The Chief Executive's Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, CED plays a key role in delivering our major corporate objective to **build the council of the future**. In 2014/15 this means that we will;

Ensure that the Council is lean, efficient and streamlined by;
 Reduction of cost base in line with government grant and delivery of the Croydon Challenge
 Completion of One Oracle
 Improvement of the Council-wide ICT infrastructure
 Implementation of the corporate debt project
 Successful delivery of the combined European and Local Elections in May 2014

Ensure that the Council is an expert commissioner by;
 Embedding the commissioning framework, toolkit and skillsets
 Implementing the adult social care commissioning strategy
 Support third-sector and SMEs

Ensure that the Council delivers accessible and responsive services by;
 Improving customer access and leading to a reduction in the cost to serve
 Support integration and relocation of key services, including CALAT, through upgraded facilities and premises
 Support service departments through the process of inspection and regulation, for example through statutory data returns

Ensure that the Council has the right people with the right skills and the right support by;
 Improving workforce health and engagement
 Improving workforce planning
 Improving workforce diversity
 Improving workforce skills and capacity

Linked to our corporate objective to **manage need and grow independence**, the department also has a significant community leadership and development role, with a focus on improving community cohesion and resilience.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	FORECAST	%
	2012/13	2013/14	2013/14	2014/15	CHANGE
Registration of Births	4,620	4,630	4,630	4,630	-
Registration of Deaths	1,800	1,850	1,850	1,850	-
Number of marriages	1,130	1,200	1,200	1,200	-
Certificates from archives	4,200	4,100	4,100	4,100	-
No. of visits to croydon.gov.uk	2,650,000	3,250,000	3,000,000	3,000,000	-
Debts Raised	32,286	32,000	32,000	32,000	-
Audit Days Delivered	1,600	1,600	1,600	1,400	(12.5)
Insurance Claims received.	700	700	700	700	-
No of Benefit Claimants	44,000	45,600	44,816	46,384	3.5
Council Tax Dwellings	147,943	147,851	146,564	146,564	-
Housing Benefit : number of days to assess new claim	23	16	23	16	(30.4)
Average sick days per FTE					

FINANCIAL PERFORMANCE

COST CENTRE: 1P400 1N400

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2012/13 £000	2013/14 £000	2013/14 £000	2014/15 £000	CHANGE
Employees	41,394	43,833	45,741	39,000	(15)
Premises related expenditure	7,717	6,776	6,778	7,269	7
Supplies and Services	14,477	9,559	9,122	6,818	(25)
Third Party Payments	34,999	34,961	35,444	34,537	(3)
Transfer Payments	287,534	258,592	258,592	266,484	3
Transport related expenditure	189	200	199	194	(3)
Capital Charges	2,344	6,413	6,413	5,771	(10)
Deferred/Intangible Charges	1,336	3,317	3,317	4,534	37
REFCUS	419	3,376	3,376	-	(100)
Corporate support services bought in	(55,086)	(45,199)	(45,202)	(42,177)	(7)
Recharges (to) / from other services	3,490	(8,636)	(8,640)	(9,168)	6
TOTAL EXPENDITURE	338,813	313,192	315,140	313,262	(1)
Government Grants	(285,430)	(258,008)	(258,008)	(265,678)	3
Other Grants, reimbursements and contributions	(7,314)	(6,221)	(6,299)	(4,971)	(21)
Fees and Charges	(7,469)	(4,384)	(5,561)	(4,404)	(21)
Other Customer and Client Receipts	(2,640)	(2,394)	(3,537)	(2,203)	(38)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(302,853)	(271,007)	(273,405)	(277,256)	1
NET EXPENDITURE	35,960	42,185	41,735	36,007	(14)
Contributions to / (from) Reserves	-	-	-	2,171	n/a
CURRENT BUDGET	35,884		41,763		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	76		(28)		

TOP FINANCIAL RISKS 2014/15

1. Realising efficiency options
2. Delays in implementation of transformation projects
3. Maximising effective contractual relationships with partners
4. Maintaining and increasing collection levels in economic climate

CABINET MEMBERS

Councillor Sara Bashford	Cabinet Member for Corporate & Voluntary Services
Councillor Vidhi Mohan	Cabinet Member for Communities & Economic Development
Councillor Dudley Mead	Deputy Leader (Statutory) and Cabinet Member for Housing, Finance & Asset Management
Councillor Tim Pollard	Deputy Leader (Communications) and Cabinet Member for Childrens, Families & Learning
Councillor Steve O'Connell	Cabinet Member for Finance and Performance Management

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nathan Elvery	Chief Executive	62822
Julie Belvir	Director of Democratic & Legal Service	64985
Heather Daley	Director of Human Resources & Community Development	61616
Sarah Ireland	Director - Strategy, Commissioning, Procurement and Performance	62070
Richard Simpson	Director - Finance and Assets & Section 151 Officer	61848
Graham Cadle	Director - Customer, Transformation & Communication Service	63295
Aiden McManus	Director - Corporate Services	61508

COST CENTRE	DIVISION
1P500	Democratic and Legal Services
1P504	Workforce and Community Relations
1P507	Voluntary Sector Funding
1P505	Chief Executive's Office
1N510	Finance and Assets
1N520	Customer, Transformation & Communication Service
1N500	Subsidised Travel
1N530	Strategy, Commissioning, Procurement and Performance
1N550	Corporate Services

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2013/14 £000's	DIVISION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,026	Democratic and Legal Services	3,086	27	(293)	2,820	(9)
(906)	Workforce and Community Relations	(1,101)	23	112	(966)	(12)
731	Chief Executive's Office	731	2	(355)	378	(48)
1,236	Voluntary Sector Funding	1,236	-	-	1,236	-
190	Finance and Assets	589	86	(1,870)	(1,195)	(303)
7,084	Customer, Transformation & Communication Service	6,669	102	2,332	9,103	36
13,733	Subsidised Travel	13,733	-	981	14,714	7
(26)	Strategy, Commissioning, Procurement and Performance	331	25	(593)	(237)	(172)
16,667	Corporate Services	16,911	683	(7,440)	10,154	(40)
41,735	TOTAL NET SPEND	42,185	948	(7,126)	36,007	(15)

-	Contributions to / (from) Reserves	-	-	2,171	2,171	n/a
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STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14	ORIGINAL BUDGET 2014/15	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic and Legal Services	56.9	56.9	-
Workforce and Community Relations	73.6	61.5	(12.2)
Voluntary Sector Funding	-	-	-
Chief Executive's Office	8.0	1.0	(7.0)
Finance and Assets	175.9	168.9	(6.9)
Customer, Transformation & Communication Service	365.1	349.0	(16.2)
Subsidised Travel	-	-	-
Strategy, Commissioning, Procurement and Performance	65.2	60.0	(5.2)
Corporate Services	313.7	284.7	(29.0)
TOTAL FTE STAFF	1,058.4	982.0	(76.4)

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
45,741	Employees	43,833	327	(5,160)	39,000	(11)
6,778	Premises related expenditure	6,776	54	439	7,269	7
9,122	Supplies and Services	9,559	127	(2,868)	6,818	(29)
35,444	Third Party Payments	34,961	506	(930)	34,537	(1)
258,592	Transfer Payments	258,592	-	7,892	266,484	3
199	Transport related expenditure	200	-	(6)	194	(3)
274	Recharges from other services	274	-	27	301	10
356,150	TOTAL EXPENDITURE	354,195	1,014	(606)	354,603	0
(258,008)	Government Grants	(258,008)	-	(7,670)	(265,678)	3
(6,299)	Other Grants, reimbursements and contributions	(6,221)	-	1,250	(4,971)	(20)
(5,561)	Fees and Charges	(4,384)	(67)	47	(4,404)	0
(3,537)	Other Customer and Client Receipts	(2,394)	-	191	(2,203)	(8)
-	Interest Receivable	-	-	-	-	n/a
(8,914)	Recharges to other services	(8,910)	-	(559)	(9,469)	6
(282,319)	TOTAL INCOME	(279,917)	(67)	(6,741)	(286,725)	2
73,831	NET CONTROLLABLE COST	74,278	948	(7,347)	67,879	(9)
6,413	Capital Charges	6,413	-	(642)	5,771	(10)
3,317	Deferred/Intangible Charges	3,317	-	1,217	4,534	37
3,376	REFCUS	3,376	-	(3,376)	-	(100)
(45,202)	Corporate support services bought in	(45,199)	-	3,022	(42,177)	(7)
(32,096)	TOTAL UNCONTROLLABLE COST	(32,093)	-	221	(31,872)	(1)
41,735	NET COST OF SERVICE	42,185	948	(7,126)	36,007	(15)
-	Contributions to / (from) Earmarked Reserves	-	-	2,171	2,171	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	2,171	2,171	n/a
41,735	TOTAL NET EXPENDITURE	42,185	948	(4,955)	38,178	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						57
Strategic budget - agreed additional income / savings						(5,828)
						(5,771)
Other resource changes						816
TOTAL OTHER VARIATIONS IN RESOURCE						(4,955)

DEMOCRATIC AND LEGAL SERVICES

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. The Corporate Legal Team have contract management responsibility for that arrangement, providing dedicated support to instructing officers to ensure the cost effectiveness of legal services from the external firms. 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 are developing their use of Sharepoint to complement where needed, the existing IT based file management system. Local quality initiatives also benefit from the wider CIN initiative, LOV Conversations and Our Values work.

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 consisting of approximately 400 meetings per year. The Team supports the Overview and Scrutiny function and Member Learning and Development. In addition the Team facilitates a number of meetings, e.g. the Croydon Police Consultative Group, Church Tenements and Frank Denning Charities as well as facilitating 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 over 260,000 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

COST CENTRE	SERVICE	ORIGINAL	Variations in Level of Expenditure on (A)		ORIGINAL	% CHANGE (E) %
		BUDGET	Inflation	Other	BUDGET	
		2013/14 (A) £000's	(B) £000's	(C) £000's	2014/15 (D) £000's	
1P600	Legal	(366)	15	(119)	(470)	28
1P601	Democratic	2,490	6	(76)	2,420	(3)
1P602	Electoral	544	3	(23)	524	(4)
1P603	Mayoral	310	2	(28)	284	(8)
1P605	Registrars	(143)	1	(37)	(179)	25
1P604	Contribution to Coroner's Court	251	-	(10)	241	(4)
	Contribution to the Local Election's Reserve		-	-	-	n/a
	TOTAL NET SPEND	3,086	27	(293)	2,820	(9)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2013/14	2014/15	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal	25.3	25.3	-
Democratic	13.3	13.3	-
Electoral	6.0	6.0	-
Mayoral	4.4	4.4	-
Registrars	8.0	8.0	-
TOTAL FTE STAFF	56.9	56.9	-

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,989	Employees	2,989	27	(224)	2,792	(7)
10	Premises related expenditure	10	-	-	10	-
1,993	Supplies and Services	1,993	-	(10)	1,983	(1)
338	Third Party Payments	338	2	(10)	330	(2)
-	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	-	30	-
5	Recharges from other services	5	-	-	5	-
5,365	TOTAL EXPENDITURE	5,365	29	(244)	5,150	(4)
-	Government Grants	-	-	-	-	n/a
(18)	Other Grants, reimbursements and contributions	(18)	-	-	(18)	-
(499)	Fees and Charges	(499)	(2)	(10)	(511)	2
(196)	Other Customer and Client Receipts	(136)	-	(10)	(146)	7
-	Interest Receivable	-	-	-	-	n/a
(1,939)	Recharges to other services	(1,939)	-	-	(1,939)	-
(2,652)	TOTAL INCOME	(2,592)	(2)	(20)	(2,614)	1
2,713	NET CONTROLLABLE COST	2,773	27	(264)	2,536	(9)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
313	Corporate support services bought in	313	-	(29)	284	(9)
313	TOTAL UNCONTROLLABLE COST	313	-	(29)	284	(9)
3,026	NET COST OF SERVICE	3,086	27	(293)	2,820	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,026	TOTAL NET EXPENDITURE	3,086	27	(293)	2,820	(9)

COST CENTRE: 1P600

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,429	Employees	1,429	13	(109)	1,333	(7)
-	- Premises related expenditure	-	-	-	-	n/a
67	Supplies and Services	67	-	-	67	-
76	Third Party Payments	76	2	-	78	3
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	5	-	-	5	-
1,577	TOTAL EXPENDITURE	1,577	15	(109)	1,483	(6)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
(196)	Other Customer and Client Receipts	(136)	-	(10)	(146)	7
-	Interest Receivable	-	-	-	-	n/a
(1,807)	Recharges to other services	(1,807)	-	-	(1,807)	-
(2,003)	TOTAL INCOME	(1,943)	-	(10)	(1,953)	1

(426)	NET CONTROLLABLE COST	(366)	15	(119)	(470)	28
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

(426)	NET COST OF SERVICE	(366)	15	(119)	(470)	28
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

(426)	TOTAL NET EXPENDITURE	(366)	15	(119)	(470)	28
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
Strategic budget - agreed additional income / savings		(10)
Increased income from Legal Services		(10)
<u>Other resource changes</u>		(109)
Centralisation of the Pension deficit funding budget		(109)
TOTAL OTHER VARIATIONS IN RESOURCE		(119)

DEMOCRATIC AND LEGAL SERVICES

DEMOCRATIC

COST CENTRE: 1P601

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
674	Employees	674	6	(50)	630	(7)
4	Premises related expenditure	4	-	-	4	-
1,727	Supplies and Services	1,727	-	-	1,727	-
6	Third Party Payments	6	-	-	6	-
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
(57)	Recharges from other services	(57)	-	-	(57)	-
2,356	TOTAL EXPENDITURE	2,356	6	(50)	2,312	(2)
-	Government Grants	-	-	-	-	n/a
(18)	Other Grants, reimbursements and contributions	(18)	-	-	(18)	-
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	-	(132)	-
(150)	TOTAL INCOME	(150)	-	-	(150)	-
2,206	NET CONTROLLABLE COST	2,206	6	(50)	2,162	(2)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
284	Corporate support services bought in	284	-	(26)	258	(9)
284	TOTAL UNCONTROLLABLE COST	284	-	(26)	258	(9)
2,490	NET COST OF SERVICE	2,490	6	(76)	2,420	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,490	TOTAL NET EXPENDITURE	2,490	6	(76)	2,420	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(26)
Centralisation of the Pension deficit funding budget						(50)
						(76)
TOTAL OTHER VARIATIONS IN RESOURCE						(76)

COST CENTRE: 1P602

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
347	Employees	347	3	(23)	327	(6)
1	Premises related expenditure	1	-	-	1	-
155	Supplies and Services	155	-	-	155	-
5	Third Party Payments	5	-	-	5	-
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
36	Recharges from other services	36	-	-	36	-
544	TOTAL EXPENDITURE	544	3	(23)	524	(4)
-	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
-	TOTAL INCOME	-	-	-	-	n/a
544	NET CONTROLLABLE COST	544	3	(23)	524	(4)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
544	NET COST OF SERVICE	544	3	(23)	524	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
544	TOTAL NET EXPENDITURE	544	3	(23)	524	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Centralisation of the Pension deficit funding budget						(23)
						(23)
TOTAL OTHER VARIATIONS IN RESOURCE						(23)

COST CENTRE: 1P603

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
199	Employees	199	2	(15)	186	(7)
2	Premises related expenditure	2	-	-	2	-
31	Supplies and Services	31	-	(10)	21	(32)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	-	28	-
21	Recharges from other services	21	-	-	21	-
281	TOTAL EXPENDITURE	281	2	(25)	258	(8)
-	- 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
-	- TOTAL INCOME	-	-	-	-	n/a
281	NET CONTROLLABLE COST	281	2	(25)	258	(8)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
29	Corporate support services bought in	29	-	(3)	26	(10)
29	TOTAL UNCONTROLLABLE COST	29	-	(3)	26	(10)
310	NET COST OF SERVICE	310	2	(28)	284	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	- TOTAL APPROPRIATIONS	-	-	-	-	n/a
310	TOTAL NET EXPENDITURE	310	2	(28)	284	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(10)
End grant support to twinning work with Arnhem						(10)
<u>Other resource changes</u>						(15)
Centralisation of the Pension deficit funding budget						(3)
Corporate support services bought in						(18)
TOTAL OTHER VARIATIONS IN RESOURCE						(28)

COST CENTRE: 1P605

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
340	Employees	340	3	(27)	316	(7)
3	Premises related expenditure	3	-	-	3	-
13	Supplies and Services	13	-	-	13	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
356	TOTAL EXPENDITURE	356	3	(27)	332	(7)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(499)	Fees and Charges	(499)	(2)	(10)	(511)	2
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(499)	TOTAL INCOME	(499)	(2)	(10)	(511)	2
(143)	NET CONTROLLABLE COST	(143)	1	(37)	(179)	25
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(143)	NET COST OF SERVICE	(143)	1	(37)	(179)	25
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(143)	TOTAL NET EXPENDITURE	(143)	1	(37)	(179)	25
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased income from Registrars						(10)
						(10)
<u>Other resource changes</u>						
Centralisation of the Pension deficit funding budget						(27)
						(27)
TOTAL OTHER VARIATIONS IN RESOURCE						(37)

COST CENTRE: 1P604

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (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
251	Third Party Payments	251	-	(10)	241	(4)
	- Transfer Payments	-	-	-	-	n/a
	- Transport related expenditure	-	-	-	-	n/a
	- Recharges from other services	-	-	-	-	n/a
251	TOTAL EXPENDITURE	251	-	(10)	241	(4)
	- 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
	- TOTAL INCOME	-	-	-	-	n/a
251	NET CONTROLLABLE COST	251	-	(10)	241	(4)
	- Capital Charges	-	-	-	-	n/a
	- Deferred/Intangible Charges	-	-	-	-	n/a
	- REFCUS	-	-	-	-	n/a
	- Corporate support services bought in	-	-	-	-	n/a
	- TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
251	NET COST OF SERVICE	251	-	(10)	241	(4)
	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	- Financing of Capital Expenditure	-	-	-	-	n/a
	- Provision for Repayment of External Loans	-	-	-	-	n/a
	- Contribution to / (from) General Balances	-	-	-	-	n/a
	- TOTAL APPROPRIATIONS	-	-	-	-	n/a
251	TOTAL NET EXPENDITURE	251	-	(10)	241	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in contribution to the Coroners Service						(10)
						(10)
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(10)

WORKFORCE AND COMMUNITY RELATIONS

SERVICE DESCRIPTION

The Human Resources 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. The work of the division involves the determination of people strategy, HR policy, pay and reward, workforce equalities, workforce planning, organisational and people development, learning and development, employee engagement, internal communications and collective consultation.

Provision of HR management information, payroll services, establishment control, recruitment services etc will all be provided within the new HR and Finance Service Centre. Provision of all other services will be provided somewhere else within the Council yet to be decided .

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A)	Inflation (B)	Other (C)	2014/15 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
1P607	Equalities and Community Relations	(5)	5	6	6	(220)
1P615	HR Partners and Consultants	(1,099)	10	200	(889)	(19)
1P616	HR Occupational Health	47	3	(40)	10	(79)
1P617	Business Development and Information	207	5	(212)	-	(100)
1P618	Organisational Development	(25)	(4)	(173)	(202)	708
1P623	Local Strategic Partnership	21	-	-	21	-
1P628	Corporate Learning and Development	(247)	3	331	87	(135)
TOTAL NET SPEND		(1,101)	22	112	(967)	(12)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2013/14 FTE STAFF	2014/15 FTE STAFF	FTE STAFF
HR Consultancy (Policy Team, Consultancy Team, Trade Unions)	28.6	30.8	2.2
HR Occupational Health	4.8	2.0	(2.8)
Organisational Development (Including Internal Comms)	16.0	13.1	(2.9)
Local Strategic Partnership	-	-	-
Equalities and Community Relations	10.0	13.0	3.0
Business Development and Information Transferred to HR and Finance Service Centre	8.0	-	(8.0)
Recruitment transferred to HR and Finance Service Centre	6.2	2.6	(3.7)
TOTAL FTE STAFF	73.6	61.5	(12.2)

WORKFORCE AND COMMUNITY RELATIONS

COST CENTRE: 1P504

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B)	* Other (C)		
4,520	Employees	4,219	25	(1,236)	3,008	(29)
2	Premises related expenditure	-	-	-	-	n/a
658	Supplies and Services	797	1	(530)	268	(66)
1,658	Third Party Payments	1,203	-	(885)	318	(74)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	-	-	-	-	n/a
6,838	TOTAL EXPENDITURE	6,220	26	(2,651)	3,595	(42)
-	- Government Grants	-	-	-	-	n/a
(78)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,283)	- Fees and Charges	(886)	(4)	249	(641)	(28)
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(692)	- Recharges to other services	(692)	-	434	(258)	(63)
(2,053)	TOTAL INCOME	(1,578)	(4)	683	(899)	(43)
4,785	NET CONTROLLABLE COST	4,642	22	(1,968)	2,696	(42)
-	- Capital Charges	-	-	-	-	n/a
153	- Deferred/Intangible Charges	153	-	(153)	-	(100)
-	- REFCUS	-	-	-	-	n/a
(5,844)	- Corporate support services bought in	(5,896)	-	2,233	(3,663)	(38)
(5,691)	TOTAL UNCONTROLLABLE COST	(5,743)	-	2,080	(3,663)	(36)
(906)	NET COST OF SERVICE	(1,101)	22	112	(967)	(12)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(906)	TOTAL NET EXPENDITURE	(1,101)	22	112	(967)	(12)

WORKFORCE AND COMMUNITY RELATIONS

EQUALITIES AND COMMUNITY RELATIONS

COST CENTRE: 1P607

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
687	Employees	570	5	(44)	531	(7)
-	- Premises related expenditure	-	-	-	-	n/a
(74)	Supplies and Services	32	-	-	32	-
236	Third Party Payments	284	-	-	284	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
849	TOTAL EXPENDITURE	886	5	(44)	847	(4)
-	- Government Grants	-	-	-	-	n/a
(78)	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
(78)	TOTAL INCOME	-	-	-	-	n/a
771	NET CONTROLLABLE COST	886	5	(44)	847	(4)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(891)	Corporate support services bought in	(891)	-	50	(841)	(6)
(891)	TOTAL UNCONTROLLABLE COST	(891)	-	50	(841)	(6)
(120)	NET COST OF SERVICE	(5)	5	6	6	(220)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(120)	TOTAL NET EXPENDITURE	(5)	5	6	6	(220)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Centralisation of the Pension deficit funding budget						(44)
Corporate support services bought in						50
						6
TOTAL OTHER VARIATIONS IN RESOURCE						6

WORKFORCE AND COMMUNITY RELATIONS

HR CONSULTANCY (INCLUDING POLICY TEAM, CONSULTANCY TEAM AND TRADE UNIONS)

COST CENTRE: 1P615

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,031	Employees	1,890	13	(617)	1,286	(32)
-	- Premises related expenditure	-	-	-	-	n/a
611	Supplies and Services	336	-	(290)	46	(86)
125	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
2,767	TOTAL EXPENDITURE	2,226	13	(907)	1,332	(40)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(737)	Fees and Charges	(640)	(3)	20	(623)	(3)
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(481)	Recharges to other services	(481)	-	434	(47)	(90)
(1,218)	TOTAL INCOME	(1,121)	(3)	454	(670)	(40)
1,549	NET CONTROLLABLE COST	1,105	10	(453)	662	(40)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(3,201)	Corporate support services bought in	(2,204)	-	653	(1,551)	(30)
(3,201)	TOTAL UNCONTROLLABLE COST	(2,204)	-	653	(1,551)	(30)
(1,652)	NET COST OF SERVICE	(1,099)	10	200	(889)	(19)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,652)	TOTAL NET EXPENDITURE	(1,099)	10	200	(889)	(19)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Workforce efficiency savings						(100)
Reduce Deputy Director post						(105)
NI Salary Sacrifice Savings						(40)
						(245)
<u>Other resource changes</u>						
Transferred to HR and Finance Service Centre						457
Corporate support services bought in						142
Centralisation of the Pension deficit funding budget						(154)
						445
TOTAL OTHER VARIATIONS IN RESOURCE						200

WORKFORCE AND COMMUNITY RELATIONS

HR OCCUPATIONAL HEALTH

COST CENTRE: 1P616

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
301	Employees	258	3	(30)	231	(10)
-	Premises related expenditure	-	-	-	-	n/a
57	Supplies and Services	85	-	(30)	55	(35)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
358	TOTAL EXPENDITURE	343	3	(60)	286	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(31)	Fees and Charges	(18)	-	-	(18)	-
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(31)	TOTAL INCOME	(18)	-	-	(18)	-
327	NET CONTROLLABLE COST	325	3	(60)	268	(18)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(280)	Corporate support services bought in	(278)	-	20	(258)	(7)
(280)	TOTAL UNCONTROLLABLE COST	(278)	-	20	(258)	(7)
47	NET COST OF SERVICE	47	3	(40)	10	(79)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
47	TOTAL NET EXPENDITURE	47	3	(40)	10	(79)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Health and Wellbeing Plan being delivered by Public Health Grant						(30)
Changes to Service Offer						(40)
						(70)
<u>Other resource changes</u>						
Transfer from Business Development Information						30
Corporate support services bought in						20
Centralisation of the Pension deficit funding budget						(20)
						30
TOTAL OTHER VARIATIONS IN RESOURCE						(40)

WORKFORCE AND COMMUNITY RELATIONS

BUSINESS DEVELOPMENT AND INFORMATION

COST CENTRE: 1P617

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
608	Employees	573	5	(361)	217	(62)
-	- Premises related expenditure	-	-	-	-	n/a
(12)	Supplies and Services	195	1	(195)	1	(99)
1,272	Third Party Payments	899	-	(885)	14	(98)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,868	TOTAL EXPENDITURE	1,667	6	(1,441)	232	(86)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(431)	Fees and Charges	(228)	(1)	229	-	(100)
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(431)	TOTAL INCOME	(228)	(1)	229	-	(100)
1,437	NET CONTROLLABLE COST	1,439	5	(1,212)	232	(84)
-	- Capital Charges	-	-	-	-	n/a
153	Deferred/Intangible Charges	153	-	(153)	-	(100)
-	- REFCUS	-	-	-	-	n/a
(354)	Corporate support services bought in	(1,385)	-	1,153	(232)	(83)
(201)	TOTAL UNCONTROLLABLE COST	(1,232)	-	1,000	(232)	(81)
1,236	NET COST OF SERVICE	207	5	(212)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,236	TOTAL NET EXPENDITURE	207	5	(212)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer Photocopying budget to Health & Wellbeing (agency)						(30)
Transferred to HR and Finance Service Centre						145
Centralisation of the Pension deficit funding budget						(28)
Corporate support services bought in						(146)
Intangible charges adjustment						(153)
						(212)
TOTAL OTHER VARIATIONS IN RESOURCE						(212)

WORKFORCE AND COMMUNITY RELATIONS

ORGANISATIONAL DEVELOPMENT

COST CENTRE: 1P618

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
571	Employees	631	(4)	(161)	466	(26)
-	- Premises related expenditure	-	-	-	-	n/a
52	Supplies and Services	96	-	(15)	81	(16)
2	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
625	TOTAL EXPENDITURE	727	(4)	(176)	547	(25)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(34)	Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(31)	Recharges to other services	(31)	-	-	(31)	-
(65)	TOTAL INCOME	(31)	-	-	(31)	-
560	NET CONTROLLABLE COST	696	(4)	(176)	516	(26)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(780)	Corporate support services bought in	(721)	-	3	(718)	(0)
(780)	TOTAL UNCONTROLLABLE COST	(721)	-	3	(718)	(0)
(220)	NET COST OF SERVICE	(25)	(4)	(173)	(202)	708
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(220)	TOTAL NET EXPENDITURE	(25)	(4)	(173)	(202)	708
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in Supplies and Services						(15)
Reduction of the Learning and Organisational Development function						(250)
						(265)
<u>Other resource changes</u>						
Learning and Organisational Development						138
Centralisation of the Pension deficit funding budget						(49)
Corporate support services bought in						3
						92
TOTAL OTHER VARIATIONS IN RESOURCE						(173)

COST CENTRE: 1P623

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
17	Employees	-	-	-	-	n/a
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
23	Third Party Payments	20	-	-	20	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	-	-	-	-	n/a
40	TOTAL EXPENDITURE	21	-	-	21	-
-	- 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
-	- TOTAL INCOME	-	-	-	-	n/a
40	NET CONTROLLABLE COST	21	-	-	21	-
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	- TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
40	NET COST OF SERVICE	21	-	-	21	-
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	- TOTAL APPROPRIATIONS	-	-	-	-	n/a
40	TOTAL NET EXPENDITURE	21	-	-	21	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

WORKFORCE AND COMMUNITY RELATIONS

CORPORATE LEARNING AND DEVELOPMENT

COST CENTRE: 1P628

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
305	Employees	297	3	(23)	277	(7)
2	Premises related expenditure	-	-	-	-	n/a
24	Supplies and Services	53	-	-	53	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
331	TOTAL EXPENDITURE	350	3	(23)	330	(6)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(50)	Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(180)	Recharges to other services	(180)	-	-	(180)	-
(230)	TOTAL INCOME	(180)	-	-	(180)	-
101	NET CONTROLLABLE COST	170	3	(23)	150	(12)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(338)	Corporate support services bought in	(417)	-	354	(63)	(85)
(338)	TOTAL UNCONTROLLABLE COST	(417)	-	354	(63)	(85)
(237)	NET COST OF SERVICE	(247)	3	331	87	(135)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(237)	TOTAL NET EXPENDITURE	(247)	3	331	87	(135)
* 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>						
Centralisation of the Pension deficit funding budget						(23)
Corporate support services bought in						354
						331
TOTAL OTHER VARIATIONS IN RESOURCE						331

VOLUNTARY SECTOR FUNDING

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

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1P507	Voluntary Sector Funding	1,236	-	-	1,236	-
	TOTAL NET SPEND	1,236	0	-	1,236	-

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
Nil Staff	-	-	-
TOTAL FTE STAFF	-	-	-

VOLUNTARY SECTOR FUNDING

COST CENTRE: 1P507

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (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
1,236	Third Party Payments	1,236	-	(134)	1,102	(11)
-	Transfer Payments	-	-	134	134	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,236	TOTAL EXPENDITURE	1,236	-	-	1,236	-
-	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
-	TOTAL INCOME	-	-	-	-	n/a
1,236	NET CONTROLLABLE COST	1,236	-	-	1,236	-
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
1,236	NET COST OF SERVICE	1,236	-	-	1,236	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,236	TOTAL NET EXPENDITURE	1,236	-	-	1,236	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

EXECUTIVE SUPPORT

SERVICE DESCRIPTION

This summary includes the salary of the Chief Executive, who is the Head of Paid Service and returning officer and also the costs associated with performing the functions of the office.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1P505	Chief Executive's Office	731	2	(355)	378	(48)
	TOTAL NET SPEND	731	2	(355)	378	(48)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
Chief Executive's Office	8.0	1.0	(7.0)
TOTAL FTE STAFF	8.0	1.0	(7.0)

EXECUTIVE SUPPORT

COST CENTRE: 1P505

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
564	Employees	564	2	(343)	223	(60)
-	- Premises related expenditure	-	-	-	-	n/a
110	Supplies and Services	110	-	-	110	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
-	- Recharges from other services	-	-	-	-	n/a
685	TOTAL EXPENDITURE	685	2	(343)	344	(50)
-	- 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)	TOTAL INCOME	(20)	-	-	(20)	-
665	NET CONTROLLABLE COST	665	2	(343)	324	(51)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
66	Corporate support services bought in	66	-	(12)	54	(18)
66	TOTAL UNCONTROLLABLE COST	66	-	(12)	54	(18)
731	NET COST OF SERVICE	731	2	(355)	378	(48)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
731	TOTAL NET EXPENDITURE	731	2	(355)	378	(48)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff budgets transferred to Business Support						(292)
Centralisation of the Pension deficit funding budget						(51)
Corporate support services bought in						(12)
						(355)
TOTAL OTHER VARIATIONS IN RESOURCE						(355)

FINANCE AND ASSETS

SERVICE DESCRIPTION

The Finance and Assets Division consists of 6 service areas;

- Corporate Finance and Departmental Finance
- Pensions and Treasury
- Governance
- Asset Management
- Risk, Insurance and Business Continuity
- HR and Finance Service Centre

Corporate and Departmental Finance

- Provision of financial advice across the council
- 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;

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

Asset Management

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

Risk Insurance and Business Continuity

- Support the Risk Management and Insurance framework
- Provide Business continuity and emergency planning services.

HR and Finance Service Centre

- Administration of the Croydon local government pension scheme
- Recruitment of interim and permanent staff
- Provision of support to the One Oracle system
- Delivery of the Payroll service
- Accounts Payable and Cash Management

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	
1N730	Corporate & Departmental Finance	118	34	(485)	(333)	(382)
1N730	Governance	(12)	53	(52)	(11)	(8)
1N611	Treasury & Pensions	296	5	226	527	78
1N613	Asset Management & Estate	1,939	1	1,148	3,088	59
N2059	Agency	(1,670)	-	(318)	(1,988)	19
1N755	HR and Finance Service Centre	(19)	(14)	(192)	(225)	1,084
N2003	Risk Insurance & Business Continuity	(63)	7	(26)	(82)	30
	TOTAL NET SPEND	589	86	301	976	66

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Corporate & Departmental Finance	80.2	75.7	(4.5)
Governance	16.4	16.4	-
Pensions and Treasury	5.0	5.0	-
Asset Management	5.0	5.0	-
Agency	-	-	-
HR and Finance Service Centre	57.3	56.8	(0.5)
Risk Insurance & Business Continuity	12.0	10.0	(2.0)
TOTAL FTE STAFF	175.9	168.9	(6.9)

FINANCE AND ASSETS

COST CENTRE: 1N510

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,600	Employees	6,968	65	782	7,815	12
706	Premises related expenditure	706	-	(104)	602	(15)
(1,796)	Supplies and Services	(1,550)	49	(5)	(1,506)	(3)
805	Third Party Payments	805	17	827	1,649	105
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	(2)	2	(50)
68	Recharges from other services	68	-	13	81	19
7,387	TOTAL EXPENDITURE	7,001	131	1,511	8,643	23
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,567)	Fees and Charges	(1,782)	(45)	(362)	(2,189)	23
(867)	Other Customer and Client Receipts	(867)	-	60	(807)	(7)
-	Interest Receivable	-	-	-	-	n/a
(109)	Recharges to other services	(109)	-	(434)	(543)	398
(3,543)	TOTAL INCOME	(2,758)	(45)	(736)	(3,539)	28
3,844	NET CONTROLLABLE COST	4,243	86	775	5,104	20
603	Capital Charges	603	-	(153)	450	(25)
80	Deferred/intangible Charges	80	-	20	100	25
-	REFCUS	-	-	-	-	n/a
(4,337)	Corporate support services bought in	(4,337)	-	(2,512)	(6,849)	58
(3,654)	TOTAL UNCONTROLLABLE COST	(3,654)	-	(2,645)	(6,299)	72
190	NET COST OF SERVICE	589	86	(1,870)	(1,195)	(303)
-	Contributions to / (from) Earmarked Reserves	-	-	2,171	2,171	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	2,171	2,171	n/a
190	TOTAL NET EXPENDITURE	589	86	301	976	66

FINANCE AND ASSETS

CORPORATE AND DEPARTMENTAL FINANCE

COST CENTRE: 1N610

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,936	Employees	3,986	32	(642)	3,376	(15)
-	Premises related expenditure	-	-	-	-	n/a
142	Supplies and Services	142	14	40	196	38
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
4,078	TOTAL EXPENDITURE	4,128	46	(602)	3,572	(13)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(500)	Fees and Charges	(500)	(12)	37	(475)	(5)
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(500)	TOTAL INCOME	(500)	(12)	37	(475)	(5)
3,578	NET CONTROLLABLE COST	3,628	34	(565)	3,097	(15)
179	Capital Charges	179	-	(179)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,689)	Corporate support services bought in	(3,689)	-	259	(3,430)	(7)
(3,510)	TOTAL UNCONTROLLABLE COST	(3,510)	-	80	(3,430)	(2)
68	NET COST OF SERVICE	118	34	(485)	(333)	(382)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
68	TOTAL NET EXPENDITURE	118	34	(485)	(333)	(382)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Finance and Assets - Staffing efficiencies						(230)
						(230)
<u>Other resource changes</u>						
Centralisation of the Pension deficit funding budget						(324)
Corporate support services bought in						258
Deferred and Intangible assets written off						(179)
Other Budget Adjustments						(10)
						(255)
TOTAL OTHER VARIATIONS IN RESOURCE						(485)

FINANCE AND ASSETS

GOVERNANCE

COST CENTRE: N2000

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,449	Employees	782	7	(57)	732	(6)
-	- Premises related expenditure	-	-	-	-	n/a
(428)	Supplies and Services	379	35	(50)	364	(4)
723	Third Party Payments	723	17	-	740	2
-	- Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,747	TOTAL EXPENDITURE	1,884	59	(107)	1,836	(3)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(311)	Fees and Charges	(251)	(6)	-	(257)	2
(188)	Other Customer and Client Receipts	(83)	-	-	(83)	-
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(499)	TOTAL INCOME	(334)	(6)	-	(340)	2
1,248	NET CONTROLLABLE COST	1,550	53	(107)	1,496	(3)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,323)	Corporate support services bought in	(1,562)	-	55	(1,507)	(4)
(1,323)	TOTAL UNCONTROLLABLE COST	(1,562)	-	55	(1,507)	(4)
(75)	NET COST OF SERVICE	(12)	53	(52)	(11)	(8)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(75)	TOTAL NET EXPENDITURE	(12)	53	(52)	(11)	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(50)
Reduction in Internal Audit Days						(50)
<u>Other resource changes</u>						(68)
Centralisation of the Pension deficit funding budget						66
Corporate support services bought in						(2)
TOTAL OTHER VARIATIONS IN RESOURCE						(52)

FINANCE AND ASSETS

TREASURY & PENSIONS

COST CENTRE: 1N611

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
495	Employees	495	8	(19)	484	(2)
-	- Premises related expenditure	-	-	-	-	n/a
71	Supplies and Services	71	-	-	71	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
566	TOTAL EXPENDITURE	566	8	(19)	555	(2)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(110)	Fees and Charges	(110)	(3)	-	(113)	3
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(73)	Recharges to other services	(73)	-	-	(73)	-
(183)	TOTAL INCOME	(183)	(3)	-	(186)	2
383	NET CONTROLLABLE COST	383	5	(19)	369	(4)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
(87)	Corporate support services bought in	(87)	-	245	158	(282)
(87)	TOTAL UNCONTROLLABLE COST	(87)	-	245	158	(282)
296	NET COST OF SERVICE	296	5	226	527	78
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
296	TOTAL NET EXPENDITURE	296	5	226	527	78
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(19)
Centralisation of the Pension deficit funding budget						245
Corporate support services bought in						
						226
TOTAL OTHER VARIATIONS IN RESOURCE						226

FINANCE AND ASSETS

ASSET MANAGEMENT AND ESTATE

COST CENTRE: 1N613

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
356	Employees	356	3	(27)	332	(7)
706	Premises related expenditure	706	-	(104)	602	(15)
251	Supplies and Services	251	-	(191)	60	(76)
82	Third Party Payments	82	-	(58)	24	(71)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
68	Recharges from other services	68	-	13	81	19
1,464	TOTAL EXPENDITURE	1,464	3	(367)	1,100	(25)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Fees and Charges	(76)	(2)	-	(78)	3
(679)	Other Customer and Client Receipts	(679)	-	60	(619)	(9)
-	Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(791)	TOTAL INCOME	(791)	(2)	60	(733)	(7)
673	NET CONTROLLABLE COST	673	1	(307)	367	(45)
424	Capital Charges	424	-	26	450	6
80	Deferred/Intangible Charges	80	-	20	100	25
-	REFCUS	-	-	-	-	n/a
762	Corporate support services bought in	762	-	(762)	-	(100)
1,266	TOTAL UNCONTROLLABLE COST	1,266	-	(716)	550	(57)
1,939	NET COST OF SERVICE	1,939	1	(1,023)	917	(53)
-	Contributions to / (from) Earmarked Reserves	-	-	2,171	2,171	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	2,171	2,171	n/a
1,939	TOTAL NET EXPENDITURE	1,939	1	1,148	3,088	59

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Community Asset Transfer	(50)
	(50)
<u>Other resource changes</u>	
Capital Asset Charges	450
Transfer of Budget from SCPP Division	141
Adjustment to Asset Rationalisation Savings	1,187
Asset Rationalisation and centralisation of asset budgets	605
Centralisation of the Pension deficit funding budget	(22)
Deferred and Intangible assets written off	(404)
Corporate support services bought in	(762)
Other Budget Adjustments	3
	1,198
TOTAL OTHER VARIATIONS IN RESOURCE	1,148

FINANCE AND ASSETS

AGENCY

COST CENTRE: N2059

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
(2,000)	Supplies and Services	(1,670)	-	(318)	(1,988)	19
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
(2,000)	TOTAL EXPENDITURE	(1,670)	-	(318)	(1,988)	19
-	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
-	TOTAL INCOME	-	-	-	-	n/a
(2,000)	NET CONTROLLABLE COST	(1,670)	-	(318)	(1,988)	19
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(2,000)	NET COST OF SERVICE	(1,670)	-	(318)	(1,988)	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(2,000)	TOTAL NET EXPENDITURE	(1,670)	-	(318)	(1,988)	19
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Additional savings from Agency contract						(318)
						(318)
TOTAL OTHER VARIATIONS IN RESOURCE						(318)

FINANCE AND ASSETS

HR AND FINANCE SERVICE CENTRE

COST CENTRE: 1N755

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
682	Employees	682	6	1,687	2,375	248
-	- Premises related expenditure	-	-	-	-	n/a
84	Supplies and Services	84	-	521	605	620
-	- Third Party Payments	-	-	885	885	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
766	TOTAL EXPENDITURE	766	6	3,093	3,865	405
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(785)	Fees and Charges	(785)	(20)	(249)	(1,054)	34
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	(434)	(434)	n/a
(785)	TOTAL INCOME	(785)	(20)	(683)	(1,488)	90
(19)	NET CONTROLLABLE COST	(19)	(14)	2,410	2,377	(12,611)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(2,602)	(2,602)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(2,602)	(2,602)	n/a
(19)	NET COST OF SERVICE	(19)	(14)	(192)	(225)	1,084
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(19)	TOTAL NET EXPENDITURE	(19)	(14)	(192)	(225)	1,084
* 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>						
Centralisation of budgets forming the HR Policy and Finance Service Centre						2,464
Centralisation of the Pension deficit funding budget						(54)
Corporate support services bought in						(2,602)
						(192)
TOTAL OTHER VARIATIONS IN RESOURCE						(192)

FINANCE AND ASSETS

RISK INSURANCE AND BUSINESS CONTINUITY

COST CENTRE: N2003

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
682	Employees	667	9	(160)	516	(23)
-	Premises related expenditure	-	-	-	-	n/a
84	Supplies and Services	(807)	-	(7)	(814)	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	3	-	(2)	1	(67)
-	Recharges from other services	-	-	-	-	n/a
766	TOTAL EXPENDITURE	(137)	9	(169)	(297)	117
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(785)	Fees and Charges	(60)	(2)	(150)	(212)	253
-	Other Customer and Client Receipts	(105)	-	-	(105)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(785)	TOTAL INCOME	(165)	(2)	(150)	(317)	92
(19) NET CONTROLLABLE COST		(302)	7	(319)	(614)	103
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	239	-	293	532	123
-	TOTAL UNCONTROLLABLE COST	239	-	293	532	123
(19) NET COST OF SERVICE		(63)	7	(26)	(82)	30
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(19) TOTAL NET EXPENDITURE		(63)	7	(26)	(82)	30
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
CPO, Insurance and Risk - Post						(60)
Insurance and Risk - Insurance Manager Post						(50)
Shared Services and maximise income opportunities within insurance service						(125)
Income opportunities (Academies)						(25)
Supplies and Services savings						(7)
						(267)
<u>Other resource changes</u>						
Centralisation of the Pension deficit funding budget						(52)
Corporate support services bought in						293
						241
TOTAL OTHER VARIATIONS IN RESOURCE						(26)

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

SERVICE DESCRIPTION

Divisional Overview of Services

The customer, transformation 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 and Access Croydon services. Services continue to be transformed with other 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 maximise self-serve opportunities and 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 resident 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 councils corporate debt team, its multi-agency welfare and benefits services, land charges, travel services and interpreting services, providing efficient and effective delivery whilst maximising income to the authority.

Finally the division is responsible for the organisations transformation agenda; as well as leading on key projects such as mobile and flexible working we work closely with 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

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.

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

- Lead the ongoing development of the welfare and benefits service as reform changes continue to develop
- Deliver service efficiencies identified in customer access project
- Drive service improvement from customer feedback;
- Improve customer satisfaction with the way customer contacts are handled ;
- 70% of enquiries completed at the first point of contact 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 through the development of the corporate debt team;

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A)	Inflation (B)	Other (C)	2014/15 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
1N620	Revenue and Benefits	7,376	53	889	8,318	13
1N627	Contact Centre Division	283	30	16	329	16
1N623	Customer Support Services	125	12	(137)	-	(100)
1N626	Strategy and Development Division	(224)	2	275	53	(124)
N2050	Transformation	429	5	(31)	403	(6)
1N621	Housing Benefits	(1,320)	-	1,320	-	(100)
	TOTAL NET SPEND	6,669	102	2,332	9,103	36

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2013/14	2014/15	IN
	FTE STAFF	FTE STAFF	FTE STAFF
Revenue and Benefits	213.6	240.5	26.9
Contact Centre Division	82.8	81.9	(0.9)
Customer Support Services	38.7	-	(38.7)
Strategy and Development Division	25.1	22.6	(2.5)
Transformation	5.0	4.0	(1.0)
Housing Benefits	-	-	-
TOTAL FTE STAFF	365.1	349.0	(16.2)

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

COST CENTRE: 1N520

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,463	Employees	13,001	68	(1,502)	11,567	(11)
5	Premises related expenditure	5	-	-	5	-
4,888	Supplies and Services	4,826	9	(379)	4,456	(8)
1,115	Third Party Payments	1,087	27	(239)	875	(20)
258,592	Transfer Payments	258,592	-	7,758	266,350	3
12	Transport related expenditure	12	-	-	12	-
134	Recharges from other services	134	-	(20)	114	(15)
279,209	TOTAL EXPENDITURE	277,657	104	5,618	283,379	2
(257,807)	Government Grants	(257,807)	-	(7,758)	(265,565)	3
(6,203)	Other Grants, reimbursements and contributions	(6,203)	-	1,250	(4,953)	(20)
(542)	Fees and Charges	(547)	(2)	58	(491)	(10)
(2,300)	Other Customer and Client Receipts	(1,217)	-	(83)	(1,300)	7
-	Interest Receivable	-	-	-	-	n/a
(2,052)	Recharges to other services	(2,048)	-	402	(1,646)	(20)
(268,904)	TOTAL INCOME	(267,822)	(2)	(6,131)	(273,955)	2
10,305	NET CONTROLLABLE COST	9,835	102	(513)	9,424	(4)
-	Capital Charges	-	-	-	-	n/a
68	Deferred/Intangible Charges	68	-	(23)	45	(34)
-	REFCUS	-	-	-	-	n/a
(3,289)	Corporate support services bought in	(3,234)	-	2,868	(366)	(89)
(3,221)	TOTAL UNCONTROLLABLE COST	(3,166)	-	2,845	(321)	(90)
7,084	NET COST OF SERVICE	6,669	102	2,332	9,103	36
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,084	TOTAL NET EXPENDITURE	6,669	102	2,332	9,103	36

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

REVENUE AND BENEFITS

COST CENTRE: 1N620

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,602	Employees	6,955	19	228	7,202	4
2	Premises related expenditure	2	-	-	2	-
1,635	Supplies and Services	1,546	8	48	1,602	4
1,087	Third Party Payments	1,059	27	(211)	875	(17)
-	Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	12	-	-	12	-
80	Recharges from other services	80	-	(20)	60	(25)
10,418	TOTAL EXPENDITURE	9,654	54	45	9,753	1
-	Government Grants	-	-	-	-	n/a
(2,826)	Other Grants, reimbursements and contributions	(2,826)	-	(70)	(2,896)	2
(105)	Fees and Charges	(65)	(1)	(40)	(106)	63
(944)	Other Customer and Client Receipts	(54)	-	(1,132)	(1,186)	2,096
-	Interest Receivable	-	-	-	-	n/a
(68)	Recharges to other services	(68)	-	-	(68)	-
(3,943)	TOTAL INCOME	(3,013)	(1)	(1,242)	(4,256)	41
6,475	NET CONTROLLABLE COST	6,641	53	(1,197)	5,497	(17)
-	Capital Charges	-	-	-	-	n/a
68	Deferred/Intangible Charges	68	-	(23)	45	(34)
-	REFCUS	-	-	-	-	n/a
791	Corporate support services bought in	667	-	2,109	2,776	316
859	TOTAL UNCONTROLLABLE COST	735	-	2,086	2,821	284
7,334	NET COST OF SERVICE	7,376	53	889	8,318	13
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,334	TOTAL NET EXPENDITURE	7,376	53	889	8,318	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Income and Benefits - Additional Home working and improved process opportunities						(40)
Revs and Bens ICT contract relet						(200)
Replacement of Revs and Bens online system (gandlake)						(40)
Increase summons fees						(70)
						(350)
<u>Other resource changes</u>						
Adjustment to Intangible Asset charges						(23)
Transfer of Land Charges and Travel Services to Revenues and Benefits						(135)
Centralisation of the Pension deficit funding budget						(475)
Corporate support services bought in						1,872
						1,239
TOTAL OTHER VARIATIONS IN RESOURCE						889

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

CONTACT CENTRE DIVISION

COST CENTRE: 1N627

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,326	Employees	2,701	28	(58)	2,671	(1)
3	Premises related expenditure	3	-	-	3	-
180	Supplies and Services	190	2	521	713	275
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
3,509	TOTAL EXPENDITURE	2,894	30	463	3,387	17
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	(385)	(385)	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(336)	Recharges to other services	(336)	-	(256)	(592)	76
(336)	TOTAL INCOME	(336)	-	(641)	(977)	191
3,173	NET CONTROLLABLE COST	2,558	30	(178)	2,410	(6)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUCS	-	-	-	-	n/a
(2,275)	Corporate support services bought in	(2,275)	-	194	(2,081)	(9)
(2,275)	TOTAL UNCONTROLLABLE COST	(2,275)	-	194	(2,081)	(9)
898	NET COST OF SERVICE	283	30	16	329	16
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
898	TOTAL NET EXPENDITURE	283	30	16	329	16
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Interpreting Service from Customer Support						(10)
Minor Variations (net)						1
Centralisation of the Pension deficit funding budget						(184)
Corporate support services bought in						194
Transfer from Strategy & Development (0.5fte)						15
						16
TOTAL OTHER VARIATIONS IN RESOURCE						16

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

CUSTOMER SUPPORT DIVISION

COST CENTRE: 1N623

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,417	Employees	1,417	13	(1,430)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
728	Supplies and Services	749	-	(749)	-	(100)
28	Third Party Payments	28	-	(28)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,173	TOTAL EXPENDITURE	2,194	13	(2,207)	-	(100)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(436)	Fees and Charges	(481)	(1)	482	-	(100)
(1,083)	Other Customer and Client Receipts	(890)	-	890	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(263)	Recharges to other services	(260)	-	260	-	(100)
(1,782)	TOTAL INCOME	(1,631)	(1)	1,632	-	(100)

391	NET CONTROLLABLE COST	563	12	(575)	-	(100)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(438)	Corporate support services bought in	(438)	-	438	-	(100)
(438)	TOTAL UNCONTROLLABLE COST	(438)	-	438	-	(100)

(47)	NET COST OF SERVICE	125	12	(137)	-	(100)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

(47)	TOTAL NET EXPENDITURE	125	12	(137)	-	(100)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Reduction in Interpretation Service income from loss of NHS work	57
	57
<u>Strategic budget - agreed additional income / savings</u>	
Reassess eligibility of Taxi-cards and disabled persons freedom pass	(20)
Increase Street naming and numbering fees	(30)
Stop providing centralised rail tickets and oyster cards	(14)
	(64)
<u>Other resource changes</u>	
Transfer to Finance - Accounts Payable and Cash management	(14)
Transfer within Customer Services - Interpreting Service, Travel Services and Land Charges	96
Transfer to Corporate Services - Scanning Centre	(212)
	(130)
TOTAL OTHER VARIATIONS IN RESOURCE	(137)

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

STRATEGY AND DEVELOPMENT DIVISION

COST CENTRE: 1N626

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,689	Employees	1,499	3	(211)	1,291	(14)
-	- Premises related expenditure	-	-	-	-	n/a
1,073	Supplies and Services	1,069	(1)	(199)	869	(19)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
54	Recharges from other services	54	-	-	54	-
2,816	TOTAL EXPENDITURE	2,622	2	(410)	2,214	(16)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	(1) Fees and Charges	(1)	-	1	-	(100)
(273)	(273) Other Customer and Client Receipts	(273)	-	159	(114)	(58)
-	- Interest Receivable	-	-	-	-	n/a
(1,385)	(1,385) Recharges to other services	(1,384)	-	398	(986)	(29)
(1,659)	TOTAL INCOME	(1,658)	-	558	(1,100)	(34)
1,157	NET CONTROLLABLE COST	964	2	148	1,114	16
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,367)	(1,367) Corporate support services bought in	(1,188)	-	127	(1,061)	(11)
(1,367)	TOTAL UNCONTROLLABLE COST	(1,188)	-	127	(1,061)	(11)
(210)	NET COST OF SERVICE	(224)	2	275	53	(124)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(210)	TOTAL NET EXPENDITURE	(224)	2	275	53	(124)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce decaux usage to 4 times a year						(21)
Your Croydon						(93)
Rationalise PR staff and Customer Engagement team						(100)
						(214)
<u>Other resource changes</u>						
Transfer of Complaints service to Business Support						493
Centralisation of the Pension deficit funding budget						(131)
Corporate support services bought in						127
						489
TOTAL OTHER VARIATIONS IN RESOURCE						275

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

TRANSFORMATION

COST CENTRE: 1N629

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
429	Employees	429	5	(31)	403	(6)
-	- 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
429	TOTAL EXPENDITURE	429	5	(31)	403	(6)
-	- 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
-	- TOTAL INCOME	-	-	-	-	n/a
429	NET CONTROLLABLE COST	429	5	(31)	403	(6)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	- TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
429	NET COST OF SERVICE	429	5	(31)	403	(6)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	- TOTAL APPROPRIATIONS	-	-	-	-	n/a
429	TOTAL NET EXPENDITURE	429	5	(31)	403	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(10)
Reshape Transformation team						(10)
<u>Other resource changes</u>						(21)
Centralisation of the Pension deficit funding budget						(21)
TOTAL OTHER VARIATIONS IN RESOURCE						(31)

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

HOUSING BENEFITS

COST CENTRE: 1N621

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
1,272	Supplies and Services	1,272	-	-	1,272	-
-	Third Party Payments	-	-	-	-	n/a
258,592	Transfer Payments	258,592	-	7,758	266,350	3
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
259,864	TOTAL EXPENDITURE	259,864	-	7,758	267,622	3
(257,807)	Government Grants	(257,807)	-	(7,758)	(265,565)	3
(3,377)	Other Grants, reimbursements and contributions	(3,377)	-	1,320	(2,057)	(39)
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(261,184)	TOTAL INCOME	(261,184)	-	(6,438)	(267,622)	2
(1,320)	NET CONTROLLABLE COST	(1,320)	-	1,320	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(1,320)	NET COST OF SERVICE	(1,320)	-	1,320	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(1,320)	TOTAL NET EXPENDITURE	(1,320)	-	1,320	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						1,320
<u>HB income Adjustment</u>						1,320
TOTAL OTHER VARIATIONS IN RESOURCE						1,320

SUBSIDISED TRAVEL

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 4.30am on the following mornings, 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 Councils.

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.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1N500	Subsidised Travel	13,733	0	981	14,714	7
	TOTAL NET SPEND	13,733	0	981	14,714	7

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
	-	-	-
	-	-	-
TOTAL FTE STAFF	-	-	-

SUBSIDISED TRAVEL

COST CENTRE: 1N500

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	* Other (C) £000's			
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
48	Supplies and Services	48	-	-	48	-
13,685	Third Party Payments	13,685	-	981	14,666	7
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
13,733	TOTAL EXPENDITURE	13,733	-	981	14,714	7
-	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
-	TOTAL INCOME	-	-	-	-	n/a
13,733	NET CONTROLLABLE COST	13,733	-	981	14,714	7
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
13,733	NET COST OF SERVICE	13,733	-	981	14,714	7
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
13,733	TOTAL NET EXPENDITURE	13,733	-	981	14,714	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increased provision for Freedom Passes						981
						981
TOTAL OTHER VARIATIONS IN RESOURCE						981

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

SERVICE DESCRIPTION

The Strategy, Commissioning, Procurement and Performance division is a hub of support services that helps the rest of the Council, with partners, to;

- Support the identification and assessment of need, including through maintenance of the Council's observatory
- Develop strategy and strategic commissioning across the organisation;
- Provide strategic support, intelligence and challenge to decision-makers across the Council
- Provide a professional focus for procurement activities;
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract performance management

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A)	Inflation (B)	Other (C)	2014/15 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
1N628	Directorate projects	(249)	1	172	(76)	(69)
1N637	SCPP - Division	580	24	(765)	(161)	(128)
	TOTAL NET SPEND	331	25	(593)	(237)	(172)

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Directorate Projects	5.2	1.0	(4.2)
SCPP - Division	60.0	59.0	(1.0)
TOTAL FTE STAFF	65.2	60.0	(5.2)

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

COST CENTRE: 1N530

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,860	Employees	4,203	25	(708)	3,520	(16)
5	Premises related expenditure	5	-	(1)	4	(20)
405	Supplies and Services	419	-	(61)	358	(15)
242	Third Party Payments	242	-	(19)	223	(8)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
27	Recharges from other services	27	-	1	28	4
4,539	TOTAL EXPENDITURE	4,896	25	(788)	4,133	(16)
-	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
(293)	Recharges to other services	(293)	-	28	(265)	(10)
(293)	TOTAL INCOME	(293)	-	28	(265)	(10)
4,246	NET CONTROLLABLE COST	4,603	25	(760)	3,868	(16)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(4,272)	Corporate support services bought in	(4,272)	-	167	(4,105)	(4)
(4,272)	TOTAL UNCONTROLLABLE COST	(4,272)	-	167	(4,105)	(4)
(26)	NET COST OF SERVICE	331	25	(593)	(237)	(172)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(26)	TOTAL NET EXPENDITURE	331	25	(593)	(237)	(172)

NON - SCPP PROJECTS

COST CENTRE: 1N628

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
234	Employees	584	1	(212)	373	(36)
5	Premises related expenditure	5	-	(1)	4	(20)
171	Supplies and Services	178	-	(29)	149	(16)
4	Third Party Payments	4	-	(4)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
26	Recharges from other services	26	-	1	27	4
440	TOTAL EXPENDITURE	797	1	(245)	553	(31)
-	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
-	TOTAL INCOME	-	-	-	-	n/a

440	NET CONTROLLABLE COST	797	1	(245)	553	(31)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,046)	Corporate support services bought in	(1,046)	-	417	(629)	(40)
(1,046)	TOTAL UNCONTROLLABLE COST	(1,046)	-	417	(629)	(40)

(606)	NET COST OF SERVICE	(249)	1	172	(76)	(69)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

(606)	TOTAL NET EXPENDITURE	(249)	1	172	(76)	(69)
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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>	
Supplies and Services savings	(18)
Reduce Learning and Development budget	(30)
	(48)
<u>Other resource changes</u>	
Transfer Support Staff to Business Support (4.2 fte) (page CED 3.90)	(163)
Centralisation of the Pension deficit funding budget	(15)
Recruitment costs	(20)
Minor Variations (net)	1
Corporate support services bought in	417
	220
TOTAL OTHER VARIATIONS IN RESOURCE	172

COST CENTRE: 1N637

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,626	Employees	3,619	24	(496)	3,147	(13)
-	Premises related expenditure	-	-	-	-	n/a
234	Supplies and Services	241	-	(32)	209	(13)
238	Third Party Payments	238	-	(15)	223	(6)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	1	-	-	1	-
4,099	TOTAL EXPENDITURE	4,099	24	(543)	3,580	(13)
-	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
(293)	Recharges to other services	(293)	-	28	(265)	(10)
(293)	TOTAL INCOME	(293)	-	28	(265)	(10)

3,806	NET CONTROLLABLE COST	3,806	24	(515)	3,315	(13)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,226)	Corporate support services bought in	(3,226)	-	(250)	(3,476)	8
(3,226)	TOTAL UNCONTROLLABLE COST	(3,226)	-	(250)	(3,476)	8

580	NET COST OF SERVICE	580	24	(765)	(161)	(128)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

580	TOTAL NET EXPENDITURE	580	24	(765)	(161)	(128)
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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 of Procurement Project Support	(65)
Review of Data Analysis resources across the council (2 fte)	(100)
Reduce service managers and level of procurement support (3 fte)	(120)
Supplies and Services savings	(25)
	(310)
<u>Other resource changes</u>	
Agency Contract manager (funded from Agency rebate) (1 fte)	68
Additional PC Support	7
Centralisation of the Pension deficit funding budget	(291)
Minor Variations (net)	11
Corporate support services bought in	(250)
	(455)
TOTAL OTHER VARIATIONS IN RESOURCE	(765)

CORPORATE SERVICES

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 Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value to the council of this arrangement.
- Maintaining the ICT structure 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

Business Support

A service which provides administrative, business, and management support functions across the Council in order to improve both efficiency and quality.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	
1N655	Business Support	5,282	80	(3,819)	1,543	(71)
1N640 - 1N643	Information Communication Technology	5,318	480	(748)	5,050	(5)
1N604 - 1N605	Facilities Management	6,311	123	(2,873)	3,561	(44)
	TOTAL NET SPEND	16,911	683	(7,440)	10,154	(40)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Business Support	238.7	235.7	(3.0)
Information Communication Technology	60.0	36.0	(24.0)
Facilities Management	14.0	13.0	(1.0)
Transformation and Programme Management	1.0	-	(1.0)
TOTAL FTE STAFF	313.7	284.7	(29.0)

CORPORATE SERVICES

COST CENTRE: 1N550

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,745	Employees	11,889	115	(1,929)	10,075	(15)
6,050	Premises related expenditure	6,050	54	544	6,648	10
2,816	Supplies and Services	2,916	68	(1,883)	1,101	(62)
16,365	Third Party Payments	16,365	460	(1,451)	15,374	(6)
-	Transfer Payments	-	-	-	-	n/a
142	Transport related expenditure	142	-	(4)	138	(3)
40	Recharges from other services	40	-	33	73	83
37,158	TOTAL EXPENDITURE	37,402	697	(4,690)	33,409	(11)
(201)	Government Grants	(201)	-	88	(113)	(44)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(670)	Fees and Charges	(670)	(14)	112	(572)	(15)
(174)	Other Customer and Client Receipts	(174)	-	224	50	(129)
-	Interest Receivable	-	-	-	-	n/a
(3,809)	Recharges to other services	(3,809)	-	(989)	(4,798)	26
(4,854)	TOTAL INCOME	(4,854)	(14)	(565)	(5,433)	12
32,304	NET CONTROLLABLE COST	32,548	683	(5,255)	27,976	(14)
5,810	Capital Charges	5,810	-	(489)	5,321	(8)
3,016	Deferred/Intangible Charges	3,016	-	1,373	4,389	46
3,376	REFCUS	3,376	-	(3,376)	-	(100)
(27,839)	Corporate support services bought in	(27,839)	-	307	(27,532)	(1)
(15,637)	TOTAL UNCONTROLLABLE COST	(15,637)	-	(2,185)	(17,822)	14
16,667	NET COST OF SERVICE	16,911	683	(7,440)	10,154	(40)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,667	TOTAL NET EXPENDITURE	16,911	683	(7,440)	10,154	(40)

BUSINESS SUPPORT

COST CENTRE: 1N655

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,444	Employees	7,563	80	553	8,196	8
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	26	26	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
7,444	TOTAL EXPENDITURE	7,563	80	579	8,222	9
(88)	Government Grants	(88)	-	88	-	(100)
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	(1)	(1)	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,193)	Recharges to other services	(2,193)	-	(897)	(3,090)	41
(2,281)	TOTAL INCOME	(2,281)	-	(810)	(3,091)	36

5,163	NET CONTROLLABLE COST	5,282	80	(231)	5,131	(3)
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	(3,588)	(3,588)	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	(3,588)	(3,588)	n/a

5,163	NET COST OF SERVICE	5,282	80	(3,819)	1,543	(71)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

5,163	TOTAL NET EXPENDITURE	5,282	80	(3,819)	1,543	(71)
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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>	
Management Support - savings	(145)
	(145)
<u>Other resource changes</u>	
Transfer of costs from Departments in to Business Support	579
Transfer of Income from Departments in to Business Support	(665)
Corporate support services bought in	(3,588)
	(3,674)
TOTAL OTHER VARIATIONS IN RESOURCE	(3,819)

CORPORATE SERVICES

INFORMATION COMMUNICATION TECHNOLOGY

COST CENTRE: 1N640 - IN644

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,353	Employees	3,378	27	(1,616)	1,789	(47)
12	Premises related expenditure	12	-	-	12	-
1,980	Supplies and Services	2,080	55	(2,505)	(370)	(118)
15,088	Third Party Payments	15,088	412	(1,808)	13,692	(9)
-	Transfer Payments	-	-	-	-	n/a
19	Transport related expenditure	19	-	(4)	15	(21)
-	Recharges from other services	-	-	-	-	n/a
20,452	TOTAL EXPENDITURE	20,577	494	(5,933)	15,138	(26)
(113)	Government Grants	(113)	-	-	(113)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(637)	Fees and Charges	(637)	(14)	112	(539)	(15)
(76)	Other Customer and Client Receipts	(76)	-	460	384	(605)
-	Interest Receivable	-	-	-	-	n/a
(538)	Recharges to other services	(538)	-	64	(474)	(12)
(1,364)	TOTAL INCOME	(1,364)	(14)	636	(742)	(46)

19,088	NET CONTROLLABLE COST	19,213	480	(5,297)	14,396	(25)
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243	Capital Charges	243	-	(231)	12	(95)
3,006	Deferred/Intangible Charges	3,006	-	1,373	4,379	46
3,373	REFCUS	3,373	-	(3,373)	-	(100)
(20,517)	Corporate support services bought in	(20,517)	-	6,780	(13,737)	(33)
(13,895)	TOTAL UNCONTROLLABLE COST	(13,895)	-	4,549	(9,346)	(33)

5,193	NET COST OF SERVICE	5,318	480	(748)	5,050	(5)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

5,193	TOTAL NET EXPENDITURE	5,318	480	(748)	5,050	(5)
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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>	
Savings from new ICT contracts	(3,106)
Review ICT Contracts	(13)
One Oracle - system implementation	(148)
	(3,267)
<u>Other resource changes</u>	
Staffing - TUPE transfer to new provider	486
Efficiency Strategy - Procurement of ICT contract	(1,200)
Application Support Team - Transfer to HR & Finance Service Centre	(404)
Capital asset adjustments	(2,884)
Centralisation of the Pension deficit funding budget	(259)
Corporate support services bought in	6,780
	2,519
TOTAL OTHER VARIATIONS IN RESOURCE	(748)

CORPORATE SERVICES

FACILITIES MANAGEMENT

COST CENTRE: 1N601 - 1N605

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
948	Employees	948	8	(866)	90	(91)
6,038	Premises related expenditure	6,038	54	544	6,636	10
836	Supplies and Services	836	13	596	1,445	73
1,277	Third Party Payments	1,277	48	357	1,682	32
-	Transfer Payments	-	-	-	-	n/a
123	Transport related expenditure	123	-	-	123	-
40	Recharges from other services	40	-	33	73	83
9,262	TOTAL EXPENDITURE	9,262	123	664	10,049	8
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(33)	Fees and Charges	(33)	-	1	(32)	(3)
(98)	Other Customer and Client Receipts	(98)	-	(236)	(334)	241
-	Interest Receivable	-	-	-	-	n/a
(1,078)	Recharges to other services	(1,078)	-	(156)	(1,234)	14
(1,209)	TOTAL INCOME	(1,209)	-	(391)	(1,600)	32

8,053	NET CONTROLLABLE COST	8,053	123	273	8,449	5
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5,567	Capital Charges	5,567	-	(258)	5,309	(5)
10	Deferred/Intangible Charges	10	-	-	10	-
3	REFCUS	3	-	(3)	-	(100)
(7,322)	Corporate support services bought in	(7,322)	-	(2,885)	(10,207)	39
(1,742)	TOTAL UNCONTROLLABLE COST	(1,742)	-	(3,146)	(4,888)	181

6,311	NET COST OF SERVICE	6,311	123	(2,873)	3,561	(44)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

6,311	TOTAL NET EXPENDITURE	6,311	123	(2,873)	3,561	(44)
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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>	
FM Fixed Fee Structure	(100)
Restructuring of Health and Safety Team	(60)
FM Contract Extension	(43)
	(203)
<u>Other resource changes</u>	
Rates adjustments	2,642
Centralisation of the Pension deficit funding budget	(71)
Capital asset adjustments	(893)
Transfer to Finance - Asset Rationalisation Project & other transfers	(1,463)
Corporate support services bought in	(2,885)
	(2,670)
TOTAL OTHER VARIATIONS IN RESOURCE	(2,873)

CHILDREN, FAMILIES AND LEARNING

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KEY SERVICE TARGETS / PRIORITIES FOR 2014/15

1. Ensure that as many children and young people as possible are in schools that are good or better, and continue to improve the progress and attainment of children and young people.
2. Secure sufficient school places for the rapidly expanding population of children and young people.
3. Implement the new legislative requirements for multi-agency support of children and young people with SEN/disability.
4. Put in place the necessary arrangements for the establishment of the education mutual to provide a sustainable vehicle for school improvement.
5. Continue to improve the effectiveness of early intervention, improving impact and driving down demand on specialist services.
6. Continue to secure improvements to children's social care, especially in respect of the quality of care planning, intervention and outcomes for Looked after Children, and further improving the delivery of appropriate permanence arrangements (adoption timescales and in-house foster carers) where necessary.
7. Deliver improvements to the Youth Offending Service as set out in the YOT post-inspection action plan.
8. Continue to improve the effectiveness of the LSCB, particularly in respect of quality assurance and learning.
9. Secure effective joint commissioning with the CCG through the Integrated Commissioning Unit, and improve provision in agreed priority areas, e.g. children's emotional well-being and mental health and LAC health.
10. Work with partners to deliver the agreed priorities of the Children and Families Partnership, as expressed in the annual plan.
11. Continue to secure sustainable delivery arrangements for adult learning and education.
12. Formerly reposition the council's role in culture through the delivery and implementation of a new cultural strategy.
13. Build and evaluate proposals for maximising sustainable delivery of services through the next three years.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	FORECAST	%
	2012/13	2013/14	2013/14	2014/15	CHANGE
Early Years	2,766	3,586	census	3,932	n/a
Primary pupils (including nursery classes)	31,122	31,682	2,012	36,772	1,728
Secondary pupils	16,268	16,268		9,071	n/a
High Needs	3,575	3,590	Unknown	Unknown	n/a

FINANCIAL PERFORMANCE

COST CENTRE: 1C400

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2012/13	2013/14	2013/14	2014/15	CHANGE
	£000	£000	£000	£000	
Employees	51,855	41,181	43,170	39,573	(8)
Premises related expenditure	4,693	2,294	3,435	1,911	(44)
Supplies and Services	9,184	5,996	4,911	5,631	15
Third Party Payments	59,977	57,936	57,649	60,624	5
Transfer Payments	210,473	270,889	277,302	267,301	(4)
Transport related expenditure	6,503	6,165	6,163	6,100	(1)
Capital Charges	14,556	13,306	13,306	9,023	(32)
Deferred/Intangible Charges	150	122	122	4	(97)
REFCUS	9,725	14,276	14,276	67,887	376
Corporate support services bought in	18,688	17,705	17,705	18,026	2
Recharges (to) / from other services	1,108	1,209	1,107	349	(68)
TOTAL EXPENDITURE	386,912	431,079	439,145	476,429	8
Government Grants	(268,173)	(318,560)	(324,044)	(317,882)	(2)
Other Grants, reimbursements and contributions	(3,844)	(2,562)	(3,482)	(3,244)	(7)
Fees and Charges	(3,285)	(3,954)	(3,946)	(3,671)	(7)
Other Customer and Client Receipts	(550)	(1,798)	(2,300)	(491)	(79)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(275,852)	(326,874)	(333,771)	(325,288)	(3)

NET EXPENDITURE	111,060	104,205	105,374	151,141	43
Contributions to / (from) Reserves	-	-	-	-	n/a

CURRENT BUDGET	110,629
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104,205

TOTAL VARIANCE FROM BUDGET- Over/(Under)	431
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1,169

TOP FINANCIAL RISKS 2014/15

1. Delivery of savings targets and service transformation.
2. Children's Social Care Placements – managing the increasing demand for these services and the additional financial pressures this growing demand incurs.
3. Recruitment and Retention of key workers – to reduce financial pressure associated with the use of temporary staff.
4. School Places demand – ability to manage and fund the increasing number of school places required in the Borough.
5. SEN transport – managing the financial pressures associated with the increasing demand.

CHILDREN, FAMILIES AND LEARNING

DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Tim Pollard	Deputy Leader (Communications) and Cabinet Member for Children, Families & Learning
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director of Children, Families and Learning	65729
Sylvia McNamara	Director - Learning, School improvement & Inclusion	65690
Ian Lewis	Director - Social Care and Family Support	65452
Jane Doyle	Director - Community and Support Services	65671

COST CENTRE

1C500	Social Care and Family Support
1C501	Learning and Inclusion
1C503	Schools Budget
1C508	Community and Support Services
1C645	CFL Central Costs

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2013/14 £000's	DIVISION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
58,625	Social Care and Family Support	57,060	593	(7,468)	50,185	(12)
12,632	Learning and Inclusion	12,692	49	71,223	83,964	562
8,491	Community and Support Services	8,833	72	698	9,603	9
25,626	CFL Central Costs	25,621	3	(18,232)	7,392	(71)
-	Schools Budget	-	-	-	-	n/a
105,374	TOTAL NET SPEND	104,205	717	46,220	151,141	45

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
Social Care and Family Support	484.2	454.9	(29.3)
Learning and Inclusion	205.7	197.5	(8.3)
Community and Support Services	143.5	106.6	(36.9)
CFL Central Costs	-	-	-
Schools Budget *	N/A	N/A	N/A
TOTAL FTE STAFF	833.4	759.0	(74.5)

* The Dedicated Schools budget expenditure is fully funded by grants. Budgets are delegated and information on Staff levels is not available.

CHILDREN, FAMILIES AND LEARNING

DEPARTMENT SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
43,170	Employees	41,181	286	(1,894)	39,573	(4)
3,435	Premises related expenditure	2,294	-	(384)	1,911	(17)
4,911	Supplies and Services	5,996	-	(365)	5,631	(6)
57,649	Third Party Payments	57,936	450	2,238	60,624	5
277,302	Transfer Payments	270,889	-	(3,587)	267,301	(1)
6,163	Transport related expenditure	6,165	-	(65)	6,100	(1)
4,884	Recharges from other services	4,986	-	651	5,637	13
397,513	TOTAL EXPENDITURE	389,447	736	(3,407)	386,777	(1)
(324,044)	Government Grants	(318,560)	-	678	(317,882)	(0)
(3,482)	Other Grants, reimbursements and contributions	(2,562)	-	(682)	(3,244)	27
(3,946)	Fees and Charges	(3,954)	(20)	304	(3,671)	(7)
(2,300)	Other Customer and Client Receipts	(1,798)	-	1,307	(491)	(73)
-	Interest Receivable	-	-	-	-	n/a
(3,777)	Recharges to other services	(3,777)	-	(1,511)	(5,288)	40
(337,548)	TOTAL INCOME	(330,651)	(20)	95	(330,576)	(0)

59,965	NET CONTROLLABLE COST	58,796	716	(3,311)	56,201	(4)
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13,306	Capital Charges	13,306	-	(4,283)	9,023	(32)
122	Deferred/Intangible Charges	122	-	(118)	4	(97)
14,276	REFCUS	14,276	-	53,611	67,887	376
17,705	Corporate support services bought in	17,705	-	320	18,026	2
45,409	TOTAL UNCONTROLLABLE COST	45,409	-	49,531	94,940	109

105,374	NET COST OF SERVICE	104,205	716	46,220	151,141	45
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

105,374	TOTAL NET EXPENDITURE	104,205	716	46,220	151,141	45
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	2,529
Strategic budget - agreed additional income / savings	(3,279)
	(750)
Other resource changes	46,970
TOTAL OTHER VARIATIONS IN RESOURCE	46,220

SOCIAL CARE AND FAMILY SUPPORT

SERVICE DESCRIPTION

1) The Early Intervention and 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. To managing the youth service provision for the Council.
A range of family support services are commissioned from local and national organisations and the Croydon Information Support Service (CRISS) team also offers support and information to practitioners working with more vulnerable children including young children with Special Educational Needs (SEN).
The youth support brings together a range of integrated and targeted youth support services delivered by Council staff and through commissioned services.
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.

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 United Kingdom Border Agency (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.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1C606	Directorate	403	16	(224)	195	(52)
1C605	Safeguarding and Looked After Children Quality Assurance	2,714	13	(128)	2,599	(4)
1C642	Early Intervention and Support	15,596	51	(4,598)	11,049	(29)
1C636	Children in Need Service	16,753	117	(2,041)	14,829	(11)
1C637	Looked After Children	21,594	397	(477)	21,514	(0)
	TOTAL NET SPEND	57,060	593	(7,468)	50,185	(12)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
Directorate	1	1.0	-
Safeguarding and Looked After Children Quality Assurance	30.0	30.8	0.8
Early Intervention and Support	184.8	139.8	(45.1)
Children in Need Service	128.4	143.4	15.0
Looked After Children	141.0	141.0	-
TOTAL FTE STAFF	484.2	454.9	(29.3)

CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

SOCIAL CARE AND FAMILY SUPPORT

COST CENTRE: 1C500

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
26,454	Employees	24,435	190	(1,487)	23,138	(5)
352	Premises related expenditure	295	-	6	300	2
2,726	Supplies and Services	2,790	-	492	3,282	18
40,814	Third Party Payments	40,545	403	(2,640)	38,309	(6)
5,873	Transfer Payments	5,783	-	263	6,046	5
216	Transport related expenditure	216	-	(24)	192	(11)
3,787	Recharges from other services	3,786	-	642	4,429	17
80,222	TOTAL EXPENDITURE	77,850	593	(2,747)	75,695	(3)
(28,273)	Government Grants	(28,654)	-	1,910	(26,744)	(7)
(1,825)	Other Grants, reimbursements and contributions	(1,069)	-	(1,216)	(2,284)	114
(219)	Fees and Charges	(45)	-	45	-	(100)
(1,611)	Other Customer and Client Receipts	(1,352)	-	1,352	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,865)	Recharges to other services	(1,865)	-	(1,208)	(3,073)	65
(33,792)	TOTAL INCOME	(32,983)	-	883	(32,101)	(3)
46,430	NET CONTROLLABLE COST	44,867	593	(1,864)	43,594	(3)
180	Capital Charges	179	-	75	253	42
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
12,015	Corporate support services bought in	12,015	-	(5,679)	6,336	(47)
12,195	TOTAL UNCONTROLLABLE COST	12,193	-	(5,604)	6,589	(46)
58,625	NET COST OF SERVICE	57,060	593	(7,468)	50,185	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
58,625	TOTAL NET EXPENDITURE	57,060	593	(7,468)	50,185	(12)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						1,497
<u>Strategic budget - agreed additional income / savings</u>						(1,277)
<u>Other resource changes</u>						(7,688)
TOTAL OTHER VARIATIONS IN RESOURCE						(7,468)

CHILDREN, FAMILIES AND LEARNING

SERVICE SUBJECTIVE SUMMARY

SOCIAL CARE AND FAMILY SUPPORT

DIRECTORATE

COST CENTRE: 1C606

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
307	Employees	317	16	(12)	320	1
-	Premises related expenditure	-	-	-	-	n/a
38	Supplies and Services	38	-	(7)	31	(18)
-	Third Party Payments	204	-	(204)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
1	Recharges from other services	1	-	-	1	-
347	TOTAL EXPENDITURE	561	16	(223)	353	(37)
-	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
(188)	Recharges to other services	(188)	-	-	(188)	-
(188)	TOTAL INCOME	(188)	-	-	(188)	-
159	NET CONTROLLABLE COST	373	16	(223)	165	(56)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
30	Corporate support services bought in	30	-	(1)	29	(3)
30	TOTAL UNCONTROLLABLE COST	30	-	(1)	29	(3)
189	NET COST OF SERVICE	403	16	(224)	195	(52)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
189	TOTAL NET EXPENDITURE	403	16	(224)	195	(52)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Inter-departmental recharges						(169)
Intra-service charges/transfers						(1)
Movement in corporate and capital charges						(19)
Virements actioned in year						(35)
Reduction of learning and development budget						(224)
TOTAL OTHER VARIATIONS IN RESOURCE						(224)

SOCIAL CARE AND FAMILY SUPPORT

SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE

COST CENTRE: 1C605

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,246	Employees	1,980	13	(63)	1,930	(3)
-	- Premises related expenditure	-	-	-	-	n/a
485	Supplies and Services	384	-	(5)	379	(1)
47	Third Party Payments	47	-	-	47	-
-	- Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
89	Recharges from other services	89	-	-	89	-
2,870	TOTAL EXPENDITURE	2,504	13	(68)	2,449	(2)
(187)	Government Grants	(27)	-	(44)	(71)	162
(59)	Other Grants, reimbursements and contributions	(91)	-	31	(60)	(34)
-	- Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(712)	Recharges to other services	(712)	-	-	(712)	-
(958)	TOTAL INCOME	(830)	-	(12)	(842)	1
1,912	NET CONTROLLABLE COST	1,674	13	(80)	1,607	(4)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
1,040	Corporate support services bought in	1,040	-	(48)	992	(5)
1,040	TOTAL UNCONTROLLABLE COST	1,040	-	(48)	992	(5)
2,952	NET COST OF SERVICE	2,714	13	(128)	2,599	(4)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,952	TOTAL NET EXPENDITURE	2,714	13	(128)	2,599	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
LSCB Missing Children / Sexual Exploitation - 0.5 fte						30
						30
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Inter-departmental recharges						23
Intra-service charges/transfers						(48)
Movement in corporate and capital charges						(133)
Virements actioned in year						(158)
TOTAL OTHER VARIATIONS IN RESOURCE						(128)

SOCIAL CARE AND FAMILY SUPPORT

EARLY INTERVENTION AND SUPPORT SERVICE

COST CENTRE: 1C642

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,291	Employees	7,801	51	(1,585)	6,267	(20)
342	Premises related expenditure	284	-	2	286	1
1,013	Supplies and Services	1,320	-	483	1,803	37
7,359	Third Party Payments	7,359	-	10	7,368	0
5,128	Transfer Payments	5,128	-	(78)	5,050	(2)
114	Transport related expenditure	114	-	(4)	110	(3)
524	Recharges from other services	524	-	(16)	507	(3)
22,770	TOTAL EXPENDITURE	22,529	51	(1,188)	21,392	(5)
(9,095)	Government Grants	(8,166)	-	621	(7,544)	(8)
(1,366)	Other Grants, reimbursements and contributions	(978)	-	(1,247)	(2,225)	128
(90)	Fees and Charges	(45)	-	45	-	(100)
(1,611)	Other Customer and Client Receipts	(1,352)	-	1,352	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(397)	Recharges to other services	(397)	-	(561)	(958)	141
(12,559)	TOTAL INCOME	(10,937)	-	210	(10,727)	(2)
10,212	NET CONTROLLABLE COST	11,592	51	(978)	10,665	(8)
141	Capital Charges	140	-	58	197	42
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,864	Corporate support services bought in	3,864	-	(3,678)	186	(95)
4,005	TOTAL UNCONTROLLABLE COST	4,004	-	(3,620)	383	(90)
14,217	NET COST OF SERVICE	15,596	51	(4,598)	11,049	(29)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
14,217	TOTAL NET EXPENDITURE	15,596	51	(4,598)	11,049	(29)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Recommissioning Efficiencies - substance misuse contract						(20)
Restructure of Early Intervention and Support Services						(760)
Diversionary activity work for young people						(20)
						(800)
<u>Other resource changes</u>						
Inter-departmental recharges						15
Intra-service charges/transfers						(3,255)
Movement in corporate and capital charges						(558)
Virements actioned in year						
						(3,798)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,598)

CHILDREN, FAMILIES AND LEARNING
SOCIAL CARE AND FAMILY SUPPORT
CHILDREN IN NEED SERVICE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1C636

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,006	Employees	6,719	57	786	7,561	13
11	Premises related expenditure	11	-	-	11	-
804	Supplies and Services	668	-	3	671	0
5,659	Third Party Payments	5,324	60	-	5,384	1
617	Transfer Payments	527	-	-	527	-
52	Transport related expenditure	52	-	-	52	-
1,232	Recharges from other services	1,232	-	-	1,232	-
16,380	TOTAL EXPENDITURE	14,532	117	789	15,438	6
(913)	Government Grants	(913)	-	-	(913)	-
(400)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(52)	Recharges to other services	(52)	-	(82)	(134)	157
(1,366)	TOTAL INCOME	(966)	-	(82)	(1,048)	8
15,015	NET CONTROLLABLE COST	13,566	117	707	14,390	6
11	Capital Charges	11	-	0	11	0
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,176	Corporate support services bought in	3,176	-	(2,748)	428	(87)
3,187	TOTAL UNCONTROLLABLE COST	3,187	-	(2,748)	439	(86)
18,202	NET COST OF SERVICE	16,753	117	(2,041)	14,829	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,202	TOTAL NET EXPENDITURE	16,753	117	(2,041)	14,829	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased staff in Children In Need Care Planning Team						375
Key workers R&R package (incl 75% of agency workers transferring to permanent contracts)						277
Assessment team						518
Youth Remand Funding						47
						1,217
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Inter-departmental recharges						-
Intra-service charges/transfers						-
Movement in corporate and capital charges						(2,748)
Virements actioned in year						(510)
						(3,258)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,041)

SOCIAL CARE AND FAMILY SUPPORT

LOOKED AFTER CHILDREN

COST CENTRE: 1C637

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,605	Employees	7,619	54	(613)	7,059	(7)
-	Premises related expenditure	-	-	4	4	n/a
385	Supplies and Services	380	-	18	398	5
27,750	Third Party Payments	27,612	343	(2,445)	25,509	(8)
128	Transfer Payments	128	-	340	468	265
45	Transport related expenditure	45	-	(20)	26	(44)
1,941	Recharges from other services	1,941	-	659	2,599	34
37,854	TOTAL EXPENDITURE	37,724	397	(2,057)	36,064	(4)
(18,078)	Government Grants	(19,548)	-	1,332	(18,216)	(7)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(129)	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(515)	Recharges to other services	(515)	-	(565)	(1,080)	110
(18,722)	TOTAL INCOME	(20,063)	-	767	(19,296)	(4)
19,132	NET CONTROLLABLE COST	17,661	397	(1,290)	16,768	(5)
29	Capital Charges	29	-	17	45	58
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,905	Corporate support services bought in	3,905	-	797	4,701	20
3,933	TOTAL UNCONTROLLABLE COST	3,933	-	813	4,746	21
23,066	NET COST OF SERVICE	21,594	397	(477)	21,514	(0)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
23,066	TOTAL NET EXPENDITURE	21,594	397	(477)	21,514	(0)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Service Remodelling - Investment in Social Care Posts - to attract and retain high calibre staff						50
CFL Education costs - Higher Education - Newcastle case						200
						250
<u>Strategic budget - agreed additional income / savings</u>						
Improved procurement - IFA Procurement						(25)
Increase in internal fostering (50 for each 3 years)						(452)
						(477)
<u>Other resource changes</u>						
Inter-departmental recharges						363
Intra-service charges/transfers						(69)
Movement in corporate and capital charges						(544)
Virements actioned in year						(250)
						(477)
TOTAL OTHER VARIATIONS IN RESOURCE						(477)

LEARNING AND INCLUSION

SERVICE DESCRIPTION

School Places & Admissions

Four services are provided by School Places and Admissions; the SEN Transport Team, the Schools Crossing Patrol Team, the Admissions Team and the School Places Team.

This service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements to ensure each child is allocated an appropriate place at a local school and co-ordinating support to assist their safe journey to school where required. The School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate, works closely with the Capital Delivery Hub, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places. There are approximately 60 live projects being delivered at any time through community schools, Academies, VA and VC schools. The School Admissions Team is the core team responsible for allocating school places to children and young people. It co-ordinates admissions work across several council teams and works collaboratively with other London Boroughs to ensure a consistent cross authority co-ordination of allocation.

1) Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs or other alternative provision, 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.

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

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1C646	Central Learning and Inclusion School costs	912	2	(80)	834	(9)
1C643	School Improvement	4,647	10	4	4,661	0
1C621	Inclusion, Learning Access and SEN	6,510	29	4,061	10,600	63
1C614	School Places & Admissions	623	8	67,238	67,869	10,794
	TOTAL NET SPEND	12,692	49	71,223	83,964	562

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2013/14	2014/15	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Central Learning and Inclusion School costs	-	-	-
School Improvement	85.4	88.2	2.8
Inclusion, Learning Access and SEN	82.8	85.1	2.3
School Places & Admissions	37.5	24.1	(13.4)
TOTAL FTE STAFF	205.7	197.5	(8.3)

LEARNING AND INCLUSION

COST CENTRE: 1C501

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,434	Employees	11,111	68	217	11,397	3
1,799	Premises related expenditure	726	-	(28)	698	(4)
1,449	Supplies and Services	2,446	-	(1,072)	1,374	(44)
12,312	Third Party Payments	12,691	-	(2,598)	10,093	(20)
36,060	Transfer Payments	29,737	-	4,403	34,140	15
5,925	Transport related expenditure	5,928	-	(41)	5,887	(1)
618	Recharges from other services	720	-	125	845	17
69,597	TOTAL EXPENDITURE	63,358	68	1,006	64,434	2
(55,363)	Government Grants	(49,317)	-	(2,114)	(51,431)	4
(1,117)	Other Grants, reimbursements and contributions	(952)	-	477	(475)	(50)
(2,857)	Fees and Charges	(2,994)	(20)	438	(2,576)	(14)
(612)	Other Customer and Client Receipts	(387)	-	-	(387)	(0)
-	Interest Receivable	-	-	-	-	n/a
(870)	Recharges to other services	(870)	-	(309)	(1,179)	35
(60,819)	TOTAL INCOME	(54,520)	(20)	(1,508)	(56,048)	3
8,778	NET CONTROLLABLE COST	8,838	48	(502)	8,386	(5)
-	Capital Charges	-	-	36	36	17
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	67,137	67,137	n/a
3,854	Corporate support services bought in	3,854	-	4,550	8,404	118
3,854	TOTAL UNCONTROLLABLE COST	3,854	-	71,723	75,577	1,861
12,632	NET COST OF SERVICE	12,692	49	71,223	83,964	562
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,632	TOTAL NET EXPENDITURE	12,692	49	71,223	83,964	562
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						1,026
<u>Strategic budget - agreed additional income / savings</u>						(1,513)
<u>Other resource changes</u>						71,710
TOTAL OTHER VARIATIONS IN RESOURCE						71,223

LEARNING AND INCLUSION

CENTRAL L&I SCHOOL COSTS

COST CENTRE: 1C646

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,267	Employees	1,227	2	(79)	1,150	(6)
-	Premises related expenditure	-	-	1	1	n/a
-	Supplies and Services	-	-	1	1	n/a
267	Third Party Payments	268	-	(268)	-	(100)
193	Transfer Payments	193	-	(193)	-	(100)
-	Transport related expenditure	-	-	-	-	n/a
24	Recharges from other services	24	-	14	38	58
1,751	TOTAL EXPENDITURE	1,712	2	(524)	1,190	(30)
(519)	Government Grants	(519)	-	267	(252)	(51)
(80)	Other Grants, reimbursements and contributions	(80)	-	58	(22)	(72)
-	Fees and Charges	(135)	-	135	-	(100)
(135)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(173)	Recharges to other services	(173)	-	-	(173)	-
(907)	TOTAL INCOME	(907)	-	460	(447)	(51)
845	NET CONTROLLABLE COST	805	2	(64)	743	(8)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
107	Corporate support services bought in	107	-	(16)	91	(15)
107	TOTAL UNCONTROLLABLE COST	107	-	(16)	91	(15)
952	NET COST OF SERVICE	912	2	(80)	834	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
952	TOTAL NET EXPENDITURE	912	2	(80)	834	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Inter-departmental recharges						(60)
Intra-service charges/transfers						(10)
Movement in corporate and capital charges						(10)
Virements actioned in year						(80)
TOTAL OTHER VARIATIONS IN RESOURCE						(80)

LEARNING AND INCLUSION

SCHOOL IMPROVEMENT

COST CENTRE: 1C643

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,208	Employees	4,296	30	73	4,399	2
758	Premises related expenditure	692	-	(23)	669	(3)
937	Supplies and Services	997	-	(103)	895	(10)
720	Third Party Payments	380	-	499	879	131
-	Transfer Payments	-	-	-	-	n/a
22	Transport related expenditure	22	-	(7)	15	(32)
257	Recharges from other services	359	-	17	375	5
6,901	TOTAL EXPENDITURE	6,746	30	456	7,231	7
(550)	Government Grants	(550)	-	(706)	(1,256)	128
(437)	Other Grants, reimbursements and contributions	(12)	-	(399)	(411)	3,410
(2,477)	Fees and Charges	(2,422)	(20)	246	(2,196)	(9)
(293)	Other Customer and Client Receipts	(293)	-	-	(293)	-
-	Interest Receivable	-	-	-	-	n/a
(575)	Recharges to other services	(575)	-	(209)	(783)	36
(4,331)	TOTAL INCOME	(3,852)	(20)	(1,067)	(4,939)	28
2,570	NET CONTROLLABLE COST	2,894	10	(611)	2,292	(21)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,753	Corporate support services bought in	1,753	-	615	2,368	35
1,753	TOTAL UNCONTROLLABLE COST	1,753	-	615	2,368	35
4,323	NET COST OF SERVICE	4,647	10	4	4,661	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,323	TOTAL NET EXPENDITURE	4,647	10	4	4,661	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(50)
School Music Service						(83)
School Improvement Traded Service						(133)
Other resource changes						
Inter-departmental recharges						(61)
Intra-service charges/transfers						615
Movement in corporate and capital charges						(237)
Virements actioned in year						(180)
Transfer to Public Health funding for Teenage Pregnancy						80
NEET Tracking						(80)
Public Health funding for NEET Tracking						137
TOTAL OTHER VARIATIONS IN RESOURCE						4

CHILDREN, FAMILIES AND LEARNING

SERVICE SUBJECTIVE SUMMARY

LEARNING AND INCLUSION

INCLUSION LEARNING ACCESS AND SEN

COST CENTRE: 1C621

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,880	Employees	4,557	29	283	4,869	7
1,016	Premises related expenditure	9	-	(6)	3	(68)
441	Supplies and Services	1,330	-	(970)	360	(73)
11,325	Third Party Payments	12,043	-	(2,829)	9,213	(23)
35,867	Transfer Payments	29,544	-	4,596	34,140	16
5,900	Transport related expenditure	5,902	-	(34)	5,869	(1)
101	Recharges from other services	101	-	95	196	94
59,530	TOTAL EXPENDITURE	53,486	29	1,135	54,650	2
(53,379)	Government Grants	(47,333)	-	(1,692)	(49,025)	4
(600)	Other Grants, reimbursements and contributions	(860)	-	818	(42)	(95)
(380)	Fees and Charges	(437)	-	57	(380)	(13)
(90)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(100)	(100)	n/a
(54,449)	TOTAL INCOME	(48,630)	-	(917)	(49,547)	2
5,081	NET CONTROLLABLE COST	4,856	29	218	5,103	5
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,654	Corporate support services bought in	1,654	-	3,843	5,497	232
1,654	TOTAL UNCONTROLLABLE COST	1,654	-	3,843	5,497	232
6,735	NET COST OF SERVICE	6,510	29	4,061	10,600	63
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,735	TOTAL NET EXPENDITURE	6,510	29	4,061	10,600	63
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
EMS system - Data Management Team						142
Education welfare Service						430
Education Psychology Service						454
						1,026
<u>Strategic budget - agreed additional income / savings</u>						
Prudential Borrowing - schools funded through DSG						(1,000)
SEN School Travel Plans*						(280)
Education Psychology service - Traded Service						(100)
						(1,380)
<u>Other resource changes</u>						
Inter-departmental recharges						279
Intra-service charges/transfers						4,462
Movement in corporate and capital charges						(318)
Virements actioned in year						(8)
Reduction of learning and development						4,415
TOTAL OTHER VARIATIONS IN RESOURCE						4,061

LEARNING AND INCLUSION

SCHOOL PLACES AND ADMISSIONS

COST CENTRE: 1C614

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,079	Employees	1,032	8	(60)	979	(5)
25	Premises related expenditure	25	-	-	25	-
71	Supplies and Services	118	-	-	118	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
236	Recharges from other services	236	-	-	236	-
1,415	TOTAL EXPENDITURE	1,415	8	(60)	1,362	(4)
(915)	Government Grants	(915)	-	17	(898)	(2)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(94)	Other Customer and Client Receipts	(94)	-	-	(94)	-
-	Interest Receivable	-	-	-	-	n/a
(123)	Recharges to other services	(123)	-	-	(123)	-
(1,132)	TOTAL INCOME	(1,132)	-	17	(1,115)	(2)
283	NET CONTROLLABLE COST	283	8	(43)	247	(13)
-	Capital Charges	-	-	36	36	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	67,137	67,137	n/a
340	Corporate support services bought in	340	-	109	448	32
340	TOTAL UNCONTROLLABLE COST	340	-	67,281	67,621	19,789
622	NET COST OF SERVICE	623	8	67,238	67,869	10,794
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
622	TOTAL NET EXPENDITURE	623	8	67,238	67,869	10,794
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Inter-departmental recharges						(215)
Intra-service charges/transfers						67,523
Movement in corporate and capital charges						(70)
Virements actioned in year						67,238
TOTAL OTHER VARIATIONS IN RESOURCE						67,238

COMMUNITY AND SUPPORT SERVICES

SERVICE DESCRIPTION

Partnership & Business Development

This service is responsible for managing the Croydon Children and Families Partnership and providing the strategic lead for the commissioning cycle, including the needs analysis and 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.

This service area contains the cross departmental support for responding to complex enquiries and embedding learning from customer feedback and specific support for school admissions in managing appeals. Responsibility for the central CFL business support team who provide business support to heads of service and the Learning and Inclusion managers has moved to the corporate business support team.

Libraries & Culture

This service is responsible for the provision of the Borough's library service through the Central library and 12 community libraries. It also includes the Borough's Archive service and management of the Clocktower museum and arts complex. Following a competitive Official Journal of the European Union (OJEU) compliant tendering exercise, the Libraries service is now provided by an external provider (Carillion Integrated Services).

Adult Learning

The adult education provision is known as CALAT (Croydon Adult Learning and Training) 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 is operating from 3 core sites across the borough following the completion of the service's capital strategy.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14	Inflation	Other	2014/15	CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
1C617	Partnerships and Business Development	272	3	(28)	247	(9)
1C644	Libraries and Culture	7,266	50	324	7,640	5
1C609	Adult Learning	1,295	19	402	1,716	33
	TOTAL NET SPEND	8,833	72	698	9,603	9

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2013/14	2014/15	IN
	FTE STAFF	FTE STAFF	FTE STAFF
Partnerships and Business Development	4.7	5.6	0.9
Libraries and Culture	9.9	8.2	(1.7)
Adult Learning	128.9	92.8	(36.1)
TOTAL FTE STAFF	143.5	106.6	(36.9)

CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

COMMUNITY AND SUPPORT SERVICES

COST CENTRE: 1C508

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,904	Employees	5,282	25	(535)	4,771	(10)
1,277	Premises related expenditure	1,267	-	(360)	907	(28)
680	Supplies and Services	686	-	(13)	673	(2)
4,499	Third Party Payments	4,677	47	(255)	4,469	(4)
-	Transfer Payments	-	-	-	-	n/a
21	Transport related expenditure	21	-	(5)	16	(24)
268	Recharges from other services	268	-	14	281	5
11,647	TOTAL EXPENDITURE	12,200	72	(1,155)	11,116	(9)
(5,032)	Government Grants	(5,214)	-	437	(4,777)	(8)
(59)	Other Grants, reimbursements and contributions	(60)	-	18	(42)	(30)
(870)	Fees and Charges	(916)	-	(179)	(1,095)	20
(77)	Other Customer and Client Receipts	(59)	-	(45)	(104)	76
-	Interest Receivable	-	-	-	-	n/a
(186)	Recharges to other services	(186)	-	5	(181)	(3)
(6,224)	TOTAL INCOME	(6,435)	-	236	(6,199)	(4)
5,423	NET CONTROLLABLE COST	5,765	72	(919)	4,917	(15)
602	Capital Charges	602	-	205	808	34
31	Deferred/Intangible Charges	31	-	(31)	-	(100)
750	REFCUS	750	-	-	750	-
1,685	Corporate support services bought in	1,685	-	1,442	3,127	86
3,068	TOTAL UNCONTROLLABLE COST	3,068	-	1,617	4,685	53
8,491	NET COST OF SERVICE	8,833	72	698	9,603	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,491	TOTAL NET EXPENDITURE	8,833	72	698	9,603	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						6
<u>Strategic budget - agreed additional income / savings</u>						(489)
<u>Other resource changes</u>						1,181
TOTAL OTHER VARIATIONS IN RESOURCE						698

COMMUNITY AND SUPPORT SERVICES

PARTNERSHIP AND BUSINESS DEVELOPMENT

COST CENTRE: 1C617

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
321	Employees	331	3	(53)	280	(15)
-	Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	7	-	5	12	67
12	Third Party Payments	12	-	-	12	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	2	-	18	20	857
345	TOTAL EXPENDITURE	352	3	(31)	324	(8)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	(40)	(40)	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(184)	Recharges to other services	(184)	-	5	(178)	(3)
(184)	TOTAL INCOME	(184)	-	(35)	(218)	18
161	NET CONTROLLABLE COST	168.00	3	(66)	106	(37)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
104	Corporate support services bought in	104	-	38	142	37
104	TOTAL UNCONTROLLABLE COST	104	-	38	142	37
265	NET COST OF SERVICE	272	3	(28)	247	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
265	TOTAL NET EXPENDITURE	272	3	(28)	247	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Health and Safety reviews in schools						6
						6
<u>Strategic budget - agreed additional income / savings</u>						
Explore Trading Synergies for L&D across the P/Ship						(28)
						(28)
<u>Other resource changes</u>						
Inter-departmental recharges						(23)
Intra-service charges/transfers						39
Movement in corporate and capital charges						(22)
Virements actioned in year						(6)
TOTAL OTHER VARIATIONS IN RESOURCE						(28)

CHILDREN, FAMILIES AND LEARNING
COMMUNITY AND SUPPORT SERVICES
LIBRARIES AND CULTURE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1C644

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
339	Employees	422	3	(101)	324	(23)
744	Premises related expenditure	758	-	65	823	9
68	Supplies and Services	68	-	(3)	65	(4)
4,487	Third Party Payments	4,665	47	(507)	4,205	(10)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
149	Recharges from other services	149	-	15	164	10
5,786	TOTAL EXPENDITURE	6,061	50	(530)	5,580	(8)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(20)	(20)	n/a
-	Fees and Charges	-	-	-	-	n/a
(45)	Other Customer and Client Receipts	(45)	-	(4)	(49)	9
-	Interest Receivable	-	-	-	-	n/a
(2)	Recharges to other services	(2)	-	-	(2)	-
(47)	TOTAL INCOME	(47)	-	(24)	(71)	51
5,739	NET CONTROLLABLE COST	6,014	50	(554)	5,509	(8)
326	Capital Charges	326	-	47	373	14
31	Deferred/Intangible Charges	31	-	(31)	-	(100)
750	REFCUS	750	-	-	750	-
145	Corporate support services bought in	145	-	862	1,007	594
1,252	TOTAL UNCONTROLLABLE COST	1,252	-	878	2,130	70
6,990	NET COST OF SERVICE	7,266	50	324	7,640	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,990	TOTAL NET EXPENDITURE	7,266	50	324	7,640	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Potential Saving from Libraries Procurement						(341)
Remove LMP Grant						(90)
10% Reduction in Cultural Services						(30)
						(461)
<u>Other resource changes</u>						
Inter-departmental recharges						(72)
Intra-service charges/transfers						878
Movement in corporate and capital charges						(21)
Virements actioned in year						
						785
TOTAL OTHER VARIATIONS IN RESOURCE						324

CHILDREN, FAMILIES AND LEARNING
COMMUNITY AND SUPPORT SERVICES
ADULT LEARNING

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1C609

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,244	Employees	4,529	19	(381)	4,167	(8)
533	Premises related expenditure	509	-	(425)	84	(83)
602	Supplies and Services	611	-	(15)	596	(2)
-	Third Party Payments	-	-	252	252	n/a
-	Transfer Payments	-	-	-	-	n/a
21	Transport related expenditure	21	-	(5)	16	(24)
117	Recharges from other services	117	-	(20)	97	(17)
5,516	TOTAL EXPENDITURE	5,786	19	(594)	5,212	(10)
(5,032)	Government Grants	(5,214)	-	437	(4,777)	(8)
(59)	Other Grants, reimbursements and contributions	(60)	-	38	(22)	(63)
(870)	Fees and Charges	(916)	-	(139)	(1,055)	15
(32)	Other Customer and Client Receipts	(14)	-	(41)	(55)	290
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(5,993)	TOTAL INCOME	(6,204)	-	295	(5,909)	(5)

(477)	NET CONTROLLABLE COST	(418)	19	(299)	(697)	67
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277	Capital Charges	277	-	158	435	57
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,436	Corporate support services bought in	1,436	-	542	1,978	38
1,713	TOTAL UNCONTROLLABLE COST	1,713	-	701	2,413	41

1,236	NET COST OF SERVICE	1,295	19	402	1,716	33
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

1,236	TOTAL NET EXPENDITURE	1,295	19	402	1,716	33
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
<u>Other resource changes</u>		
Inter-departmental recharges		
Intra-service charges/transfers		50
Movement in corporate and capital charges		352
Virements actioned in year		-
		402
TOTAL OTHER VARIATIONS IN RESOURCE		402

CFL CENTRAL COSTS

SERVICE DESCRIPTION

Central Costs

This cost centre is used to charge all central administration costs relating to CFL including capital charges.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1C645	CFL Central Costs	25,621	3	(18,232)	7,392	(71)
	TOTAL NET SPEND	25,621	3	(18,232)	7,392	(71)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
CFL Central Costs	-	-	-
TOTAL FTE STAFF	-	-	-

CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

CFL CENTRAL COSTS

COST CENTRE: 1C645

1C645

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
379	Employees	354	3	(59)	299	(16)
7	Premises related expenditure	7	-	(6)	1	(86)
57	Supplies and Services	75	-	156	231	209
23	Third Party Payments	23	-	-	23	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
212	Recharges from other services	212	-	(119)	93	(56)
678	TOTAL EXPENDITURE	672	3	(28)	647	(4)
(7)	Government Grants	(7)	-	7	-	(100)
(481)	Other Grants, reimbursements and contributions	(481)	-	(4)	(485)	1
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(856)	Recharges to other services	(856)	-	-	(856)	-
(1,345)	TOTAL INCOME	(1,345)	-	3	(1,341)	(0)

(666)	NET CONTROLLABLE COST	(673)	3	(25)	(694)	3
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12,523	Capital Charges	12,525	-	(4,599)	7,926	(37)
91	Deferred/Intangible Charges	91	-	(87)	4	(96)
13,526	REFCUS	13,526	-	(13,526)	-	(100)
152	Corporate support services bought in	152	-	5	157	3
26,292	TOTAL UNCONTROLLABLE COST	26,294	-	(18,207)	8,087	(69)

25,626	NET COST OF SERVICE	25,621	3	(18,232)	7,392	(71)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

25,626	TOTAL NET EXPENDITURE	25,621	3	(18,232)	7,392	(71)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Inter-departmental recharges	-
Intra-service charges/transfers	-
Movement in corporate and capital charges	(18,209)
Virements actioned in year	(23)
	(18,232)
TOTAL OTHER VARIATIONS IN RESOURCE	(18,232)

SCHOOLS BUDGET

SERVICE DESCRIPTION

This page describes the funding that is passed to Croydon to provide education for children from age 2 to students at post 16.

1) The main funding is the Dedicated Schools Grant (DSG) from the Department for Education (DfE). This funding is broken down into 3 main blocks:

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

ii) **Schools** block – this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, Key Stage 4 (KS4), and funding for pupil growth such as expansions and bulge classes. Note: most funding for academies is passed directly to the academies by the Education Funding Agency (EFA).

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

Other funding streams from the EFA include:

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

2) Establishments are broken down into the following categories and number:

i) PVTs - currently 145 (note settings close and open throughout the year)

ii) Childminders - currently 417 (note childminders join and leave throughout the year)

iii) Nursery and early years centres - 6

iv) Infant Schools - 9 schools (8 maintained and 1 academy, 8 of these with nursery provision)

v) Junior Schools - 10 schools (8 maintained and 2 academy)

vi) Primary Schools (Infant and Junior schools) - 62 (46 maintained, 16 academy. 36 of these are with nursery provision)

vii) Secondary Schools - 22 schools for ages from 11 to 16/18 (8 maintained, and 14 academies (1 academy has provision from age 3 to 18)

viii) Special Schools - 6 schools

ix) Pupil Referral Units (PRUs) - 5 PRU's

Note numbers above are projected as at 1 April 2014 and are subject to change due to academy conversions.

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

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

7) DSG income is shown before the deduction of Academy recoupment, estimated at £80.0m in 2014/15. Total DSG after recoupment is estimated at £202.871m for Croydon Council. Other specific grant funding received for education is the Pupil Premium. This is estimated to be £20.412m for 2014/15.

8) Total education grant funding available to be allocated is £303.283. The allocation for High Needs, other Early

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
	Schools	221,779	-	8,360	230,139	4
	High Needs	48,492	-	2,279	50,771	5
	Early Years	23,332	-	(959)	22,373	(4)
	Dedicated Schools Grant	(276,544)	-	(4,327)	(282,871)	
	Pupil Premium	(15,059)	-	(5,353)	(20,412)	
	TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
The budgets are delegated and information on staffing levels is not available	N/A	N/A	N/A
TOTAL FTE STAFF	-	-	-

DEDICATED SCHOOLS BUDGET

COST CENTRE: 1C503

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Schools					
-	Primary	126,636	-	(289)	126,347	(0)
-	Secondary	89,519	-	7,166	96,685	8
-	Growth Fund	3,250	-	1,750	5,000	54
	Central	2,374	-	(267)	2,107	(11)
	High Needs					
-	Provision	45,553	-	(1,129)	44,424	(2)
-	Support	-	-	-	-	n/a
	Central	2,939	-	3,408	6,347	116
	Early Years					
-	2 yr Old	5,078	-	-	5,078	-
-	3 & 4 yr Old	15,965	-	(670)	15,295	(4)
	Central	2,289	-	(289)	2,000	(13)
-	TOTAL EXPENDITURE	293,603	-	9,680	303,283	147
-	Dedicated Schools Grant	(278,544)	-	(4,327)	(282,871)	2
-	Pupil Premium	(15,059)	-	(5,353)	(20,412)	
-	TOTAL INCOME	(293,603)	-	(9,680)	(303,283)	2
-	NET EXPENDITURE	-	-	-	-	n/a

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

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KEY SERVICE TARGETS / PRIORITIES FOR 2014/15

<p>Strategic Objectives We have three overall objectives:</p> <ul style="list-style-type: none"> • to improve the health and well-being of Croydon people with care, support, health and housing needs, by helping them to live full lives as independently as possible • to promote economic growth and prosperity, in particular by providing decent, affordable housing, and by improving the life and housing chances of people with care, support and housing needs • to build safe and sustainable communities, in particular by providing neighbourhood services and empowering people to participate fully in their community. <p>Departmental Priorities Our priorities are to:</p> <ul style="list-style-type: none"> • 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 • prevent crises or the need for more intensive services by intervening at an early stage and offering universal services • empowering people by enabling individuals to make informed choices and gain greater control of 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 • make the most equitable response to housing need in the borough, through advice, assistance and making the best use of existing housing stock • improve housing conditions by investing in the council's own housing stock and enabling or forcing private landlords and owner-occupiers to improve their homes • mitigate the effects of the recession for households through information, advice, assistance and support in areas including welfare benefits, debts and housing • offer professional care services and meet social care needs effectively through the transformation of services • continue to roll-out self-directed support through the use of personal budgets, to promote independence, well-being and choice • safeguard those at risk and help people in emergencies • develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents • promote better and fair access to adult and housing services and join up our services to ensure the most efficient customer experience • make best use of resources, achieve value for money and balance the budget, and invest in our staff.
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KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2012/13	ORIGINAL 2013/14	FORECAST 2013/14	FORECAST 2014/15	% CHANGE
Social care clients receiving self-directed support (DPs and Individual Budgets) (NI 130)	73.80%	70.00%	80.00%	80.00%	-
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	99.50%	98.00%	98.00%	98.00%	-
Numbers in Temporary Accommodation (at year end)	2,161	N/A	2,362	2,200	(7)

FINANCIAL PERFORMANCE

COST CENTRE: 1F400

DESCRIPTION	ACTUAL 2012/13 £000	ORIGINAL 2013/14 £000	FORECAST 2013/14 £000	BUDGET 2014/15 £000	% CHANGE
Employees	25,541	25,663	26,692	25,082	(6)
Premises related expenditure	10,390	12,629	10,849	11,340	5
Supplies and Services	3,656	3,053	3,117	4,803	54
Third Party Payments	87,521	106,932	85,370	107,155	26
Transfer Payments	16,771	2,235	30,418	1,972	(94)
Transport related expenditure	351	435	363	501	38
Capital Charges	968	954	954	1,556	63
Deferred/Intangible Charges	313	340	340	172	(49)
REFCUS	1,900	1,900	1,900	1,850	(3)
Corporate support services bought in	11,063	10,391	10,383	10,702	3
Recharges (to) / from other services	(1,587)	(1,182)	(1,250)	2,661	(313)
TOTAL EXPENDITURE	156,887	163,350	169,136	167,794	(1)
Government Grants	(3,060)	(21,288)	(22,116)	(21,855)	(1)
Other Grants, reimbursements and contributions	(8,062)	(4,013)	(5,792)	(8,497)	47
Fees and Charges	(15,374)	(14,868)	(16,263)	(16,851)	4
Other Customer and Client Receipts	(8,852)	(8,721)	(9,082)	(8,947)	(1)
Interest Receivable	(5)	(28)	-	(29)	n/a
TOTAL INCOME	(35,353)	(48,918)	(53,253)	(56,179)	5
NET EXPENDITURE	121,534	114,432	115,883	111,615	(4)
Contributions to / (from) Reserves	(1,976)	-	(33)	-	(100)
CURRENT BUDGET	117,304		114,338		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	2,254		1,512		

TOP FINANCIAL RISKS 2014/15

- 1) Further increase in demand for temporary accommodation due to homelessness
- 2) Non-achievement of efficiencies
- 3) Unexpected significant increase due to ordinary residence claims
- 4) Winter monies which amounted to £0.888m in 2013/14 but are no longer a given assumption.
- 5) Reduction in income due to the current economic conditions

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Margaret Mead	Cabinet Member for Health and Adult Services
Councillor Dudley Mead	Deputy Leader & Cabinet Member for Housing, Budget 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	65474
Brenda Scanlan	Director - Adult Care Commissioning	65727
Edwina Morris	Interim Director - Personal Support	65416
Mike Robinson	Director - Public Health	14030
Dave Sutherland	Managing Director - Croydon Landlord Services	65675

COST CENTRE	DIVISION
1F738 - 1F743 & 1F609	Housing Needs and Strategy
1F612	Adult Care Commissioning
1F611	Personal Support
1K400	Public Health
1F614	Directorate

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2012/13 £000's	DIVISION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,589	Housing Needs and Strategy	10,260	(183)	(1,295)	8,782	(14)
105,065	Adult Care Commissioning	103,556	2,183	1,098	106,837	3
1,254	Personal Support	616	(38)	(4,582)	(4,004)	(750)
-	Public Health	-	28	(28)	-	n/a
(58)	Directorate	-	12	(12)	-	n/a
115,850	TOTAL NET SPEND	114,432	2,002	(4,819)	111,615	(2)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2013/14	ORIGINAL BUDGET 2014/15	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs and Strategy	77.7	72.2	(5.5)
Adult Care Commissioning	137.3	118.9	(18.4)
Personal Support	312.4	309.1	(3.3)
Public Health	32.0	54.2	22.2
Directorate	1.0	5.6	4.6
TOTAL FTE STAFF	560.4	560.0	(0.4)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

DEPARTMENT SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
26,692	Employees	25,663.00	296	(877)	25,082	(2)
10,849	Premises related expenditure	12,629.00	-	(1,289)	11,340	(10)
3,117	Supplies and Services	3,053.00	-	1,750	4,803	57
85,370	Third Party Payments	106,932.00	497	(274)	107,155	0
30,418	Transfer Payments	2,235.00	-	(263)	1,972	(12)
363	Transport related expenditure	435.00	-	66	501	15
67,461	Recharges from other services	63,850.00	1,669	4,150	69,669	9
224,270	TOTAL EXPENDITURE	214,797.00	2,462	3,263	220,522	3
(22,116)	Government Grants	(21,288.00)	-	(567)	(21,855)	3
(5,792)	Other Grants, reimbursements and contributions	(4,013.00)	-	(4,484)	(8,497)	112
(16,263)	Fees and Charges	(14,868.00)	(261)	(1,722)	(16,851)	13
(9,082)	Other Customer and Client Receipts	(8,721.00)	(198)	(28)	(8,947)	3
-	Interest Receivable	(28.00)	(1)	-	(29)	4
(68,711)	Recharges to other services	(65,032.00)	-	(1,976)	(67,008)	3
(121,964)	TOTAL INCOME	(113,950.00)	(460)	(8,777)	(123,187)	8
102,306	NET CONTROLLABLE COST	100,847.00	2,002	(5,514)	97,335	(3)
954	Capital Charges	954.00	-	602	1,556	63
340	Deferred/Intangible Charges	340.00	-	(168)	172	(49)
1,900	REFCUS	1,900.00	-	(50)	1,850	(3)
10,383	Corporate support services bought in	10,391.00	-	311	10,702	3
13,577	TOTAL UNCONTROLLABLE COST	13,585	-	695	14,280	5
115,883	NET COST OF SERVICE	114,432	2,002	(4,819)	111,615	(2)
(33)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(33)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
115,850	TOTAL NET EXPENDITURE	114,432	2,002	(4,819)	111,615	(2)

HOUSING NEEDS AND STRATEGY

SERVICE DESCRIPTION

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

- **Housing needs and assessments**

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.

- **Housing strategy and commissioning**

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

- **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.

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.

Croydon has seen a significant rise in homelessness due to the economic downturn and the changes to welfare benefits

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14	Inflation	Other	2014/15	CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
1F738	Housing Solutions	2,964	(193)	(90)	2,681	(10)
1F739	Housing Options	1,009	9	(188)	830	(18)
1F740	Private Sector housing	1,118	3	(465)	656	(41)
1F741	Departmental Buildings	53	(1)	(1)	51	(4)
1F742	Housing Strategy	75	1	(7)	69	(8)
1F743	Director of Needs & Strategy	4,198	-	342	4,540	8
1F609	Housing Management	843	(2)	(886)	(45)	(105)
	TOTAL NET SPEND	10,260	(183)	(1,295)	8,782	(14)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2013/14	2014/15	IN
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Solutions	17.1	17.1	-
Housing Options	21.8	18.8	(3.0)
Private Sector housing	35.7	34.9	(0.8)
Departmental Buildings	-	-	-
Housing Strategy	1.6	1.0	(0.6)
Director of Needs & Strategy	1.5	0.4	(1.1)
Housing Management	-	-	-
TOTAL FTE STAFF	77.7	72.2	(5.5)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
HOUSING NEEDS AND STRATEGY

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: 1F738 - 1F743 & 1F609

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,196	Employees	3,364	34	(702)	2,696	(20)
9,817	Premises related expenditure	11,664	-	(1,162)	10,502	(10)
906	Supplies and Services	826	(1)	(225)	600	(27)
1,239	Third Party Payments	415	1	773	1,189	187
2	Transfer Payments	-	-	-	-	n/a
73	Transport related expenditure	44	-	(8)	36	(18)
294	Recharges from other services	186	(2)	89	273	47
15,527	TOTAL EXPENDITURE	16,499	32	(1,235)	15,296	(7)
(81)	Government Grants	(107)	-	-	(107)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,531)	Fees and Charges	(1,642)	(36)	(141)	(1,819)	11
(8,032)	Other Customer and Client Receipts	(7,954)	(179)	(153)	(8,286)	4
-	Interest Receivable	-	-	-	-	n/a
(472)	Recharges to other services	(668)	-	(174)	(842)	26
(10,116)	TOTAL INCOME	(10,371)	(215)	(468)	(11,054)	7
5,411	NET CONTROLLABLE COST	6,128	(183)	(1,703)	4,242	(31)
57	Capital Charges	57	-	660	717	1,158
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,900	REFCUS	1,900	-	(50)	1,850	(3)
2,175	Corporate support services bought in	2,175	-	(202)	1,973	(9)
4,132	TOTAL UNCONTROLLABLE COST	4,132	-	408	4,540	10
9,543	NET COST OF SERVICE	10,260	(183)	(1,295)	8,782	(14)
46	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
46	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,589	TOTAL NET EXPENDITURE	10,260	(183)	(1,295)	8,782	(14)

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
<u>Strategic budget - agreed additional income / savings</u>	(1,449)
<u>Other resource changes</u>	154
TOTAL OTHER VARIATIONS IN RESOURCE	(1,295)

HOUSING NEEDS AND STRATEGY

HOUSING SOLUTIONS

COST CENTRE: 1F738

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
833	Employees	592	6	(27)	571	(4)
9,628	Premises related expenditure	10,788	-	(539)	10,249	(5)
665	Supplies and Services	259	-	(32)	227	(12)
639	Third Party Payments	86	-	698	784	812
-	- Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	1	-	-	1	-
70	Recharges from other services	33	-	(2)	31	(6)
11,852	TOTAL EXPENDITURE	11,759	6	98	11,863	1
-	- Government Grants	(16)	-	-	(16)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(757)	Fees and Charges	(1,110)	(28)	(166)	(1,304)	17
(7,423)	Other Customer and Client Receipts	(7,554)	(171)	(62)	(7,787)	3
-	- Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(115)	-	40	(75)	(35)
(8,255)	TOTAL INCOME	(8,795)	(199)	(188)	(9,182)	4
3,597	NET CONTROLLABLE COST	2,964	(193)	(90)	2,681	(10)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
3,597	NET COST OF SERVICE	2,964	(193)	(90)	2,681	(10)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,597	TOTAL NET EXPENDITURE	2,964	(193)	(90)	2,681	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Change of use of a retirement housing scheme to generals needs temporary accommodation for homeless families with children.						(600)
Maximise investment in Supported Housing Services and Support services to reduce homelessness in particular spend on homeless families in B&B.						(25)
Deliver the Customer Access project for the Housing Register.						(35)
						(660)
<u>Other resource changes</u>						
Removal of Pension Defecit Funding to Corporate Finance, increments and other pay changes						(27)
Other minor changes						(28)
Reallocation of budgets between Housing Management and Needs and Strategy						625
						570
TOTAL OTHER VARIATIONS IN RESOURCE						(90)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
HOUSING NEEDS AND STRATEGY

SERVICE SUBJECTIVE SUMMARY

HOUSING OPTIONS

COST CENTRE: 1F739

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
850	Employees	862	9	(201)	670	(22)
-	Premises related expenditure	-	-	-	-	n/a
137	Supplies and Services	193	-	19	212	10
41	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	7	-	(6)	1	(86)
-	Recharges from other services	-	-	-	-	n/a
1,028	TOTAL EXPENDITURE	1,078	9	(188)	899	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	(9)	-	-	(9)	-
-	Interest Receivable	-	-	-	-	n/a
(40)	Recharges to other services	(60)	-	-	(60)	-
(40)	TOTAL INCOME	(69)	-	-	(69)	-
988	NET CONTROLLABLE COST	1,009	9	(188)	830	(18)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
988	NET COST OF SERVICE	1,009	9	(188)	830	(18)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
988	TOTAL NET EXPENDITURE	1,009	9	(188)	830	(18)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(133)
Review of general fund housing costs for appropriate recharge of costs to the HRA						(133)
Other resource changes						
Removal of Pension Deficit Funding to Corporate Finance						(68)
Realignment of budgets within Department						19
Minor variations						(6)
						(55)
TOTAL OTHER VARIATIONS IN RESOURCE						(188)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
HOUSING NEEDS AND STRATEGY

SERVICE SUBJECTIVE SUMMARY

PRIVATE SECTOR HOUSING

COST CENTRE: 1F740

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,337	Employees	1,622	16	(277)	1,361	(16)
158	Premises related expenditure	121	-	-	121	-
60	Supplies and Services	47	-	(18)	29	(38)
559	Third Party Payments	240	-	149	389	62
-	- Transfer Payments	-	-	-	-	n/a
56	Transport related expenditure	37	-	(3)	34	(8)
137	Recharges from other services	140	-	(2)	138	(1)
2,307	TOTAL EXPENDITURE	2,207	16	(151)	2,072	(6)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(765)	Fees and Charges	(532)	(8)	25	(515)	(3)
(429)	Other Customer and Client Receipts	(193)	(5)	-	(198)	3
-	- Interest Receivable	-	-	-	-	n/a
(394)	Recharges to other services	(364)	-	(339)	(703)	93
(1,588)	TOTAL INCOME	(1,089)	(13)	(314)	(1,416)	30
719	NET CONTROLLABLE COST	1,118	3	(465)	656	(41)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
719	NET COST OF SERVICE	1,118	3	(465)	656	(41)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
719	TOTAL NET EXPENDITURE	1,118	3	(465)	656	(41)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review of general fund housing costs for appropriate recharge of costs to the HRA						(160)
Recharges to Public Health for Housing Enforcement services						(339)
						(499)
<u>Other resource changes</u>						
Removal of Pension Deficit Funding to Corporate Finance, increments and other pay changes						(114)
Minor variations						(3)
Reduction of Home Improvement Agency income budget						25
Removal of Pension Deficit Funding to Corporate Finance, increments and other pay changes						(23)
Increase in Housing Aid Budget						149
						34
TOTAL OTHER VARIATIONS IN RESOURCE						(465)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
HOUSING NEEDS AND STRATEGY
DEPARTMENTAL BUILDINGS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1F741

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	22	(1)	(1)	20	(9)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
54	Recharges from other services	54	-	-	54	-
54	TOTAL EXPENDITURE	76	(1)	(1)	74	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	(23)	-	-	(23)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(23)	-	-	(23)	-
54	NET CONTROLLABLE COST	53	(1)	(1)	51	(4)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
54	NET COST OF SERVICE	53	(1)	(1)	51	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
54	TOTAL NET EXPENDITURE	53	(1)	(1)	51	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(1)
<u>Other minor changes</u>						(1)
TOTAL OTHER VARIATIONS IN RESOURCE						(1)

HOUSING NEEDS AND STRATEGY

HOUSING STRATEGY

COST CENTRE: 1F742

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
149	Employees	77	1	(5)	73	(5)
-	- Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	75	-	-	75	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	18	-	(2)	16	(11)
159	TOTAL EXPENDITURE	170	1	(7)	164	(4)
(81)	Government Grants	(91)	-	-	(91)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(3)	Recharges to other services	(4)	-	-	(4)	-
(84)	TOTAL INCOME	(95)	-	-	(95)	-
75	NET CONTROLLABLE COST	75	1	(7)	69	(8)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
75	NET COST OF SERVICE	75	1	(7)	69	(8)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
75	TOTAL NET EXPENDITURE	75	1	(7)	69	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Other resource changes						
Other minor variations						(7)
TOTAL OTHER VARIATIONS IN RESOURCE						(7)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
HOUSING NEEDS AND STRATEGY
DIRECTOR OF NEEDS & STRATEGY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1F743

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
27	Employees	84	1	(64)	21	(75)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
33	Recharges from other services	34	-	(1)	33	(3)
61	TOTAL EXPENDITURE	118	1	(65)	54	(54)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	(52)	(1)	(1)	(54)	4
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	(52)	(1)	(1)	(54)	4
61	NET CONTROLLABLE COST	66	-	(66)	-	(100)
57	Capital Charges	57	-	660	717	1,158
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,900	REFCUS	1,900	-	(50)	1,850	(3)
2,175	Corporate support services bought in	2,175	-	(202)	1,973	(9)
4,132	TOTAL UNCONTROLLABLE COST	4,132	-	408	4,540	10
4,193	NET COST OF SERVICE	4,198	-	342	4,540	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,193	TOTAL NET EXPENDITURE	4,198	-	342	4,540	8
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Review of general fund housing costs for appropriate recharge of costs to the HRA						(47)
Other resource changes						
Removal of Pension Deficit Funding to Corporate Finance, increments and other pay changes						(17)
Other minor variations						(2)
Increase in Asset Depreciation costs						660
Reduction in REFCUS costs						(50)
Reduction in Corporate recharges						(202)
						389
TOTAL OTHER VARIATIONS IN RESOURCE						342

HOUSING NEEDS AND STRATEGY

HOUSING MANAGEMENT

COST CENTRE: 1F609

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	127	1	(128)	-	(100)
31	Premises related expenditure	755	-	(623)	132	(83)
33	Supplies and Services	230	-	(193)	37	(84)
-	Third Party Payments	73	1	(74)	-	(100)
2	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	(1)	-	1	-	(100)
-	Recharges from other services	(93)	(2)	96	1	(101)
66	TOTAL EXPENDITURE	1,091	-	(921)	170	(84)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9)	Fees and Charges	-	-	-	-	n/a
(180)	Other Customer and Client Receipts	(123)	(2)	(90)	(215)	75
-	Interest Receivable	-	-	-	-	n/a
40	Recharges to other services	(125)	-	125	-	(100)
(149)	TOTAL INCOME	(248)	(2)	35	(215)	(13)

(83)	NET CONTROLLABLE COST	843	(2)	(886)	(45)	(105)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

(83)	NET COST OF SERVICE	843	(2)	(886)	(45)	(105)
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46	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
46	TOTAL APPROPRIATIONS	-	-	-	-	n/a

(37)	TOTAL NET EXPENDITURE	843	(2)	(886)	(45)	(105)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	-
Strategic budget - agreed additional income / savings	-
Review of general fund housing costs for appropriate recharge of costs to the HRA	(110)
	(110)
<u>Other resource changes</u>	
Reapportionment of budget within division	(151)
Reallocation of budgets between Housing Management and Needs and Strategy	(625)
	(776)
TOTAL OTHER VARIATIONS IN RESOURCE	(886)

ADULT CARE COMMISSIONING

COST CENTRE: 1F612

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 market management and development 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
- Public health including sexual health

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 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 has direct management responsibility for:

- 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.

It also retains links with the Welfare Rights team who transferred from DASHH to the Chief Executive's Dept. in 2012. This team provides welfare benefits and debt advice to Croydon residents in order to maximise income for them and the Council.

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.

Following approval by Cabinet and the CCG Board the division are committed to the establishment of an Integrated Commissioning Unit (ICU) for health and social care with statutory health partners, CFL and Public Health by the start of 2014/15 financial year.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14	Inflation	Other	2014/15	CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
1F745	Joint Commissioning Learning Disability	41,977	1,000	(1,848)	41,129	(2)
1F746	Joint Commissioning Mental Health	9,126	127	(423)	8,830	(3)
1F747	Commissioning of Older People and Long Term conditions	41,446	893	2,395	44,734	8
1F748	Vulnerable Adults and Supported Housing	8,086	112	(519)	7,679	(5)
1F750	Commissioning Strategic Projects	61	2	(6)	57	(7)
1F751	Professional Standards	(1)	6	(4)	1	(200)
1F752	Director of Commissioning	147	(1)	64	210	43
1F749	Commissioning Specialist Services	2,714	44	1,439	4,197	55
	TOTAL NET SPEND	103,556	2,183	1,098	106,837	3

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2013/14	2014/15	IN
	FTE STAFF	FTE STAFF	FTE STAFF
Joint Commissioning Learning Disability	8.8	9.9	1.1
Joint Commissioning Mental Health	62.5	62.2	(0.3)
Commissioning of Older People and Long Term conditions	11.0	12.0	1.0
Vulnerable Adults and Supported Housing	19.5	-	(19.5)
Commissioning Strategic Projects	12.0	13.0	1.0
Professional Standards	10.0	9.3	(0.7)
Director of Commissioning	3.0	2.0	(1.0)
Commissioning Specialist Services	10.5	10.5	-
TOTAL FTE STAFF	137.3	118.9	(18.4)

ADULT CARE COMMISSIONING

COST CENTRE: 1F612

FORECAST 2013/14	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,276	Employees	7,094	65	(919)	6,240	(12)
859	Premises related expenditure	688	-	(15)	673	(2)
1,077	Supplies and Services	1,151	-	(112)	1,039	(10)
35,564	Third Party Payments	33,606	468	1,227	35,301	5
649	Transfer Payments	418	-	(233)	185	(56)
23	Transport related expenditure	104	-	26	130	25
63,561	Recharges from other services	63,483	1,671	717	65,871	4
108,009	TOTAL EXPENDITURE	106,544	2,204	691	109,439	3
(3,263)	Government Grants	(2,869)	-	(54)	(2,923)	2
(690)	Other Grants, reimbursements and contributions	(980)	-	306	(674)	(31)
(3,601)	Fees and Charges	(4,351)	(3)	(121)	(4,475)	3
(1,010)	Other Customer and Client Receipts	(683)	(17)	123	(577)	(16)
-	Interest Receivable	(28)	(1)	-	(29)	4
(3,380)	Recharges to other services	(3,077)	-	(348)	(3,425)	11
(11,944)	TOTAL INCOME	(11,988)	(21)	(94)	(12,103)	1

96,065	NET CONTROLLABLE COST	94,556	2,183	597	97,336	3
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856	Capital Charges	856	-	(46)	810	(5)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,144	Corporate support services bought in	8,144	-	547	8,691	7
9,000	TOTAL UNCONTROLLABLE COST	9,000	-	501	9,501	6

105,065	NET COST OF SERVICE	103,556	2,183	1,098	106,837	3
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

105,065	TOTAL NET EXPENDITURE	103,556	2,183	1,098	106,837	3
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	2,823
<u>Strategic budget - agreed additional income / savings</u>	(5,380)
<u>Other resource changes</u>	3,655
TOTAL OTHER VARIATIONS IN RESOURCE	1,098

COMMISSIONING

JOINT COMMISSIONING LEARNING DISABILITY

COST CENTRE: 1F745

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
802	Employees	855	7	(24)	838	(2)
1	Premises related expenditure	-	-	-	-	n/a
68	Supplies and Services	199	-	(25)	174	(13)
2,791	Third Party Payments	2,871	-	(144)	2,727	(5)
3	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	3	-	-	3	-
35,352	Recharges from other services	35,387	993	(1,597)	34,783	(2)
39,019	TOTAL EXPENDITURE	39,315	1,000	(1,790)	38,525	(2)
-	Government Grants	-	-	-	-	n/a
(80)	Other Grants, reimbursements and contributions	-	-	(75)	(75)	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(139)	Recharges to other services	(99)	-	(1)	(100)	1
(219)	TOTAL INCOME	(99)	-	(76)	(175)	77
38,800	NET CONTROLLABLE COST	39,216	1,000	(1,866)	38,350	(2)
78	Capital Charges	78	-	1	79	1
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,683	Corporate support services bought in	2,683	-	17	2,700	1
2,761	TOTAL UNCONTROLLABLE COST	2,761	-	18	2,779	1
41,561	NET COST OF SERVICE	41,977	1,000	(1,848)	41,129	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
41,561	TOTAL NET EXPENDITURE	41,977	1,000	(1,848)	41,129	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Learning Disability - Annual additional cost to adults budgets resulting from young people with complex needs and behaviour coming to Adult's Services from Children's Services						700
						700
<u>Strategic budget - agreed additional income / savings</u>						
Systematic contract management review across all residential providers focusing on standards/quality and VFM						(497)
Generation of external funding from the Third Sector to enable preventative solutions and reduce the direct cost of care packages						(53)
Individual Price Reductions through outcomes based efficiencies including the use of assistive technology						(50)
Aligned commissioning with NHS, via ICU						(298)
Learning Disabilities - Transformation of short break services						(145)
Joint Transition 14-25 transformation programme with CFL						(200)
Savings from transportation of service users						(32)
Extend current programme of transformation by reducing residential placements and moving into supported housing options						(267)
Better use of personal budgets - Community development & cultural and behaviour training						(150)
Introduction of life coaching and career advice, thus reducing the numbers of people requiring costly care packages						(206)
Additional benefits derived from Croydon Care Solutions						(50)
Croydon Care Solutions Ltd contract efficiency						(128)
Additional income from shared lives						(25)
						(2,101)
<u>Other resource changes</u>						
Corporate recharges						17
NHS funding to support social care						(75)
Centralisation of pension funding						(60)
Realignment of care package expenditure budgets to reflect current levels of activity						48
Change in purchasing budget for Micro-Commissioning of services by Personal Support division						(377)
						(447)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,848)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
COMMISSIONING

SERVICE SUBJECTIVE SUMMARY

JOINT COMMISSIONING MENTAL HEALTH

COST CENTRE: 1F746

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,852	Employees	2,781	27	(139)	2,669	(4)
98	Premises related expenditure	93	-	(2)	91	(2)
149	Supplies and Services	48	-	57	105	119
7,164	Third Party Payments	5,952	127	270	6,349	7
622	Transfer Payments	418	-	(233)	185	(56)
20	Transport related expenditure	21	-	26	47	124
487	Recharges from other services	478	-	(91)	387	(19)
11,392	TOTAL EXPENDITURE	9,791	154	(112)	9,833	0
(54)	Government Grants	-	-	(54)	(54)	n/a
(471)	Other Grants, reimbursements and contributions	(392)	-	(16)	(408)	4
(1,371)	Fees and Charges	(1,098)	(27)	2	(1,123)	2
(18)	Other Customer and Client Receipts	(18)	-	(1)	(19)	6
-	Interest Receivable	-	-	-	-	n/a
(138)	Recharges to other services	(143)	-	(283)	(426)	198
(2,052)	TOTAL INCOME	(1,651)	(27)	(352)	(2,030)	23

9,340	NET CONTROLLABLE COST	8,140	127	(464)	7,803	(4)
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82	Capital Charges	82	-	(33)	49	(40)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
904	Corporate support services bought in	904	-	74	978	8
986	TOTAL UNCONTROLLABLE COST	986	-	41	1,027	4

10,326	NET COST OF SERVICE	9,126	127	(423)	8,830	(3)
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	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

10,326	TOTAL NET EXPENDITURE	9,126	127	(423)	8,830	(3)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Demographic pressures resulting in an increase in people with complex needs and psychoses requiring higher cost commissioned services.	656
Key workers recruitment and retention package	69
	725
<u>Strategic budget - agreed additional income / savings</u>	
Generation of external funding from the Third Sector to enable preventative solutions and reduce the direct cost of care packages	(8)
Savings from transportation of service users	(5)
Extend current programme of transformation by reducing residential placements and moving into supported housing options	(39)
Release Savings - promote independence in Mental Health services	(312)
Expansion of scheme to accelerate move from residential care to community options for mental health service users	(100)
Mental Health - review and commercial re-negotiation with providers for VFM fee levels across the 4 SLAM boroughs	(100)
Introduction of demand management processes through Mental Health Reablement	(100)
Recharging appropriate spend where services require a dual diagnosis against Public Health funding	(250)
	(914)
<u>Other resource changes</u>	
Capital charges	(33)
Corporate support services	74
Centralisation of pension funding	(60)
Divisional support services	(283)
Other minor changes	(18)
Transfer of responsibilities within commissioning	86
	(234)
TOTAL OTHER VARIATIONS IN RESOURCE	(423)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
COMMISSIONING

SERVICE SUBJECTIVE SUMMARY

COMMISSIONING OLDER PEOPLE AND LONG TERM CONDITIONS

COST CENTRE: 1F747

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
551	Employees	601	6	(52)	555	(8)
741	Premises related expenditure	576	-	(31)	545	(5)
621	Supplies and Services	718	-	(123)	595	(17)
17,258	Third Party Payments	16,823	341	(149)	17,015	1
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	79	-	-	79	-
25,355	Recharges from other services	25,323	518	2,430	28,271	12
44,526	TOTAL EXPENDITURE	44,120	865	2,075	47,060	7
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
(53)	Other Grants, reimbursements and contributions	(38)	-	(51)	(89)	134
(2,173)	Fees and Charges	(2,513)	42	(130)	(2,601)	4
(496)	Other Customer and Client Receipts	(503)	(13)	-	(516)	3
-	- Interest Receivable	(28)	(1)	-	(29)	4
(1,871)	Recharges to other services	(1,573)	-	68	(1,505)	(4)
(7,462)	TOTAL INCOME	(7,524)	28	(113)	(7,609)	1

37,064	NET CONTROLLABLE COST	36,596	893	1,962	39,451	8
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696	Capital Charges	696	-	(14)	682	(2)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,154	Corporate support services bought in	4,154	-	447	4,601	11
4,850	TOTAL UNCONTROLLABLE COST	4,850	-	433	5,283	9

41,914	NET COST OF SERVICE	41,446	893	2,395	44,734	8
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

41,914	TOTAL NET EXPENDITURE	41,446	893	2,395	44,734	8
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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>	
Generation of external funding from the Third Sector to enable preventative solutions and reduce the direct cost of care packages	(36)
Aligned commissioning with NHS, via ICU	(202)
Review and re-targetting of voluntary sector funding	(125)
Savings from transportation of service users	(22)
Extend current programme of transformation by reducing residential placements and moving into supported housing options	(181)
Bathroom and wet rooms installation in special sheltered housing, targeting people with large support packages, to reduce care package costs and avoid residential and nursing placements.	(250)
Introduction of risk stratification/preablement (figures calculated with Informatics NHS South West London)	(520)
Older persons reablement anticipated reduction in support costs for individuals	(200)
PoPP mobile health and social care service	(20)
Utilities - cost reduction in Residential and Sheltered Housing	(30)
Lunch clubs / Meals Services	(30)
Review Homes 4 the Future contract relating to infrastructure and care support	(100)
Systematic contract management review across all residential providers focusing on standards/quality and VFM	(103)
Croydon Care Solutions Ltd contract	(46)
	(1,865)
<u>Other resource changes</u>	
Capital charges	(14)
Corporate support services	447
Centralisation of pension funding	(50)
NHS funding to support social care	2,917
Reduction in charge to HRA	350
Realignment of care package expenditure budgets to reflect current levels of activity	1,408
Transfer of responsibilities to learning disabilities	(903)
Other minor changes	37
Recharges to other services	68
	4,260
TOTAL OTHER VARIATIONS IN RESOURCE	2,395

VULNERABLE ADULTS AND SUPPORTED HOUSING

COST CENTRE: 1F748

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
534	Employees	937	9	(450)	496	(47)
-	Premises related expenditure	2	-	18	20	900
34	Supplies and Services	60	-	(16)	44	(27)
5,803	Third Party Payments	6,035	-	(115)	5,920	(2)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1,950	Recharges from other services	2,055	121	(59)	2,117	3
8,321	TOTAL EXPENDITURE	9,089	130	(622)	8,597	(5)
(250)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(446)	-	446	-	(100)
-	Fees and Charges	(736)	(18)	3	(751)	2
(463)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(183)	Recharges to other services	(139)	-	(284)	(423)	204
(896)	TOTAL INCOME	(1,321)	(18)	165	(1,174)	(11)
7,425	NET CONTROLLABLE COST	7,768	112	(457)	7,423	(4)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
318	Corporate support services bought in	318	-	(62)	256	(19)
318	TOTAL UNCONTROLLABLE COST	318	-	(62)	256	(19)
7,743	NET COST OF SERVICE	8,086	112	(519)	7,679	(5)
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,743	TOTAL NET EXPENDITURE	8,086	112	(519)	7,679	(5)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Contribution from Public Health						(250)
Using the Supporting People framework agreement to renegotiate hourly costs & retender service at a lower cost						(125)
						(375)
<u>Other resource changes</u>						
Capital charges						-
Corporate support services						(62)
Centralisation of pension funding						(71)
NHS funding to support social care						-
Other minor changes						(11)
						(144)
TOTAL OTHER VARIATIONS IN RESOURCE						(519)

COMMISSIONING

COMMISSIONING STRATEGIC PROJECTS

COST CENTRE: 1F750

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
183	Employees	219	2	(11)	210	(4)
1	Premises related expenditure	1	-	-	1	-
10	Supplies and Services	2	-	(1)	1	(50)
-	- Third Party Payments	1	-	(1)	-	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
195	TOTAL EXPENDITURE	223	2	(13)	212	(5)
-	- Government Grants	-	-	-	-	n/a
(2)	(2) Other Grants, reimbursements and contributions	(2)	-	2	-	(100)
(4)	(4) Fees and Charges	(4)	-	4	-	(100)
(33)	(33) Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(82)	(82) Recharges to other services	(156)	-	1	(155)	(1)
(121)	TOTAL INCOME	(162)	-	7	(155)	(4)
74	NET CONTROLLABLE COST	61	2	(6)	57	(7)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
74	NET COST OF SERVICE	61	2	(6)	57	(7)
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
74	TOTAL NET EXPENDITURE	61	2	(6)	57	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
Centralisation of pension funding						(15)
Other minor changes						9
						(6)
TOTAL OTHER VARIATIONS IN RESOURCE						(6)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
 COMMISSIONING
 PROFESSIONAL STANDARDS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1F751

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
704	Employees	940	6	(151)	795	(15)
18	Premises related expenditure	16	-	-	16	-
89	Supplies and Services	97	-	(4)	93	(4)
59	Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
117	Recharges from other services	15	-	-	15	-
987	TOTAL EXPENDITURE	1,068	6	(155)	919	(14)
-	- Government Grants	-	-	-	-	n/a
(84)	Other Grants, reimbursements and contributions	(102)	-	-	(102)	-
(53)	Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(967)	Recharges to other services	(967)	-	151	(816)	(16)
(1,104)	TOTAL INCOME	(1,069)	-	151	(918)	(14)
(117)	NET CONTROLLABLE COST	(1)	6	(4)	1	(200)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(117)	NET COST OF SERVICE	(1)	6	(4)	1	(200)
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(117)	TOTAL NET EXPENDITURE	(1)	6	(4)	1	(200)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						
Corporate reduction in staff learning and development budget						(70)
5% Reduction in staff learning and development budget						(22)
						(92)
<u>Other resource changes</u>						
Centralisation of pension funding						(39)
Transfer of responsibilities to Personal Support						(42)
Reduction in recharges to other areas						151
Other minor changes						18
						88
TOTAL OTHER VARIATIONS IN RESOURCE						(4)

COMMISSIONING

DIRECTOR OF COMMISSIONING

COST CENTRE: 1F752

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
188	Employees	275	3	(59)	219	(20)
-	- Premises related expenditure	-	-	-	-	n/a
97	Supplies and Services	18	-	-	18	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	(1)	-	(100)
76	Recharges from other services	15	-	-	15	-
361	TOTAL EXPENDITURE	309	3	(60)	252	(18)
(90)	Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	(162)	(4)	124	(42)	(74)
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(90)	TOTAL INCOME	(162)	(4)	124	(42)	(74)
271	NET CONTROLLABLE COST	147	(1)	64	210	43
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
271	NET COST OF SERVICE	147	(1)	64	210	43
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
271	TOTAL NET EXPENDITURE	147	(1)	64	210	43
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Centralisation of pension funding						(26)
Transfer of staffing responsibility within DASHH						(37)
Removal of income budget						124
Other minor changes						3
						64
TOTAL OTHER VARIATIONS IN RESOURCE						64

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH
 COMMISSIONING
 COMMISSIONING SPECIALIST SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1F749

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
462	Employees	486	5	(33)	458	(6)
-	Premises related expenditure	-	-	-	-	n/a
9	Supplies and Services	9	-	-	9	-
2,489	Third Party Payments	1,924	-	1,366	3,290	71
24	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	1	n/a
223	Recharges from other services	210	39	34	283	35
3,208	TOTAL EXPENDITURE	2,629	44	1,368	4,041	54
	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
-	TOTAL INCOME	-	-	-	-	n/a

3,208	NET CONTROLLABLE COST	2,629	44	1,368	4,041	54
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	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
85	Corporate support services bought in	85	-	71	156	84
85	TOTAL UNCONTROLLABLE COST	85	-	71	156	84

3,293	NET COST OF SERVICE	2,714	44	1,439	4,197	55
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	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

3,293	TOTAL NET EXPENDITURE	2,714	44	1,439	4,197	55
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Additional funding for people with no recourse to public funds	1,398
	1,398
<u>Strategic budget - agreed additional income / savings</u>	
Generation of external funding from the Third Sector to enable preventative solutions and reduce the direct cost of care packages	(3)
Savings from transportation of service users	(1)
Extend current programme of transformation by reducing residential placements and moving into supported housing options	(13)
Croydon Care Solutions Ltd contract	(16)
	(33)
<u>Other resource changes</u>	
Centralisation of pension funding	(40)
Increase in departmental services	34
Increase in corporate services	71
Other minor changes	9
	74
TOTAL OTHER VARIATIONS IN RESOURCE	1,439

PERSONAL SUPPORT

SERVICE DESCRIPTION

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.

This Division discharges statutory duties including safeguarding adults who are vulnerable to abuse and the delivery of individual community care assessments. The Personal Support Division works in close partnership with health to deliver reablement and maximise the independence of residents of the borough. It also delivers financial support for those who are unable to manage their own affairs, and supports individuals through financial assessment and personal budget calculations.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1F754	Assessment and Case Management	48,463	(121)	(2,576)	45,766	(6)
1F755	Social Work and Safeguarding - Adult Care	4,326	32	(187)	4,171	(4)
1F756	Early Intervention and Reablement	4,126	37	(195)	3,968	(4)
1F757	Personal Support and Strategic Projects	86	1	47	134	56
1F757	Business Relationships and Brokerage	(56,385)	13	(1,671)	(58,043)	3
	TOTAL NET SPEND	616	(38)	(4,582)	(4,004)	(750)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2012/13 FTE STAFF	2013/14 FTE STAFF	FTE STAFF
Assessment and Case Management	84.5	80.5	(4.0)
Social Work and Safeguarding - Adult Care	62.5	63.7	1.2
Personal Support and Strategic Projects	1.0	2.0	1.0
Early Intervention and Reablement	116.0	115.0	(1.0)
Business Relationships and Brokerage	48.4	47.9	(0.5)
TOTAL FTE STAFF	312.4	309.1	(3.3)

PERSONAL SUPPORT

COST CENTRE: 1F611

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,044	Employees	12,860	165	(329)	12,696	(1)
173	Premises related expenditure	197	-	(32)	165	(16)
459	Supplies and Services	552	1	1,994	2,547	361
33,822	Third Party Payments	54,917	20	1,656	56,593	3
29,767	Transfer Payments	1,817	-	(30)	1,787	(2)
262	Transport related expenditure	287	-	42	329	14
442	Recharges from other services	81	-	10	91	13
78,969	TOTAL EXPENDITURE	70,712	186	3,311	74,208	5
-	Government Grants	-	-	-	-	n/a
(3,288)	Other Grants, reimbursements and contributions	(1,533)	-	(4,707)	(6,240)	307
(11,131)	Fees and Charges	(8,875)	(222)	(1,460)	(10,557)	19
(42)	Other Customer and Client Receipts	(84)	(2)	2	(84)	0
-	Interest Receivable	-	-	-	-	n/a
(63,556)	Recharges to other services	(59,984)	-	(1,548)	(61,532)	3
(78,017)	TOTAL INCOME	(70,477)	(224)	(7,713)	(78,413)	11
952	NET CONTROLLABLE COST	235	(38)	(4,402)	(4,205)	(1,889)
41	Capital Charges	41	-	(12)	29	(29)
340	Deferred/Intangible Charges	340	-	(168)	172	(49)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
381	TOTAL UNCONTROLLABLE COST	381	-	(180)	201	(47)
1,333	NET COST OF SERVICE	616	(38)	(4,582)	(4,004)	(750)
(79)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(79)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,254	TOTAL NET EXPENDITURE	616	(38)	(4,582)	(4,004)	(750)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						131
Strategic budget - agreed additional income / savings						(80)
Other resource changes						(4,633)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,582)

PERSONAL SUPPORT

ASSESSMENT AND CASE MANAGEMENT

.COST CENTRE: 1F754

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,898	Employees	4,368	55	(65)	4,358	(0)
-	Premises related expenditure	-	-	-	-	n/a
118	Supplies and Services	154	-	(4)	150	(3)
29,309	Third Party Payments	51,136	15	1,569	52,720	3
29,170	Transfer Payments	1,784	-	(30)	1,754	(2)
42	Transport related expenditure	51	-	14	65	27
83	Recharges from other services	5	-	1	6	22
63,620	TOTAL EXPENDITURE	57,498	70	1,485	59,053	3
-	Government Grants	-	-	-	-	n/a
(1,491)	Other Grants, reimbursements and contributions	(1,171)	-	(2,918)	(4,089)	249
(9,634)	Fees and Charges	(7,646)	(191)	(1,143)	(8,980)	17
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(3,678)	Recharges to other services	(218)	-	-	(218)	-
(14,803)	TOTAL INCOME	(9,035)	(191)	(4,061)	(13,287)	47
48,817	NET CONTROLLABLE COST	48,463	(121)	(2,576)	45,766	(6)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
48,817	NET COST OF SERVICE	48,463	(121)	(2,576)	45,766	(6)
(79)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(79)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
48,738	TOTAL NET EXPENDITURE	48,463	(121)	(2,576)	45,766	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Key workers recruitment and retention package						95
						95
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment of care package income budgets to reflect current levels of activity						(1,141)
NHS funding to support social care (also see page 3.22)						(2,917)
Change in micro-commissioning budget from Adult Care Commissioning. This is offset by the purchases budget in Adult care Commissioning.						1,552
Centralisation of pension funding						(304)
Virement of funding from Directorate						150
Other minor changes						(11)
						(2,671)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,576)

PERSONAL SUPPORT

SOCIAL WORK AND SAFEGUARDING

COST CENTRE: 1F755

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,132	Employees	1,779	44	6	1,829	3
19	Premises related expenditure	19	-	(19)	0	(98)
25	Supplies and Services	29	-	(13)	16	(44)
3,832	Third Party Payments	3,287	-	110	3,397	3
597	Transfer Payments	33	-	-	33	-
13	Transport related expenditure	22	-	7	29	32
41	Recharges from other services	1	-	1	2	100
6,659	TOTAL EXPENDITURE	5,170	44	92	5,306	3
-	Government Grants	-	-	-	-	n/a
(369)	Other Grants, reimbursements and contributions	(299)	-	242	(57)	(81)
(889)	Fees and Charges	(463)	(12)	(285)	(760)	64
(3)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(203)	Recharges to other services	(82)	-	(236)	(318)	287
(1,464)	TOTAL INCOME	(844)	(12)	(279)	(1,135)	34
5,195	NET CONTROLLABLE COST	4,326	32	(187)	4,171	(4)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
5,195	NET COST OF SERVICE	4,326	32	(187)	4,171	(4)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,195	TOTAL NET EXPENDITURE	4,326	32	(187)	4,171	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Key workers recruitment and retention package						36
						36
Strategic budget - agreed additional income / savings						
Savings from staffing budgets following service redesign						(50)
						(50)
Other resource changes						
Centralisation of pension funding						(124)
Removal of budgets for services previously invoiced to NHS for services provided to Public Health						6
Realignment of care package income budgets to reflect current levels of activity						(285)
Change in micro-commissioning budget from Adult Care Commissioning. This is offset by the purchases budget in Adult care Commissioning.						110
Virement for safeguarding posts from within DASHH						144
Transfer service to Public Health						(34)
Other minor changes						10
						(173)
TOTAL OTHER VARIATIONS IN RESOURCE						(187)

PERSONAL SUPPORT

EARLY INTERVENTIONS AND REABLEMENT

COST CENTRE: 1F756

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,356	Employees	4,666	45	(172)	4,539	(3)
154	Premises related expenditure	178	-	(13)	165	(7)
127	Supplies and Services	205	-	23	228	11
310	Third Party Payments	462	5	(22)	445	(4)
-	Transfer Payments	-	-	-	-	n/a
198	Transport related expenditure	200	-	17	217	8
116	Recharges from other services	-	-	8	8	n/a
5,261	TOTAL EXPENDITURE	5,710	50	(159)	5,601	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(17)	-	5	(12)	(29)
(432)	Fees and Charges	(443)	(11)	(31)	(485)	9
(39)	Other Customer and Client Receipts	(84)	(2)	2	(84)	-
-	Interest Receivable	-	-	-	-	n/a
(1,032)	Recharges to other services	(1,081)	-	-	(1,081)	-
(1,503)	TOTAL INCOME	(1,625)	(13)	(24)	(1,662)	2
3,758	NET CONTROLLABLE COST	4,085	37	(183)	3,939	(4)
41	Capital Charges	41	-	(12)	29	(29)
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
41	TOTAL UNCONTROLLABLE COST	41	-	(12)	29	(29)
3,799	NET COST OF SERVICE	4,126	37	(195)	3,968	(4)
	Contributions to / (from) Earmarked Reserves				-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,799	TOTAL NET EXPENDITURE	4,126	37	(195)	3,968	(4)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Additional sales income from Careline Plus						(30)
Other resource changes						
Centralisation of pension funding						(176)
Capital charges						(12)
Recharges from other services						8
Other minor changes						15
						(165)
TOTAL OTHER VARIATIONS IN RESOURCE						(195)

PERSONAL SUPPORT

PERSONAL SUPPORT AND STRATEGIC PROJECTS

COST CENTRE: 1F757

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
957	Employees	86	1	97	184	113
-	Premises related expenditure	-	-	-	-	n/a
75	Supplies and Services	-	-	1,986	1,986	n/a
347	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
103	Recharges from other services	-	-	-	-	n/a
1,483	TOTAL EXPENDITURE	86	1	2,083	2,170	2,423
-	Government Grants	-	-	-	-	n/a
(1,394)	Other Grants, reimbursements and contributions	-	-	(2,036)	(2,036)	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,394)	TOTAL INCOME	-	-	(2,036)	(2,036)	n/a
89	NET CONTROLLABLE COST	86	1	47	134	56
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
89	NET COST OF SERVICE	86	1	47	134	56
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
89	TOTAL NET EXPENDITURE	86	1	47	134	56
* 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>						
Centralisation of pension funding						(7)
NHS funding to support social care						(2,036)
Transfer of staff from Provider Relations						54
NHS funding to support social care expenditure						2,036
						47
TOTAL OTHER VARIATIONS IN RESOURCE						47

PERSONAL SUPPORT

BUSINESS RELATIONSHIPS AND BROKERAGE

COST CENTRE: 1F758

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,701	Employees	1,961	20	(195)	1,786	(9)
-	Premises related expenditure	-	-	-	-	n/a
114	Supplies and Services	164	1	2	167	2
24	Third Party Payments	33	-	(1)	32	(3)
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	15	-	4	19	27
99	Recharges from other services	75	-	-	75	-
1,946	TOTAL EXPENDITURE	2,247	21	(190)	2,078	(8)
-	Government Grants	-	-	-	-	n/a
(34)	Other Grants, reimbursements and contributions	(46)	-	-	(46)	-
(176)	Fees and Charges	(323)	(8)	(1)	(332)	3
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(58,643)	Recharges to other services	(58,603)	-	(1,312)	(59,915)	2
(58,853)	TOTAL INCOME	(58,972)	(8)	(1,313)	(60,293)	2
(56,907)	NET CONTROLLABLE COST	(56,725)	13	(1,503)	(58,215)	3
-	Capital Charges	-	-	-	-	n/a
340	Deferred/intangible Charges	340	-	(168)	172	(49)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
340	TOTAL UNCONTROLLABLE COST	340	-	(168)	172	(49)
(56,567)	NET COST OF SERVICE	(56,385)	13	(1,671)	(58,043)	3
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(56,567)	TOTAL NET EXPENDITURE	(56,385)	13	(1,671)	(58,043)	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Deferred/intangible capital charges						(168)
Centralisation of pension funding						(155)
Transfer of staff to Strategic Projects						(54)
Change in micro-commissioning budget from Adult Care Commissioning. This is offset by the purchases budget in Adult care Commissioning.						(1,312)
Other minor changes						18
						(1,671)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,671)

PUBLIC HEALTH

SERVICE DESCRIPTION

The council has taken over the responsibility for public health functions from 1 April 2013. The directorate is responsible for commissioning a range of public health services including stop smoking services, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.

The Directorate is also responsible for providing public health advice to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG; producing an Annual Report of the health of our residents, and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning.

This service is entirely funded by the Public Health Grant and supports a variety of services distributed across other council departments which deliver public health outcomes.

Mandatory services are those that are required to be provided nationally and include sexual health services, ensuring NHS commissioners receive the public health advice they need, delivery of the National Child Measurement Programme, NHS Health Check assessments, and putting in place steps to protect the public's health. Non-mandatory services such as smoking cessation, physical activity, and obesity initiatives are not nationally prescribed and enable local flexibility to deliver service based on local need.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A)	Inflation (B)	Other (C)	2014/15 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
	Mandatory Services	-	9	(9)	-	n/a
	Non- Mandatory Services	-	19	(19)	-	n/a
	TOTAL NET SPEND	-	28	(28)	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Public Health	32.0	-	(32.0)
Mandatory Services	-	17.1	17.1
Non- Mandatory Services	-	37.1	37.1
TOTAL FTE STAFF	32.0	54.2	22.2

PUBLIC HEALTH

COST CENTRE: 1K400

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,781	Employees	1,993	28	1,061	3,082	55
-	Premises related expenditure	80	-	(80)	-	(100)
466	Supplies and Services	106	-	317	423	299
14,257	Third Party Payments	17,590	-	(3,798)	13,792	(22)
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	-	-	6	6	n/a
3,077	Recharges from other services	3	-	3,390	3,393	113,000
20,586	TOTAL EXPENDITURE	19,772	28	896	20,696	5
(18,772)	Government Grants	(18,312)	-	(513)	(18,825)	3
(1,814)	Other Grants, reimbursements and contributions	(1,500)	-	(83)	(1,583)	6
-	- Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	(288)	(288)	n/a
(20,586)	TOTAL INCOME	(19,812)	-	(884)	(20,696)	4
-	NET CONTROLLABLE COST	(40)	28	12	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	40	-	(40)	-	(100)
-	TOTAL UNCONTROLLABLE COST	40	-	(40)	-	(100)
-	NET COST OF SERVICE	-	28	(28)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	28	(28)	-	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>						-
Other resource changes						(28)
TOTAL OTHER VARIATIONS IN RESOURCE						(28)

PUBLIC HEALTH

MANDATORY SERVICES

COST CENTRE: 1K500

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
894	Employees	641	9	338	988	54
-	Premises related expenditure	-	-	-	-	n/a
51	Supplies and Services	46	-	-	46	-
5,902	Third Party Payments	6,137	-	(312)	5,825	(5)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	2	2	n/a
207	Recharges from other services	-	-	205	205	n/a
7,054	TOTAL EXPENDITURE	6,824	9	233	7,066	4
(7,054)	Government Grants	(6,824)	-	(242)	(7,066)	4
-	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
(7,054)	TOTAL INCOME	(6,824)	-	(242)	(7,066)	4
-	NET CONTROLLABLE COST	-	9	(9)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	9	(9)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	9	(9)	-	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>						
Increase in Public Health Grant						(242)
Increase in expenditure on Public Health Services						233
						(9)
TOTAL OTHER VARIATIONS IN RESOURCE						(9)

NON-MANDATORY SERVICES

COST CENTRE: 1K510

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,887	Employees	1,352	19	723	2,094	55
-	Premises related expenditure	80	-	(80)	-	(100)
415	Supplies and Services	60	-	317	377	528
8,355	Third Party Payments	11,453	-	(3,486)	7,967	(30)
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	-	-	4	4	n/a
2,870	Recharges from other services	3	-	3,185	3,188	106,167
13,532	TOTAL EXPENDITURE	12,948	19	663	13,630	5
(11,718)	Government Grants	(11,488)	-	(271)	(11,759)	2
(1,814)	Other Grants, reimbursements and contributions	(1,500)	-	(83)	(1,583)	6
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(288)	(288)	n/a
(13,532)	TOTAL INCOME	(12,988)	-	(642)	(13,630)	5
-	NET CONTROLLABLE COST	(40)	19	21	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	40	-	(40)	-	(100)
-	TOTAL UNCONTROLLABLE COST	40	-	(40)	-	(100)
-	NET COST OF SERVICE	-	19	(19)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	19	(19)	-	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>						
Increase in Government Funding for Public Health Services						(271)
Increase in Reimbursement from South and SouthWest London HIV Partnership						(140)
MOPAC funding for Drug and Alcohol Action Service						(231)
Transfer of Croydon Council's contribution to recharge income						(288)
Adjustment to contribution to reflect internal change						288
Increase in expenditure on Public Health Services						623
						(19)
TOTAL OTHER VARIATIONS IN RESOURCE						(19)

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH DIVISION SUMMARY

DIRECTORATE

SERVICE DESCRIPTION

The Directorate provides a support function to the department. All costs incurred by the Directorate are recharged within DASHH operational divisions.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1F759	Departmental Overheads	-	12	(12)	-	n/a
	TOTAL NET SPEND	-	12	(12)	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Executive Director - DASHH	1.0	5.6	4.6
Departmental Overheads			
TOTAL FTE STAFF	1.0	5.6	4.6

DIRECTORATE

COST CENTRE:1F614

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
395	Employees	352	4	12	368	5
-	- Premises related expenditure	-	-	-	-	n/a
209	Supplies and Services	418	-	(224)	194	(54)
488	Third Party Payments	404	8	(132)	280	(31)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
87	Recharges from other services	97	-	(56)	41	(58)
1,179	TOTAL EXPENDITURE	1,271	12	(400)	883	(31)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
2	Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,303)	Recharges to other services	(1,303)	-	382	(921)	(29)
(1,301)	TOTAL INCOME	(1,303)	-	382	(921)	(29)
(122)	NET CONTROLLABLE COST	(32)	12	(18)	(38)	19
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
64	Corporate support services bought in	32	-	6	38	19
64	TOTAL UNCONTROLLABLE COST	32	-	6	38	19
(58)	NET COST OF SERVICE	-	12	(12)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(58)	TOTAL NET EXPENDITURE	-	12	(12)	-	n/a

DIRECTORATE

EXECUTIVE DIRECTOR - DASHH

COST CENTRE: 1F759

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
395	Employees	352	4	12	368	5
-	- Premises related expenditure	-	-	-	-	n/a
209	Supplies and Services	418	-	(224)	194	(54)
488	Third Party Payments	404	8	(132)	280	(31)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
87	Recharges from other services	97	-	(56)	41	(58)
1,179	TOTAL EXPENDITURE	1,271	12	(400)	883	(31)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
2	Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,303)	Recharges to other services	(1,303)	-	382	(921)	(29)
(1,301)	TOTAL INCOME	(1,303)	-	382	(921)	(29)
(122)	NET CONTROLLABLE COST	(32)	12	(18)	(38)	19
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
64	Corporate support services bought in	32	-	6	38	19
64	TOTAL UNCONTROLLABLE COST	32	-	6	38	19
(58)	NET COST OF SERVICE	-	12	(12)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(58)	TOTAL NET EXPENDITURE	-	12	(12)	-	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>						
Postage savings from on-line access						(5)
Other resource changes						(5)
Corporate services bought in						6
Departmental services recharge						(56)
Centralisation of pension funding						(15)
Recharge to other services						382
Transfer of responsibilities and their funding within DASHH						(338)
Other minor changes						14
						(7)
TOTAL OTHER VARIATIONS IN RESOURCE						(12)

DEVELOPMENT & ENVIRONMENT

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KEY SERVICE TARGETS / PRIORITIES FOR 2014/15

To lead, manage and deliver programmes for the development of the Town Centre and Opportunity Area Planning Framework
 Ensure that investment in infrastructure and development is coordinated and any adverse impact on the local economy is minimised.
 Continue to secure investment by existing businesses and attract new inward investment.
 Further improve and develop the London Road area to rebuild confidence and attract investment.
 Reduce street litter and fly-tipping in those areas of the borough where this problem persists.
 Deliver new housing including on surplus LA land and through regeneration in the district centres and other neighbourhoods.
 Implement Pathways to Employment to maximise training and recruitment of local unemployed people.
 Deliver the Council's capital programme for schools, housing and infrastructure to meet and where possible exceed client expectations.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2012/13	ORIGINAL 2013/14	FORECAST 2013/14	FORECAST 2014/15	% CHANGE
The percentage of major planning applications determined within 13 weeks	30%	60%	60%	tbc	n/a
The number of jobs created for local people through all economic development initiatives	n/a	1,000	1,000	tbc	n/a
Number of regeneration schemes enabled in District Centres Centres (target of 10 by 2014/15)	n/a	10	6	10	67
Number of affordable homes delivered (gross)	268	220	220	tbc	n/a
The percentage of household waste that is sent for reuse, recycling or composting	44.3%	45%	45%	tbc	n/a
The total number of fly-tips reported	11,150	10,370	14,000	tbc	n/a
Number of fixed penalty notices issued by the Council for incorrect disposal of rubbish	78	117	500	tbc	n/a
The number of licencing compliance visits undertaken for all all licenced premises	473	500	650	tbc	n/a
Average sick days per FTE			7		

FINANCIAL PERFORMANCE

COST CENTRE: 1V400

DESCRIPTION	ACTUAL 2012/13 £000	ORIGINAL 2013/14 £000	FORECAST 2013/14 £000	BUDGET 2014/15 £000	% CHANGE
Employees	23,699	22,668	23,989	21,524	(10)
Premises related expenditure	4,402	4,444	4,567	4,300	(6)
Supplies and Services	18,891	17,615	17,058	15,448	(9)
Third Party Payments	25,426	24,086	24,329	24,341	0
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	1,273	943	1,008	917	(9)
Capital Charges	16,356	16,209	16,209	15,856	(2)
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	4,885	497	497	7,135	1,336
Corporate support services bought in	10,718	8,925	8,969	8,321	(7)
Recharges (to) / from other services	(2,601)	(2,044)	(3,404)	(3,602)	6
TOTAL EXPENDITURE	103,049	93,343	93,222	94,240	1
Government Grants	(4,597)	-	(299)	-	(100)
Other Grants, reimbursements and contributions	(3,397)	(321)	(987)	(105)	(89)
Fees and Charges	(11,800)	(14,608)	(13,214)	(14,856)	12
Other Customer and Client Receipts	(11,182)	(9,343)	(9,713)	(9,919)	2
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(30,976)	(24,272)	(24,213)	(24,880)	3
NET EXPENDITURE	72,073	69,071	69,009	69,360	1
Contributions to / (from) Reserves	2,424	-	(502)	-	(100)
CURRENT BUDGET	74,241				
TOTAL VARIANCE FROM BUDGET- Over/(Under)	256		68,507		

TOP FIVE FINANCIAL RISKS 2014/15

Costs of increase in flytipping - aim is to significantly reduce this pressure through enforcement and targeting of hot spot areas.
 Not meeting trade waste income targets - these targets are currently under review.
 Street Based services income streams unachievable - Restructure in place prior to 2014-15 will significantly reduce this pressure.
 Leisure Centre contract savings - Discussions underway with contractor to develop proposals.
 Surrey Street Market support - market manager to be recruited to reduce this budget pressure.

DEVELOPMENT & ENVIRONMENT

DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Jason Perry	Cabinet Member for Planning, Regeneration & Transport
Councillor Simon Hoar	Cabinet Member for Community Safety & Public Protection
Councillor Phil Thomas	Cabinet Member for Highways & Environmental Services
Councillor Vidhi Mohan	Cabinet Member for Communities & Economic Development

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Development and Environment	
Mike Kiely	Director of Planning	65599
Tony Antoniou	Director of Regeneration	65407
Tony Brooks	Director of Environment	65433

COST CENTRE	SERVICE
1V500, 1V551 & 1V554	Environment
1V552	Planning
1V553	Regeneration

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2013/14 £000's	DIVISION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
61,793	Environment	62,320	658	(226)	62,752	1
3,762	Planning	3,776	38	(488)	3,326	(12)
2,952	Regeneration	2,975	29	278	3,282	10
68,507	TOTAL NET SPEND	69,071	725	(436)	69,360	(1)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
Environment	387.5	357.6	(29.9)
Planning	87.6	89.8	2.2
Regeneration	43.5	53.0	9.5
TOTAL FTE STAFF	518.6	500.4	(18.2)

DEVELOPMENT & ENVIRONMENT

DEPARTMENT SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
23,989	Employees	22,668	447	(1,591)	21,524	(5)
4,567	Premises related expenditure	4,444	24	(168)	4,300	(3)
17,058	Supplies and Services	17,615	124	(2,291)	15,448	(12)
24,329	Third Party Payments	24,086	377	(122)	24,341	1
-	Transfer Payments	-	-	-	-	n/a
1,008	Transport related expenditure	943	-	(26)	917	(3)
3,160	Recharges from other services	6,703	-	62	6,765	1
74,111	TOTAL EXPENDITURE	76,459	972	(4,136)	73,295	(4)
(299)	Government Grants	-	-	-	-	n/a
(987)	Other Grants, reimbursements and contributions	(321)	-	216	(105)	(67)
(13,214)	Fees and Charges	(14,608)	(224)	(24)	(14,856)	2
(9,713)	Other Customer and Client Receipts	(9,343)	(21)	(555)	(9,919)	6
-	Interest Receivable	-	-	-	-	n/a
(6,564)	Recharges to other services	(8,747)	(2)	(1,618)	(10,367)	19
(30,777)	TOTAL INCOME	(33,019)	(247)	(1,981)	(35,247)	7
43,334	NET CONTROLLABLE COST	43,440	725	(6,117)	38,048	(12)
16,209	Capital Charges	16,209	-	(353)	15,856	(2)
-	Deferred/intangible Charges	-	-	-	-	n/a
497	REFCUS	497	-	6,638	7,135	1,336
8,969	Corporate support services bought in	8,925	-	(604)	8,321	(7)
25,675	TOTAL UNCONTROLLABLE COST	25,631	-	5,681	31,312	22
69,009	NET COST OF SERVICE	69,071	725	(436)	69,360	0
(502)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(502)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
68,507	TOTAL NET EXPENDITURE	69,071	725	(436)	69,360	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						322
Strategic budget - agreed additional income / savings						(2,957)
						(2,635)
Other resource changes						2,199
TOTAL OTHER VARIATIONS IN RESOURCE						(436)

ENVIRONMENT

SERVICE DESCRIPTION

The Environment Division comprise Leisure and Environment, Highways and Parking, Community Safety, Regulatory and Bereavement services.

Leisure and Environment Services provides waste management and recycling services, sports and leisure services and manage Croydon's parks and green spaces. The Waste Management and Recycling team contract manage waste services for domestic and trade waste collections, recycling and street cleaning services, processing of green garden waste and kitchen food waste and operation of household recycling centres. Sport and leisure services provide sport opportunities for young people, GP referral services and operation of Croydon's leisure centres in partnership with Fusion Leisure. The Green Spaces team are responsible for the protection, conservation and maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside, allotments, park buildings and games courts.

Highways and Parking Services ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures and bridges. The Highways team also monitor statutory works to minimise delay and disruption and are responsible for enforcement of road traffic regulations. The service also provides road safety, skip licensing and parking services. Parking provision is managed through highway parking spaces, car parks and permitted parking. The Parking team is also responsible for enforcement of parking regulations and Blue Badges.

Community Safety Services comprise the Safer Croydon Partnership, Antisocial Behaviour (ASB) Unit, Witness Support Service and Area Enforcement Service. The Community Safety Team support the Safer Croydon Partnership in the development and implementation of the crime reduction strategy and maintain and manage the dedicated Safer Croydon radio service. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB Orders, Acceptable Behaviour Agreements, training partners and coordinating a borough-wide response to ASB. The Witness Support Service offers around the clock aid to those who agree to give evidence in civil cases, such as an ASBO. The Area Enforcement Team work closely with the borough's Safer Neighbourhood Teams to tackle ASB, flytipping and cleansing and provide a high visibility presence to reassure local residents. An Environmental Response Team tackle issues such as graffiti removal, chewing gum removal, fly-tip prevention and also provide a rapid response service to clean up environmental emergencies.

Regulatory Services provide food safety, health and safety, trading standards, pollution control and licensing services. The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described. Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises.

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 (Mitcham cemetery, Queen's Road cemetery and Greenlawns Memorial Park). In addition the service runs the public mortuary in Thornton Road.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	
1V650 & 1V602	Highways and Parking	15,505	(40)	4,946	20,411	32
1V651	Environment & Leisure Services	40,913	514	(4,768)	36,659	(10)
1V604	Regulatory Services	2,216	12	(275)	1,953	(12)
1V605	Community Safety Services	3,355	28	254	3,637	8
1V606	Bereavement Services	331	(37)	(200)	94	(72)
1V500	Directorate	-	181	(183)	(2)	n/a
TOTAL NET SPEND		62,320	658	(226)	62,752	1

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2013/14 FTE STAFF	2014/15 FTE STAFF	FTE STAFF
Highways & Parking Services	193.3	190.3	(3.0)
Environment & Leisure Services	58.0	34.6	(23.4)
Regulatory Services	31.4	32.4	1.0
Community Safety Services	77.1	75.6	(1.5)
Bereavement Services	23.7	23.7	(0.0)
Directorate	4.0	1.0	(3.0)
TOTAL FTE STAFF	387.5	357.6	(29.9)

DEVELOPMENT & ENVIRONMENT

DIVISION SUBJECTIVE SUMMARY

ENVIRONMENT

COST CENTRE: 1V550 /1V551 / 1V554

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
16,240	Employees	15,791	379	(1,878)	14,292	(9)
4,558	Premises related expenditure	4,444	24	(168)	4,300	(3)
16,056	Supplies and Services	17,011	123	(2,261)	14,873	(13)
23,737	Third Party Payments	23,840	377	(2)	24,215	2
-	Transfer Payments	-	-	-	-	n/a
955	Transport related expenditure	900	-	(27)	873	(3)
890	Recharges from other services	4,652	-	(213)	4,439	(5)
62,436	TOTAL EXPENDITURE	66,638	903	(4,549)	62,992	(5)
-	Government Grants	-	-	-	-	n/a
(518)	Other Grants, reimbursements and contributions	(321)	-	216	(105)	(67)
(10,639)	Fees and Charges	(11,776)	(223)	(100)	(12,099)	3
(9,510)	Other Customer and Client Receipts	(9,285)	(20)	(555)	(9,860)	6
-	Interest Receivable	-	-	-	-	n/a
(3,265)	Recharges to other services	(6,248)	(2)	(747)	(6,997)	12
(23,932)	TOTAL INCOME	(27,630)	(245)	(1,186)	(29,061)	5
38,504	NET CONTROLLABLE COST	39,008	658	(5,735)	33,931	(13)
16,174	Capital Charges	16,174	-	(327)	15,847	(2)
-	Deferred/Intangible Charges	-	-	-	-	n/a
333	REFCUS	333	-	6,302	6,635	1,892
6,850	Corporate support services bought in	6,805	-	(466)	6,339	(7)
23,357	TOTAL UNCONTROLLABLE COST	23,312	-	5,509	28,821	24
61,861	NET COST OF SERVICE	62,320	658	(226)	62,752	1
(68)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(68)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
61,793	TOTAL NET EXPENDITURE	62,320	658	(226)	62,752	1

DEVELOPMENT & ENVIRONMENT

SERVICE SUBJECTIVE SUMMARY

ENVIRONMENT

HIGHWAYS & PARKING

COST CENTRE: 1V650 & 1V602

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,947	Employees	7,260	130	(694)	6,696	(8)
1,603	Premises related expenditure	1,515	-	(112)	1,403	(7)
1,873	Supplies and Services	1,616	-	62	1,678	4
2,759	Third Party Payments	2,717	12	299	3,028	11
-	Transfer Payments	-	-	-	-	n/a
315	Transport related expenditure	265	-	6	271	2
633	Recharges from other services	1,650	-	27	1,677	2
14,130	TOTAL EXPENDITURE	15,023	142	(412)	14,753	(2)
-	Government Grants	-	-	-	-	n/a
(292)	Other Grants, reimbursements and contributions	(95)	-	-	(95)	-
(6,738)	Fees and Charges	(7,271)	(182)	(208)	(7,661)	5
(7,542)	Other Customer and Client Receipts	(7,211)	-	(670)	(7,881)	9
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(706)	-	(237)	(943)	34
(14,572)	TOTAL INCOME	(15,283)	(182)	(1,115)	(16,580)	8
(442)	NET CONTROLLABLE COST	(260)	(40)	(1,527)	(1,827)	603
13,333	Capital Charges	13,333	-	(80)	13,253	(1)
-	Deferred/Intangible Charges	-	-	-	-	n/a
175	REFCUS	175	-	6,460	6,635	3,691
2,257	Corporate support services bought in	2,257	-	93	2,350	4
15,765	TOTAL UNCONTROLLABLE COST	15,765	-	6,473	22,238	41
15,323	NET COST OF SERVICE	15,505	(40)	4,946	20,411	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,323	TOTAL NET EXPENDITURE	15,505	(40)	4,946	20,411	32
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						
<u>Strategic budget - agreed pressures / service demands</u>						£000's
Lion Green Car Park - Rebasing Income						62
Review of parking charges in South End						60
Street Lighting - PFI contractual growth						157
						279
<u>Strategic budget - agreed additional income / savings</u>						
Review of Agency staff position						(65)
Parking Services completion of restructure						(60)
Parking - Replacement of ICT systems in back office						(125)
Restructure of Highways and Parking						(100)
Additional income from leasing parking spaces to Royal Mail						(10)
Waddon Leisure Centre parking management charge						(4)
Introduction of a street lighting variable lighting policy						(100)
PCN rebanding						(300)
Increased traffic enforcement						(50)
Increase in traffic enforcement via new CCTV units being installed						(135)
Utility works income						(150)
Improved recovery of cost from damage to highways infrastructure						(50)
						(1,149)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(499)
Directorate - Departmental Layers and Spans Parking Services						(86)
Directorate - HRA recharge and Directorate turnover allowance						(238)
Virements from :-						
Chief Executives - Business Support budget transfer for posts no longer in scope						89
Staff Changes						25
Variations in running expenses						-
Variations in income						-
Variations in recharges						27
Capital Charges						(80)
REFCUS						6,460
Corporate support services bought in						93
Minor variations						-
Transport for London Signal Network Support						25
						5,816
TOTAL OTHER VARIATIONS IN RESOURCE						4,946

DEVELOPMENT & ENVIRONMENT

SERVICE SUBJECTIVE SUMMARY

ENVIRONMENT

ENVIRONMENTAL & LEISURE SERVICES

COST CENTRE: 1V651

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,533	Employees	2,442	14	(840)	1,616	(34)
2,167	Premises related expenditure	2,148	16	3	2,167	1
11,641	Supplies and Services	12,894	123	(2,212)	10,805	(16)
20,863	Third Party Payments	20,960	365	(370)	20,955	(0)
-	Transfer Payments	-	-	-	-	n/a
379	Transport related expenditure	361	-	(9)	352	(2)
1,875	Recharges from other services	1,872	-	(408)	1,464	(22)
39,458	TOTAL EXPENDITURE	40,677	518	(3,836)	37,359	(8)
-	Government Grants	-	-	-	-	n/a
(10)	Other Grants, reimbursements and contributions	(10)	-	-	(10)	-
(2,350)	Fees and Charges	(2,810)	(3)	87	(2,726)	(3)
(688)	Other Customer and Client Receipts	(697)	(1)	50	(648)	(7)
-	Interest Receivable	-	-	-	-	n/a
(1,601)	Recharges to other services	(1,440)	-	(290)	(1,730)	20
(4,649)	TOTAL INCOME	(4,957)	(4)	(153)	(5,114)	3
34,809	NET CONTROLLABLE COST	35,720	514	(3,989)	32,245	(10)
2,492	Capital Charges	2,492	-	(118)	2,374	(5)
-	Deferred/intangible Charges	-	-	-	-	n/a
50	REFCUS	50	-	(50)	-	(100)
2,652	Corporate support services bought in	2,651	-	(611)	2,040	(23)
5,194	TOTAL UNCONTROLLABLE COST	5,193	-	(779)	4,414	(15)
40,003	NET COST OF SERVICE	40,913	514	(4,768)	36,659	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
40,003	TOTAL NET EXPENDITURE	40,913	514	(4,768)	36,659	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
Recycling - Residual from compulsory recycling in 2013/14						(60)
Savings re Clinical Waste being sent to landfill						(50)
Reduction in Green and Food waste disposal costs						(247)
Reduction in Waste procurement costs						(50)
Review of Leisure Centre contract						(90)
Green Spaces - retendering of contract						(563)
Reduction in Waddon Leisure Centre management costs						(252)
Events Cleansing - Crystal Palace						(9)
						(1,321)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(174)
Directorate - Clear remaining budget on Cultural Projects & Performance						(2)
Virements from :-						
Chief Executives - 1 FTE back from Business Sport						35
Staff Changes						(44)
Variations in running expenses						(9)
Variations in income						-
Variations in recharges						(510)
Capital Charges						(118)
REFCUS						(50)
Corporate support services bought in						(611)
Minor variations						-
Joint Borough Waste Disposal						(1,803)
Recharge to Public Health						(161)
						(3,447)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,768)

DEVELOPMENT & ENVIRONMENT
ENVIRONMENT
REGULATORY SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1V604

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,756	Employees	1,615	14	(102)	1,527	(5)
80	Premises related expenditure	57	-	(3)	54	(5)
349	Supplies and Services	346	-	-	346	-
53	Third Party Payments	21	-	(60)	(39)	(286)
-	Transfer Payments	-	-	-	-	n/a
41	Transport related expenditure	40	-	-	40	-
243	Recharges from other services	255	-	34	289	13
2,522	TOTAL EXPENDITURE	2,334	14	(131)	2,217	(5)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(22)	Fees and Charges	(60)	(1)	-	(61)	2
(583)	Other Customer and Client Receipts	(598)	(1)	-	(599)	0
-	Interest Receivable	-	-	-	-	n/a
(56)	Recharges to other services	(56)	-	(30)	(86)	54
(661)	TOTAL INCOME	(714)	(2)	(30)	(746)	4
1,861	NET CONTROLLABLE COST	1,620	12	(161)	1,471	(9)
1	Capital Charges	2	-	(2)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
29	REFCUS	29	-	(29)	-	(100)
564	Corporate support services bought in	565	-	(83)	482	(15)
594	TOTAL UNCONTROLLABLE COST	596	-	(114)	482	(19)
2,455	NET COST OF SERVICE	2,216	12	(275)	1,953	(12)
(68)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(68)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,387	TOTAL NET EXPENDITURE	2,216	12	(275)	1,953	(12)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings from previous Shared Services project delivered in part through reducing service						(60)
Review of funding support to Night-time Noise Service/ Summer Party Patrol						(30)
						(90)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Transfer Market Inspection office Surrey Street as part of the Asset Rationalisation						(3)
Chief Executives - Pensions Deficit Budget						(122)
Virements from :-						
Chief Executives - Business Support budget transfer for posts no longer in scope						35
Staff Changes						(15)
Variations in running expenses						-
Variations in income						-
Variations in recharges						34
Capital Charges						(2)
REFCUS						(29)
Corporate support services bought in						(83)
Minor variations						-
						(185)
TOTAL OTHER VARIATIONS IN RESOURCE						(275)

DEVELOPMENT & ENVIRONMENT
ENVIRONMENT
COMMUNITY SAFETY SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1V605

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,710	Employees	3,579	32	(326)	3,285	(8)
209	Premises related expenditure	203	-	(56)	147	(28)
909	Supplies and Services	840	-	(141)	699	(17)
(56)	Third Party Payments	(87)	-	129	42	(148)
-	Transfer Payments	-	-	-	-	n/a
162	Transport related expenditure	176	-	(14)	162	(8)
(2,039)	Recharges from other services	712	-	76	788	11
2,895	TOTAL EXPENDITURE	5,423	32	(332)	5,123	(6)
-	Government Grants	-	-	-	-	n/a
(216)	Other Grants, reimbursements and contributions	(216)	-	216	-	(100)
(138)	Fees and Charges	(192)	(1)	35	(158)	(18)
(81)	Other Customer and Client Receipts	(150)	(1)	65	(86)	(43)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(2,438)	(2)	566	(1,874)	(23)
(435)	TOTAL INCOME	(2,996)	(4)	882	(2,118)	(29)
2,460	NET CONTROLLABLE COST	2,427	28	550	3,005	24
121	Capital Charges	121	-	(41)	80	(34)
-	Deferred/Intangible Charges	-	-	-	-	n/a
58	REFCUS	58	-	(58)	-	(100)
749	Corporate support services bought in	749	-	(197)	552	(26)
928	TOTAL UNCONTROLLABLE COST	928	-	(296)	632	(32)
3,388	NET COST OF SERVICE	3,355	28	254	3,637	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,388	TOTAL NET EXPENDITURE	3,355	28	254	3,637	8
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(50)
Reduction of Safer Croydon Partnership expenditure						(50)
Restructure of Community Safety Team patrol service						(100)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(270)
Staff Changes						2
Variations in running expenses						-
Variations in income						1
Variations in recharges						915
Capital Charges						(41)
REFCUS						(58)
Corporate support services bought in						(197)
Minor variations						2
						354
TOTAL OTHER VARIATIONS IN RESOURCE						254

DEVELOPMENT & ENVIRONMENT
ENVIRONMENT
BEREAVEMENT SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1V606

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
842	Employees	850	7	(58)	799	(6)
499	Premises related expenditure	516	8	-	524	2
253	Supplies and Services	283	-	30	313	11
7	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
58	Transport related expenditure	58	-	(10)	48	(17)
121	Recharges from other services	117	-	52	169	44
1,780	TOTAL EXPENDITURE	1,832	15	14	1,861	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,391)	Fees and Charges	(1,443)	(36)	(14)	(1,493)	3
(613)	Other Customer and Client Receipts	(626)	(16)	-	(642)	3
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,004)	TOTAL INCOME	(2,069)	(52)	(14)	(2,135)	3
(224)	NET CONTROLLABLE COST	(237)	(37)	-	(274)	16
227	Capital Charges	226	-	(86)	140	(38)
-	Deferred/Intangible Charges	-	-	-	-	n/a
21	REFCUS	21	-	(21)	-	(100)
321	Corporate support services bought in	321	-	(93)	228	(29)
569	TOTAL UNCONTROLLABLE COST	568	-	(200)	368	(35)
345	NET COST OF SERVICE	331	(37)	(200)	94	(72)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
345	TOTAL NET EXPENDITURE	331	(37)	(200)	94	(72)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
New Burial Land						20
						20
<u>Strategic budget - agreed additional income / savings</u>						
Bereavement Services - Completion of customer support						(8)
Bereavement Services - increased cremation fee						(14)
						(22)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(59)
Staff Changes						6
Variations in running expenses						-
Variations in income						-
Variations in recharges						52
Capital Charges						(86)
REFCUS						(21)
Corporate support services bought in						(93)
Minor variations						3
						(198)
TOTAL OTHER VARIATIONS IN RESOURCE						(200)

DEVELOPMENT & ENVIRONMENT
ENVIRONMENT
DIRECTORATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: 1V500

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
452	Employees	45	182	142	369	720
-	- Premises related expenditure	5	-	-	5	-
1,031	Supplies and Services	1,032	-	-	1,032	-
111	Third Party Payments	221	-	-	221	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
57	Recharges from other services	46	-	6	52	13
1,651	TOTAL EXPENDITURE	1,349	182	148	1,679	24
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
(3)	(3) Other Customer and Client Receipts	(3)	(1)	-	(4)	33
-	- Interest Receivable	-	-	-	-	n/a
(1,608)	Recharges to other services	(1,608)	-	(756)	(2,364)	47
(1,611)	TOTAL INCOME	(1,611)	(1)	(756)	(2,368)	47
40	NET CONTROLLABLE COST	(262)	181	(608)	(689)	163
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
307	Corporate support services bought in	262	-	425	687	162
307	TOTAL UNCONTROLLABLE COST	262	-	425	687	162
347	NET COST OF SERVICE	-	181	(183)	(2)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
347	TOTAL NET EXPENDITURE	-	181	(183)	(2)	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>						-
Reduction in Supplies and Services budgets						(50)
						(50)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Management support team transferred to Business Support						(109)
Chief Executives - Pensions Deficit Budget						(27)
Virements from :-						
Chief Executives - Transfer of D1100 Sustainable Development SERCOP						60
Highways & Parking - Departmental Layers and Spans Parking Services						86
Environmental & Leisure Services - Clear remaining budget on Cultural Projects & Performance						2
Highways & Parking - HRA recharge and Directorate turnover allowance						238
Staff Changes						32
Variations in running expenses						-
Variations in income						-
Variations in recharges						(772)
Capital Charges						-
REFCUS						-
Corporate support services bought in						381
Minor variations						(1)
Learning and Development adjustment						(23)
						(133)
TOTAL OTHER VARIATIONS IN RESOURCE						(183)

PLANNING

COST CENTRE: 1V553

The Planning Division comprises Spatial Planning, Development Management and Building Control services.

Spatial Planning provides the functions of place making and plan making, which combined provide the councils spatial planning strategy over a future time horizon spanning twenty years. Plan making carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).

Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness through character appraisals, briefs, feasibility studies and masterplanning. It also integrates with Development Management through the pre-application process.

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

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

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A)	Inflation (B)	Other (C)	2014/15 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
1V654	Spatial Planning	1,201	8	(93)	1,116	(7)
1V653	Development Management	1,799	19	(187)	1,631	(9)
1V652	Building Control	776	11	(208)	579	(25)
TOTAL NET SPEND		3,776	38	(488)	3,326	(12)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14	ORIGINAL BUDGET 2014/15	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Spatial Planning	16.0	18.0	2.0
Development Management	49.0	49.2	0.2
Building Control	22.6	22.6	0.0
TOTAL FTE STAFF	87.6	89.8	2.2

PLANNING

COST CENTRE: 1V552

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,325	Employees	4,266	39	(181)	4,124	(3)
-	Premises related expenditure	-	-	-	-	n/a
284	Supplies and Services	385	1	1	387	1
299	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
52	Transport related expenditure	40	-	1	41	3
1,685	Recharges from other services	1,675	-	114	1,789	7
6,645	TOTAL EXPENDITURE	6,391	40	(65)	6,366	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,575)	Fees and Charges	(2,679)	(1)	(77)	(2,757)	3
(83)	Other Customer and Client Receipts	(58)	(1)	-	(59)	2
-	Interest Receivable	-	-	-	-	n/a
(1,414)	Recharges to other services	(1,388)	-	(71)	(1,459)	5
(4,072)	TOTAL INCOME	(4,125)	(2)	(148)	(4,275)	4
2,573	NET CONTROLLABLE COST	2,266	38	(213)	2,091	(8)
32	Capital Charges	32	-	(26)	6	(81)
-	Deferred/Intangible Charges	-	-	-	-	n/a
123	REFCUS	124	-	(124)	-	(100)
1,354	Corporate support services bought in	1,354	-	(125)	1,229	(9)
1,509	TOTAL UNCONTROLLABLE COST	1,510	-	(275)	1,235	(18)
4,082	NET COST OF SERVICE	3,776	38	(488)	3,326	(12)
(320)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(320)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,762	TOTAL NET EXPENDITURE	3,776	38	(488)	3,326	(12)

DEVELOPMENT & ENVIRONMENT

SERVICE SUBJECTIVE SUMMARY

PLANNING

SPATIAL PLANNING

COST CENTRE: 1V654

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
956	Employees	812	8	21	841	4
-	- Premises related expenditure	-	-	-	-	n/a
45	Supplies and Services	139	-	-	139	-
22	Third Party Payments	22	-	-	22	-
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	1	n/a
90	Recharges from other services	91	-	35	126	38
1,114	TOTAL EXPENDITURE	1,064	8	57	1,129	6
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(10)	Fees and Charges	(40)	-	-	(40)	-
(4)	Other Customer and Client Receipts	(10)	-	-	(10)	-
-	- Interest Receivable	-	-	-	-	n/a
(147)	Recharges to other services	(121)	-	(81)	(202)	67
(161)	TOTAL INCOME	(171)	-	(81)	(252)	47
953	NET CONTROLLABLE COST	893	8	(24)	877	(2)
32	Capital Charges	32	-	(26)	6	(81)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
14	REFCUS	14	-	(14)	-	(100)
262	Corporate support services bought in	262	-	(29)	233	(11)
308	TOTAL UNCONTROLLABLE COST	308	-	(69)	239	(22)
1,261	NET COST OF SERVICE	1,201	8	(93)	1,116	(7)
(72)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(72)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,189	TOTAL NET EXPENDITURE	1,201	8	(93)	1,116	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(65)
Virements from :-						
Chief Executives - Open House Magazine						4
Staff Changes						3
Variations in running expenses						-
Variations in income						-
Variations in recharges						35
Capital Charges						(26)
REFCUS						(14)
Corporate support services bought in						(29)
Minor variations						(1)
						(93)
TOTAL OTHER VARIATIONS IN RESOURCE						(93)

PLANNING

DEVELOPMENT MANAGEMENT

COST CENTRE: 1V653

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,332	Employees	2,266	20	(118)	2,168	(4)
-	Premises related expenditure	-	-	-	-	n/a
145	Supplies and Services	152	1	1	154	1
277	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
21	Transport related expenditure	11	-	-	11	-
397	Recharges from other services	386	-	70	456	18
3,172	TOTAL EXPENDITURE	2,815	21	(47)	2,789	(1)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,645)	Fees and Charges	(1,548)	(1)	(76)	(1,625)	5
(65)	Other Customer and Client Receipts	(30)	(1)	-	(31)	3
-	Interest Receivable	-	-	-	-	n/a
(217)	Recharges to other services	(217)	-	10	(207)	(5)
(1,927)	TOTAL INCOME	(1,795)	(2)	(66)	(1,863)	4
1,245	NET CONTROLLABLE COST	1,020	19	(113)	926	(9)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
44	REFCUS	45	-	(45)	-	(100)
734	Corporate support services bought in	734	-	(29)	705	(4)
778	TOTAL UNCONTROLLABLE COST	779	-	(74)	705	(9)
2,023	NET COST OF SERVICE	1,799	19	(187)	1,631	(9)
(225)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:					n/a
	Financing of Capital Expenditure					n/a
	Provision for Repayment of External Loans					n/a
	Contribution to / (from) General Balances					n/a
(225)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,798	TOTAL NET EXPENDITURE	1,799	19	(187)	1,631	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Development Management Restructure						23
						23
<u>Strategic budget - agreed additional income / savings</u>						
Centralised scanning of Planning Application documents						(30)
Charging for Duty Planning Officer service						(25)
						(55)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(162)
Staff Changes						-
Variations in running expenses						-
Variations in income						-
Variations in recharges						80
Capital Charges						-
REFCUS						(45)
Corporate support services bought in						(29)
Minor variations						1
						(155)
TOTAL OTHER VARIATIONS IN RESOURCE						(187)

DEVELOPMENT & ENVIRONMENT

SERVICE SUBJECTIVE SUMMARY

PLANNING

BUILDING CONTROL

COST CENTRE: 1V652

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,037	Employees	1,188	11	(84)	1,115	(6)
-	Premises related expenditure	-	-	-	-	n/a
94	Supplies and Services	94	-	-	94	-
-	Third Party Payments	3	-	-	3	-
-	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	29	-	-	29	-
1,198	Recharges from other services	1,198	-	9	1,207	1
2,359	TOTAL EXPENDITURE	2,512	11	(75)	2,448	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(920)	Fees and Charges	(1,091)	-	(1)	(1,092)	0
(14)	Other Customer and Client Receipts	(18)	-	-	(18)	-
-	Interest Receivable	-	-	-	-	n/a
(1,050)	Recharges to other services	(1,050)	-	-	(1,050)	-
(1,984)	TOTAL INCOME	(2,159)	-	(1)	(2,160)	0
375	NET CONTROLLABLE COST	353	11	(76)	288	(18)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
65	REFCUS	65	-	(65)	-	(100)
358	Corporate support services bought in	358	-	(67)	291	(19)
423	TOTAL UNCONTROLLABLE COST	423	-	(132)	291	(31)
798	NET COST OF SERVICE	776	11	(208)	579	(25)
(23)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(23)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
775	TOTAL NET EXPENDITURE	776	11	(208)	579	(25)
* 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>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(84)
Staff Changes						2
Variations in running expenses						-
Variations in income						-
Variations in recharges						9
Capital Charges						-
REFCUS						(65)
Corporate support services bought in						(67)
Minor variations						(3)
						(208)
TOTAL OTHER VARIATIONS IN RESOURCE						(208)

REGENERATION

SERVICE DESCRIPTION

The Regeneration Division comprises Economic Development, Housing development and Regeneration, Transport and Capital Delivery Hub.

Responding to national and regional policy the Economic Development team develop economic strategies, evidenced by specialist analysis and expertise to support Croydon's residents and businesses. By creating the conditions for inward investment and business retention and establishing Croydon as a place for businesses to invest and grow, the team help to assist residents realise their potential by gaining access to skills and good quality jobs. The team also manage programmes providing support to businesses, while also making bids for funding to support economic development.

The Housing development & regeneration aims to maximise investment for development of sustainable housing and regeneration in the borough. This includes maximising the number of new homes, negotiating the level of affordable housing provided by private developers through S106 planning policy requirements and strategic & client development of the council new build programme. The team also promote and deliver a range of housing options to help local people meet their housing needs and aspirations, act as a catalyst for regeneration schemes arising from masterplans, third party developer interest and corporate asset based schemes and manage Croydon's Urban Regeneration Vehicle (CCURV) partnership with John Laing.

Transport is responsible for development of transport policy, translating local priorities and regional policies into delivery plans and programmes. As well as developing and managing the Local Implementation Plan (LIP), the team also provides transport advice to the planning authority on development plan and masterplan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals. The team also bids for funds through the LIP drawing funding from TfL, CIL and the Capital Programme to improve transport and infrastructure in Croydon and runs a large 'Active Travel' programme including School Travel Planning, Work Place Travel Planning and overseeing and reporting delivery of the Biking Borough programme.

The Capital Delivery Hub provides a strong client commissioning/delivery function to effectively manage the borough's ambitious capital, infrastructure and regeneration programmes including education estates, Connected Croydon and Council new build housing. Employing a flexible approach to the execution of capital projects and services the team can provide 'light touch' support including governance, framework appointments and gateway approval through to a small number of council wide embedded project delivery units and provision of a full service including commissioning, delivery and

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
1V655	Housing Development & Regeneration	287	11	1,294	1,592	455
1V656	Corporate Property & Regeneration	673	-	(673)	-	(100)
1V657	Economic Development	807	7	(58)	756	(6)
1V658	Transport	351	2	(36)	317	(10)
1V659	Capital Delivery	857	9	(249)	617	(28)
	TOTAL NET SPEND	2,975	29	278	3,282	10

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2013/14 FTE STAFF	2014/15 FTE STAFF	IN FTE STAFF
Housing Development & Regeneration	13.0	20.0	7.0
Economic Development	10.5	10.0	(0.5)
Transport	5.0	5.0	-
Capital Delivery	15.0	18.0	3.0
TOTAL FTE STAFF	43.5	53.0	9.5

REGENERATION

COST CENTRE: 1V553

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,424	Employees	2,611	29	468	3,108	19
9	Premises related expenditure	-	-	-	-	n/a
718	Supplies and Services	219	-	(31)	188	(14)
293	Third Party Payments	221	-	(120)	101	(54)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	3	-	-	3	-
585	Recharges from other services	376	-	161	537	43
5,030	TOTAL EXPENDITURE	3,430	29	478	3,937	15
(299)	Government Grants	-	-	-	-	n/a
(469)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	(153)	-	153	-	(100)
(120)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,885)	Recharges to other services	(1,111)	-	(800)	(1,911)	72
(2,773)	TOTAL INCOME	(1,264)	-	(647)	(1,911)	51
2,257	NET CONTROLLABLE COST	2,166	29	(169)	2,026	(6)
3	Capital Charges	3	-	-	3	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
41	REFCUS	40	-	460	500	1,150
765	Corporate support services bought in	766	-	(13)	753	(2)
809	TOTAL UNCONTROLLABLE COST	809	-	447	1,256	55
3,066	NET COST OF SERVICE	2,975	29	278	3,282	10
(114)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(114)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,952	TOTAL NET EXPENDITURE	2,975	29	278	3,282	10

DEVELOPMENT & ENVIRONMENT

SERVICE SUBJECTIVE SUMMARY

REGENERATION

HOUSING DEVELOPMENT AND REGENERATION

COST CENTRE: 1V655

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,257	Employees	171	11	1,029	1,211	608
-	- Premises related expenditure	-	-	-	-	n/a
59	Supplies and Services	20	-	30	50	150
170	Third Party Payments	-	-	91	91	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	1	1	n/a
254	Recharges from other services	31	-	251	282	810
1,740	TOTAL EXPENDITURE	222	11	1,402	1,635	636
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
(120)	Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(817)	Recharges to other services	(13)	-	(798)	(811)	6,138
(937)	TOTAL INCOME	(13)	-	(798)	(811)	6,138
803	NET CONTROLLABLE COST	209	11	604	824	294
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
12	REFCUS	3	-	497	500	16,567
231	Corporate support services bought in	75	-	193	268	257
243	TOTAL UNCONTROLLABLE COST	78	-	690	768	885
1,046	NET COST OF SERVICE	287	11	1,294	1,592	455
(40)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(40)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,006	TOTAL NET EXPENDITURE	287	11	1,294	1,592	455
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
Reduction in expenses budget						(40)
						(40)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(63)
Virements from :-						
Corporate Property & Regeneration - Housing Development & Regeneration restructure						673
Economic Development - Housing Development & Regeneration restructure						24
Capital Delivery - Housing Development & Regeneration restructure						59
Staff Changes						-
Variations in running expenses						-
Variations in income						-
Variations in recharges						115
Capital Charges						-
REFCUS						489
Corporate support services bought in						36
Minor variations						1
						1,334
TOTAL OTHER VARIATIONS IN RESOURCE						1,294

REGENERATION

CORPORATE PROPERTY & REGENERATION

COST CENTRE: 1V656

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	638	-	(638)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	60	-	(60)	-	(100)
-	Third Party Payments	210	-	(210)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	(1)	-	(100)
-	Recharges from other services	103	-	(103)	-	(100)
-	TOTAL EXPENDITURE	1,012	-	(1,012)	-	(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	(504)	-	504	-	(100)
-	TOTAL INCOME	(504)	-	504	-	(100)
-	NET CONTROLLABLE COST	508	-	(508)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	8	-	(8)	-	(100)
-	Corporate support services bought in	157	-	(157)	-	(100)
-	TOTAL UNCONTROLLABLE COST	165	-	(165)	-	(100)
-	NET COST OF SERVICE	673	-	(673)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	673	-	(673)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Virements to :-						
Housing Development & Regeneration - Housing Development & Regeneration restructure						(673)
Staff Changes						
Variations in running expenses						
Variations in income						
Variations in recharges						
Capital Charges						
REFCUS						
Corporate support services bought in						
Minor variations						-
						(673)
TOTAL OTHER VARIATIONS IN RESOURCE						(673)

REGENERATION

ECONOMIC DEVELOPMENT

COST CENTRE: 1V657

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
707	Employees	599	7	(74)	532	(11)
9	Premises related expenditure	-	-	-	-	n/a
542	Supplies and Services	55	-	-	55	-
123	Third Party Payments	10	-	-	10	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
167	Recharges from other services	78	-	19	97	24
1,548	TOTAL EXPENDITURE	742	7	(55)	694	(6)
(299)	Government Grants	-	-	-	-	n/a
(417)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(128)	Recharges to other services	(129)	-	10	(119)	(8)
(844)	TOTAL INCOME	(129)	-	10	(119)	(8)
704	NET CONTROLLABLE COST	613	7	(45)	575	(6)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
10	REFCUS	10	-	(10)	-	(100)
184	Corporate support services bought in	184	-	(3)	181	(2)
194	TOTAL UNCONTROLLABLE COST	194	-	(13)	181	(7)
898	NET COST OF SERVICE	807	7	(58)	756	(6)
(74)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(74)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
824	TOTAL NET EXPENDITURE	807	7	(58)	756	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(42)
Housing Development & Regeneration - Housing Development & Regeneration restructure						(24)
Staff Changes						2
Variations in running expenses						-
Variations in income						-
Variations in recharges						19
Capital Charges						-
REFCUS						(10)
Corporate support services bought in						(3)
Minor variations						-
						(58)
TOTAL OTHER VARIATIONS IN RESOURCE						(58)

REGENERATION

TRANSPORT

COST CENTRE: 1V658

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
301	Employees	293	2	(22)	273	(7)
-	Premises related expenditure	-	-	-	-	n/a
48	Supplies and Services	21	-	-	21	-
-	Third Party Payments	1	-	(1)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
38	Recharges from other services	38	-	(5)	33	(13)
387	TOTAL EXPENDITURE	354	2	(28)	328	(7)
-	Government Grants	-	-	-	-	n/a
(52)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(41)	Recharges to other services	(82)	-	2	(80)	(2)
(93)	TOTAL INCOME	(82)	-	2	(80)	(2)
294	NET CONTROLLABLE COST	272	2	(26)	248	(9)
3	Capital Charges	3	-	-	3	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
5	REFCUS	5	-	(5)	-	(100)
71	Corporate support services bought in	71	-	(5)	66	(7)
79	TOTAL UNCONTROLLABLE COST	79	-	(10)	69	(13)
373	NET COST OF SERVICE	351	2	(36)	317	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
373	TOTAL NET EXPENDITURE	351	2	(36)	317	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						(22)
Staff Changes						(1)
Variations in running expenses						-
Variations in income						-
Variations in recharges						(3)
Capital Charges						-
REFCUS						(5)
Corporate support services bought in						(5)
Minor variations						-
						(36)
TOTAL OTHER VARIATIONS IN RESOURCE						(36)

REGENERATION

CAPITAL DELIVERY

COST CENTRE: 1V659

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,159	Employees	910	9	173	1,092	20
-	- Premises related expenditure	-	-	-	-	n/a
69	Supplies and Services	63	-	(1)	62	(2)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
126	Recharges from other services	126	-	(1)	125	(1)
1,355	TOTAL EXPENDITURE	1,100	9	171	1,280	16
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	(153)	-	153	-	(100)
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(899)	Recharges to other services	(383)	-	(518)	(901)	135
(899)	TOTAL INCOME	(536)	-	(365)	(901)	68
456	NET CONTROLLABLE COST	564	9	(194)	379	(33)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
14	REFCUS	14	-	(14)	-	(100)
279	Corporate support services bought in	279	-	(41)	238	(15)
293	TOTAL UNCONTROLLABLE COST	293	-	(55)	238	(19)
749	NET COST OF SERVICE	857	9	(249)	617	(28)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
749	TOTAL NET EXPENDITURE	857	9	(249)	617	(28)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review of Capital Delivery Hub						(130)
						(130)
<u>Other resource changes</u>						
Virements to :-						
Chief Executives - Pensions Deficit Budget						-
Housing Development & Regeneration - Housing Development & Regeneration restructure						(59)
Staff Changes						(3)
Variations in running expenses						-
Variations in income						-
Variations in recharges						(1)
Capital Charges						-
REFCUS						(14)
Corporate support services bought in						(41)
Minor variations						(1)
						(119)
TOTAL OTHER VARIATIONS IN RESOURCE						(249)

HOUSING REVENUE ACCOUNT

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HOUSING REVENUE ACCOUNT

DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2014/15

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

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

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2012/13	ORIGINAL 2013/14	FORECAST 2013/14	BUDGET 2014/15	% CHANGE
Total Housing stock (properties) April 1 including Sheltered and Special Sheltered Housing	14,052	14,070	14,020	13,900	(1)
Sheltered Housing for Older People (flats)	1,062	1,062	1,062	1,062	-
Special Sheltered Housing (flats)	242	242	242	242	-
Average sick days per FTE					

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2012/13	ORIGINAL 2013/14	FORECAST 2013/14	BUDGET 2014/15	% CHANGE
	£000	£000	£000	£000	
Employees	13,071	14,253	13,634	14,471	6
Premises related expenditure	23,297	22,359	21,818	21,573	(1)
Supplies and Services	2,853	5,270	5,108	5,140	1
Third Party Payments	520	669	445	678	52
Transfer Payments	175	145	153	1,627	963
Transport related expenditure	305	257	237	266	12
Capital Charges	33,120	37,280	37,280	39,080	5
Deferred/Intangible Charges		-	-	-	n/a
Corporate support services bought in	4,928	4,923	4,923	5,154	5
Recharges from other services	5,219	4,848	6,063	5,848	(4)
TOTAL EXPENDITURE	83,488	90,004	89,661	93,837	5
Government Grants	(54)	-	-	(40)	n/a
Other Grants, reimbursements and contributions	-	-	-	-	n/a
Fees and Charges	(10,093)	(9,848)	(10,552)	(10,809)	2
Other Customer and Client Receipts	(74,111)	(77,759)	(77,387)	(81,078)	5
Interest Receivable	(34)	(8)	(8)	(4)	(50)
Recharges to other services	(2,557)	(2,389)	(2,304)	(1,906)	(17)
TOTAL INCOME	(86,849)	(90,004)	(90,251)	(93,837)	4
NET EXPENDITURE	(3,361)	-	(590)	-	
Contributions to / (from) Reserves	3,361	-	590	-	(100)
TOTAL VARIANCE FROM BUDGET- Over/(Under)	-	-	-	-	

TOP FINANCIAL RISKS 2014/15

- 1) Increased rent arrears due to welfare reform
- 2) Increased cost of Programmed Works

HOUSING REVENUE ACCOUNT

SERVICE SUMMARY

CABINET MEMBER

Deputy Leader Councillor Dudley Mead	Cabinet Member for Housing, Capital Budget 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

COST CENTRE	SERVICE
	Repairs and Maintenance Supervision and Management-General Supervision and Management-Special Capital Financing Income Notional H.R.A and Government Grant

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2013/14 £000's	SERVICE	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
13,546	Repairs and Maintenance	13,486	11	(1,238)	12,259	(9)
20,572	Supervision and Management-General	20,901	100	1,727	22,728	9
7,095	Supervision and Management-Special	7,282	(76)	101	7,307	0
37,870	Capital Financing	37,280	-	1,800	39,080	5
(79,083)	Income	(78,949)	(104)	(2,321)	(81,374)	3
-	TOTAL NET SPEND	-	(69)	69	-	n/a

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

SERVICE	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Repairs & Maintenance	27.6	13.6	(14.0)
Supervision and Management - General Expenses	233.6	238.9	5.3
Supervision and Management - Special Expenses	86.0	91.0	5.0
TOTAL FTE STAFF	347.2	343.5	(3.7)

HOUSING REVENUE ACCOUNT

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,634	Employees	14,253	139	79	14,471	2
21,818	Premises related expenditure	22,359	34	(820)	21,573	(4)
5,108	Supplies and Services	5,270	4	(134)	5,140	(2)
445	Third Party Payments	669	-	9	678	1
153	Transfer Payments	145	-	1,482	1,627	1,022
237	Transport related expenditure	257	-	9	266	4
6,063	Recharges from other services	4,848	-	1,000	5,848	21
47,458	TOTAL EXPENDITURE	47,801	177	1,625	49,603	4
-	Government Grants	-	-	(40)	(40)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(10,552)	Fees and Charges	(9,848)	(246)	(715)	(10,809)	10
(77,387)	Other Customer and Client Receipts	(77,759)	-	(3,319)	(81,078)	4
(8)	Interest Receivable	(8)	-	4	(4)	(50)
(2,304)	Recharges to other services	(2,389)	-	483	(1,906)	(20)
(90,251)	TOTAL INCOME	(90,004)	(246)	(3,587)	(93,837)	4
(42,793)	NET CONTROLLABLE COST	(42,203)	(69)	(1,962)	(44,234)	4
37,280	Capital Charges	37,280	-	1,800	39,080	5
-	Deferred/Intangible Charges	-	-	-	-	n/a
4,923	Corporate support services bought in	4,923	-	231	5,154	5
42,203	TOTAL UNCONTROLLABLE COST	42,203	-	2,031	44,234	5
(590)	NET COST OF SERVICE	-	(69)	69	-	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
590	Contribution to / (from) General Balances	-	-	-	-	n/a
590	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	(69)	69	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						69
TOTAL OTHER VARIATIONS IN RESOURCE						69

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 £40m.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
	Responsive Repairs	12,494	11	(1,238)	11,267	(10)
	Cyclical Works	992	-	-	992	-
	TOTAL NET SPEND	13,486	11	(1,238)	12,259	(9)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Responsive Repairs	27.6	13.6	(14.0)
Cyclical Works	-	-	-
TOTAL FTE STAFF	27.6	13.6	(14.0)

HOUSING REVENUE ACCOUNT

REPAIRS AND MAINTENANCE

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,176	Employees	1,116	11	(600)	527	(53)
12,298	Premises related expenditure	12,298	-	(622)	11,676	(5)
80	Supplies and Services	48	-	(22)	26	(46)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
27	Transport related expenditure	24	-	6	30	25
549	Recharges from other services	548	-	(548)	-	(100)
14,130	TOTAL EXPENDITURE	14,034	11	(1,786)	12,259	(13)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(36)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(548)	Recharges to other services	(548)	-	548	-	(100)
(584)	TOTAL INCOME	(548)	-	548	-	(100)

13,546	NET CONTROLLABLE COST	13,486	11	(1,238)	12,259	(9)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

13,546	NET COST OF SERVICE	13,486	11	(1,238)	12,259	(9)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

13,546	TOTAL NET EXPENDITURE	13,486	11	(1,238)	12,259	(9)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
<u>Strategic budget - agreed additional income / savings</u>	-
<u>Other resource changes</u>	
Reprocurement of Responsive Repairs Contract	(2,090)
One-off costs relating to implementation of new contract	951
Centralisation of Pension Deficit Charge	(86)
Other minor variations	(13)
	(1,238)
TOTAL OTHER VARIATIONS IN RESOURCE	(1,238)

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

- a provider division (the Croydon Landlord Services division) 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

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
	Supervision and management - General expenses	20,901	100	1,727	22,728	9
	TOTAL NET SPEND	20,901	100	1,727	22,728	9

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Supervision and management - General expenses	233.6	238.9	5.3
TOTAL FTE STAFF	233.6	238.9	5.3

HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -
GENERAL EXPENSES

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,612	Employees	10,207	100	700	11,007	8
954	Premises related expenditure	835	-	110	945	13
3,732	Supplies and Services	3,854	-	(30)	3,824	(1)
432	Third Party Payments	642	-	26	668	4
-	Transfer Payments	-	-	-	-	n/a
109	Transport related expenditure	104	-	1	105	1
2,575	Recharges from other services	2,072	-	919	2,991	44
17,414	TOTAL EXPENDITURE	17,714	100	1,726	19,540	10
-	Government Grants	-	-	(40)	(40)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(17)	Fees and Charges	-	-	-	-	n/a
(8)	Other Customer and Client Receipts	(20)	-	-	(20)	-
-	Interest Receivable	-	-	-	-	n/a
(1,740)	Recharges to other services	(1,716)	-	(190)	(1,906)	11
(1,765)	TOTAL INCOME	(1,736)	-	(230)	(1,966)	13
15,649	NET CONTROLLABLE COST	15,978	100	1,496	17,574	10
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
4,923	Corporate support services bought in	4,923	-	231	5,154	5
4,923	TOTAL UNCONTROLLABLE COST	4,923	-	231	5,154	5
20,572	NET COST OF SERVICE	20,901	100	1,727	22,728	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
20,572	TOTAL NET EXPENDITURE	20,901	100	1,727	22,728	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Decrease in Investment Fund						(62)
Increase in SERCOP Charges						231
Increase in recharges to Capital						(190)
Centralisation of Pension Deficit Charge						304
Increase in recharges from other services						919
Increase in Premises Costs						110
Increase in technical staff to manage increased capital programme						243
Other minor variations						172
						1,727
TOTAL OTHER VARIATIONS IN RESOURCE						1,727

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	£7.76
Grounds Maintenance	£2.01

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	
	Utility charges	1,312	0	-129	1,183	(10)
	Horticultural Services	671	12	-143	540	(20)
	Sheltered Housing services	1,042	0	-352	690	(34)
	Neighbourhood Services	4,257	(88)	725	4,894	15
	TOTAL NET SPEND	7,282	(76)	101	7,307	0

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE STAFF
Neighbourhood Services	86.0	91.0	5.0
TOTAL FTE STAFF	86.0	91.0	5.0

HOUSING REVENUE ACCOUNT

**SUPERVISION AND MANAGEMENT -
SPECIAL EXPENSES**

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,846	Employees	2,930	28	(21)	2,937	0
6,749	Premises related expenditure	7,412	34	(377)	7,069	(5)
292	Supplies and Services	357	4	(82)	279	(22)
13	Third Party Payments	27	-	(17)	10	(63)
2	Transfer Payments	1	-	1	2	100
101	Transport related expenditure	129	-	2	131	2
2,939	Recharges from other services	2,228	-	629	2,857	28
12,942	TOTAL EXPENDITURE	13,084	66	135	13,285	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5,847)	Fees and Charges	(5,693)	(142)	(143)	(5,978)	5
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(109)	-	109	-	(100)
(5,847)	TOTAL INCOME	(5,802)	(142)	(34)	(5,978)	3
7,095	NET CONTROLLABLE COST	7,282	(76)	101	7,307	0
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
7,095	NET COST OF SERVICE	7,282	(76)	101	7,307	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,095	TOTAL NET EXPENDITURE	7,282	(76)	101	7,307	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Reduction in recharges to other services						109
Other minor variations						(8)
						101
TOTAL OTHER VARIATIONS IN RESOURCE						101

HOUSING REVENUE ACCOUNT

CAPITAL FINANCING

SERVICE DESCRIPTION

Capital financing includes the interest charges for the payment of interest of 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 was 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 £223.1m 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 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

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
	Major Repairs Allowance	16,457	-	526	16,983	3
	Interest Charges	12,145	-	(382)	11,763	(3)
	Debt Management Expenses	100	-	(50)	50	(50)
	Premium	399	-	(301)	98	(75)
	Discount	(7)	-	7	-	(100)
	Financing of Capital Expenditure	8,186	-	2,000	10,186	24
	TOTAL NET SPEND	37,280	-	1,800	39,080	5

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
			-
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

CAPITAL FINANCING

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
37,280	Capital Charges	37,280	-	1,800	39,080.0	5
-	Defered/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
37,280	TOTAL UNCONTROLLABLE COST	37,280	-	1,800	39,080	5
37,280	NET COST OF SERVICE	37,280	-	1,800	39,080	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
590	Contribution to / (from) General Balances	-	-	-	-	n/a
590	TOTAL APPROPRIATIONS	-	-	-	-	n/a
37,870	TOTAL NET EXPENDITURE	37,280	-	1,800	39,080	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Financing of Capital Expenditure						2,000
Increase in Major Repairs Allowance						526
Decrease in Interest Payable						(382)
Decrease in Premiums on Early Repayment of Debt						(294)
Decrease in Debt Management Costs						(50)
						1,800
TOTAL OTHER VARIATIONS IN RESOURCE						1,800

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

Average Dwelling Rent (50 weeks)		Actual Service Charge (Caretaking and Grounds Maintenance)
2010-11	£88.51	£5.05
2011-12	£92.22	£8.61
2012-13	£99.59	£9.14
2013-14	£104.07	£9.42
2014-15	£109.26	£9.77

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2013/14 (A) £000's	Inflation (B) £000's	Other (C) £000's	2014/15 (D) £000's	CHANGE (E) %
	Dwellings Rents and Service Charges	(76,376)	(97)	(2,122)	(78,595)	3
	Doubtful Debt Provision	1,000			1,000	-
	Garages	(1,324)		12	(1,312)	(1)
	Heating and insurance	(561)	(1)	2	(560)	(0)
	Interest	(8)		4	(4)	(50)
	Service Charges - Leaseholders	(1,579)		(181)	(1,760)	11
	Other Income	(101)	(6)	(36)	(143)	42
	Contributions to / (from) Earmarked Reserves					
	TOTAL NET SPEND	(78,949)	(104)	(2,321)	(81,374)	3

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2013/14 FTE STAFF	ORIGINAL BUDGET 2014/15 FTE STAFF	CHANGE IN FTE FTE STAFF
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

INCOME

SUBJECTIVE SUMMARY

FORECAST 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2013/14 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2014/15 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
1,817	Premises related expenditure	1,814	-	69	1,883	4
1,004	Supplies and Services	1,011	-	-	1,011	-
-	Third Party Payments	-	-	-	-	n/a
151	Transfer Payments	144	-	1,481	1,625	1,028
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,972	TOTAL EXPENDITURE	2,969	-	1,550	4,519	52
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,688)	Fees and Charges	(4,155)	(104)	(572)	(4,831)	16
(77,343)	Other Customer and Client Receipts	(77,739)	-	(3,319)	(81,058)	4
(8)	Interest Receivable	(8)	-	4	(4)	(50)
(16)	Recharges to other services	(16)	-	16	-	(100)
(82,055)	TOTAL INCOME	(81,918)	(104)	(3,871)	(85,893)	5
(79,083)	NET CONTROLLABLE COST	(78,949)	(104)	(2,321)	(81,374)	3
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(79,083)	NET COST OF SERVICE	(78,949)	(104)	(2,321)	(81,374)	3
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(79,083)	TOTAL NET EXPENDITURE	(78,949)	(104)	(2,321)	(81,374)	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Additional Income from Tenants Rents						(2,108)
Additional Income from Tenants Service Charges						(143)
Additional Income from Garage Rents						(93)
Increase in Tenants Voids						32
Increase in Garage Voids						105
Increase in Leaseholder Service Charge						(181)
Other minor variations						67
						(2,321)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,321)

CAPITAL PROGRAMME

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DETAILED PROGRAMME 2014/15	CP1
FUNDING	CP2

Capital Programme 2014/15 to 2016/17

CP1

Improving our Assets	2014/15 £	2015/16 £	2016/17 £	Total £
Corporate Property Maintenance Programme	3,100,000	2,530,000	2,100,000	7,730,000
DASHH - DFG	3,350,000	1,800,000	1,800,000	6,950,000
Education - Academies Programme	7,708,416	-	-	7,708,416
Education - DDA	500,000	-	-	500,000
Education - Primary Fixed term expansion	5,155,000	2,950,000	-	8,105,000
Education - Primary Permanent Expansion	51,227,399	57,745,000	22,100,000	131,072,399
Education - Major Maintenance	4,121,067	2,000,000	2,000,000	8,121,067
Education - Kitchen and Bathrooms and Early Intervention and Childcare Sufficiency Duty	1,773,605	-	-	1,773,605
Education - Secondary School	31,438,226	36,555,000	14,550,000	82,543,226
Education - SEN	10,092,855	-	-	10,092,855
New Salt Barn	-	1,000,000	-	1,000,000
Regeneration (Acquisitions) Fund	1,000,000	2,000,000	2,000,000	5,000,000
Expanding Our Temporary Accommodation	20,000,000	-	-	20,000,000
Housing Investment Programme	40,503,903	34,621,000	34,621,000	109,745,903
	179,970,471	141,201,000	79,171,000	400,342,471

Transforming Our Services	2014/15 £	2015/16 £	2016/17 £	Total £
Feasibility Fund	500,000	500,000	500,000	1,500,000
ICT	3,000,000	3,000,000	3,000,000	9,000,000
Taberner House Demolition	2,268,000	-	-	2,268,000
Waste / Recycling Programme	150,000	150,000	150,000	450,000
Bereavement Services	1,000,000	-	-	1,000,000
	6,918,000	3,650,000	3,650,000	14,218,000

Transforming Our Place	2014/15 £	2015/16 £	2016/17 £	Total £
Fairfield Halls Programme	1,566,000	8,197,000	11,315,000	21,078,000
Highways Programme	7,330,000	8,820,000	8,250,000	24,400,000
New Addington Leisure Centre	-	17,000,000	-	17,000,000
Connected Croydon	19,225,628	7,428,919	-	26,654,547
TFL - LIP	4,681,000	3,336,000	3,336,000	11,353,000
	32,802,628	44,781,919	22,901,000	100,485,547

GENERAL FUND	219,691,099	189,632,919	105,722,000	515,046,018
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Capital Programme Resourcing 2014/15 to 2016/17

CP2

FUNDING	2014/15 £	2015/16 £	2016/17 £	Total £
GENERAL FUND				
Capital Receipts	4,500,000	12,172,000	7,189,000	23,861,000
TFL	4,681,000	3,336,000	3,336,000	11,353,000
Partnership for Schools	4,765,000	-	-	4,765,000
DFE	70,307,000	31,412,046	32,982,648	134,701,694
CLG	900,000	900,000	900,000	2,700,000
GLA	19,225,628	7,428,919	-	26,654,547
Borrowing	74,808,568	99,762,954	26,693,352	201,264,874
	179,187,196	155,011,919	71,101,000	405,300,115
HRA				
HRA Receipts	552,000	500,000	500,000	1,552,000
Major Repairs Allowance	16,983,000	16,983,000	16,983,000	50,949,000
HRA Unsupported Borrowing	12,430,085	-	-	12,430,085
Other Grants and Contributions	-	-	-	-
HRA - Reserves	-	-	-	-
HRA - Revenue Contribution	10,538,818	17,138,000	17,138,000	44,814,818
	40,503,903	34,621,000	34,621,000	109,745,903
TOTAL	219,691,099	189,632,919	105,722,000	515,046,018
(OVER) / UNDER FUNDING OF PROGRAMME	0	0	0	0

