

# **CROYDON COUNCIL**

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

**2015/16**

**Appendix D to agenda item 6  
Cabinet, 17th February 2015**



# REVENUE BUDGET SUMMARY

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**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
213,849	People Department	<b>253,974</b>	2,317	(29,910)	<b>226,381</b>	(11)
78,250	Place Department	<b>78,142</b>	558	2,057	<b>80,757</b>	3
48,150	Resources Department	<b>36,008</b>	545	(15,823)	<b>20,730</b>	(42)
	Contribution to Provision for Doubtful Debts	<b>180</b>		-	<b>180</b>	
(3,328)	Efficiency Dividend	<b>3,226</b>		(3,226)	<b>-</b>	
8,121	Pensions Contribution	<b>8,447</b>		985	<b>9,432</b>	12
	Redundancy	<b>1,000</b>		(1,000)	<b>-</b>	
	Carbon Credits	<b>255</b>		-	<b>255</b>	
<b>345,042</b>	<b>NET COST OF SERVICES</b>	<b>381,232</b>	<b>3,420</b>	<b>(46,917)</b>	<b>337,735</b>	<b>33,673</b>
(14,684)	Core Grants	<b>(15,286)</b>		502	<b>(14,784)</b>	(5,535)
7,256	Contingency / Unallocated Provision	<b>1,000</b>		-	<b>1,000</b>	n/a
	<b>Levies from Other Bodies</b>					
253	Environment Agency	<b>272</b>		-	<b>272</b>	(33)
386	Lee Valley Regional Park Authority	<b>407</b>		-	<b>407</b>	n/a
400	London Boroughs Grants Committee	<b>407</b>		-	<b>407</b>	n/a
431	London Pensions Fund Authority	<b>438</b>		-	<b>438</b>	n/a
(3,814)	Interest and Investment Income	<b>(1,971)</b>		-	<b>(1,971)</b>	n/a
9,766	Interest Payable	<b>15,896</b>		4,497	<b>20,393</b>	(95)
<b>345,036</b>	<b>NET OPERATING EXPENDITURE</b>	<b>382,395</b>	<b>3,420</b>	<b>(41,918)</b>	<b>343,897</b>	<b>(113,224)</b>
	<b>APPROPRIATIONS</b>					
(5,581)	Contributions to / (from) Earmarked Reserves	<b>(304)</b>		2,564	<b>2,260</b>	(111)
(26,103)	Provision for Repayment of External Loans	<b>(21,428)</b>		1,592	<b>(19,836)</b>	n/a
(16,678)	Revenue Expenditure Funded from Capital under Statute ( REFCUS)	<b>(76,873)</b>		22,828	<b>(54,045)</b>	n/a
(3,958)	Deferred / Intangible Charges Written Off	<b>(4,711)</b>		428	<b>(4,283)</b>	(102)
	Contribution to / (from) General Balances					n/a
<b>292,716</b>	<b>BUDGET REQUIREMENT</b>	<b>279,079</b>	<b>3,420</b>	<b>(14,506)</b>	<b>267,992</b>	<b>(412)</b>
	<b>FINANCED BY</b>					
97,229	Revenue Support Grant	<b>80,485</b>			<b>61,367</b>	83
4,531	Collection Fund surplus / (deficit)	<b>3,337</b>			<b>6,008</b>	(95)
31,722	Business Rates Top Up Grant	<b>32,340</b>			<b>32,958</b>	n/a
33,172	Business Rates Income	<b>33,604</b>			<b>34,246</b>	(88)
126,062	Council Tax - Band D Equivalent	<b>129,313</b>			<b>133,413</b>	n/a
<b>292,716</b>	<b>TOTAL FINANCING</b>	<b>279,079</b>			<b>267,992</b>	<b>n/a</b>
2013/14 Band D Equivalent £.pp <b>1,171.39</b> 303.00	<b>COUNCIL TAX SUMMARY</b>		2014/15 Band D Equivalent £.pp <b>1,171.39</b> 299.00	2015/16 Band D Equivalent £.pp <b>1,171.39</b> 295.00	<b>133,413</b> 33,598	Change Band D Equivalent % <b>0.00%</b> <b>-1.34%</b>
<b>1,474.39</b>			<b>1,470.39</b>	<b>1,466.39</b>	<b>167,011</b>	<b>-0.27%</b>

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

ACTUAL 2013/14	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
£000's						
	<b>EXPENDITURE</b>					
282,054	Employees	125,168	1,236	(2,095)	<b>124,309</b>	(1)
39,881	Premises related expenditure	24,149	163	843	<b>25,155</b>	4
83,751	Supplies and Services	46,363	167	(6,357)	<b>40,173</b>	(13)
214,846	Third Party Payments	227,196	2,674	12,246	<b>242,116</b>	7
468,194	Transfer Payments	480,873	-	19,190	<b>500,063</b>	4
8,481	Transport related expenditure	7,715	120	591	<b>8,426</b>	9
39,733	Capital Charges	32,207	-	(1,586)	<b>30,621</b>	(5)
4,953	Deferred/Intangible Charges	4,707	-	(434)	<b>4,273</b>	(9)
21,521	REFCUS	76,876	-	(22,826)	<b>54,050</b>	(30)
(4,696)	Corporate support services bought in	(4,899)	-	(1,434)	<b>(6,333)</b>	29
(12,672)	Recharges from other services	81,657	(1)	(59,004)	<b>22,652</b>	(72)
<b>1,146,046</b>	<b>TOTAL EXPENDITURE</b>	<b>1,102,012</b>	<b>4,359</b>	<b>(60,867)</b>	<b>1,045,505</b>	<b>(5)</b>
	<b>INCOME</b>					
(695,965)	Government Grants	(550,979)	(38)	(17,218)	<b>(568,235)</b>	3
(34,659)	Other Grants, reimbursements and contributions	(17,703)	(52)	(19,633)	<b>(37,388)</b>	111
(45,597)	Fees and Charges	(48,778)	(595)	2,837	<b>(46,536)</b>	(5)
(24,779)	Customer and Client Receipts	(11,678)	(254)	(6,136)	<b>(18,068)</b>	55
(4)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
-	Recharges to other services	(91,614)	-	54,099	<b>(37,515)</b>	(59)
<b>(801,004)</b>	<b>TOTAL INCOME</b>	<b>(720,780)</b>	<b>(939)</b>	<b>13,950</b>	<b>(707,770)</b>	<b>(2)</b>
<b>345,042</b>	<b>NET EXPENDITURE</b>	<b>381,232</b>	<b>3,420</b>	<b>(46,917)</b>	<b>337,735</b>	<b>(11)</b>

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
People	1,204.4	1,159.8	(44.7)
Place	565.3	546.8	(18.5)
Resources	1,036.2	999.8	(36.3)
<b>TOTAL FTE STAFF</b>	<b>2,805.9</b>	<b>2,706.4</b>	<b>(99.5)</b>

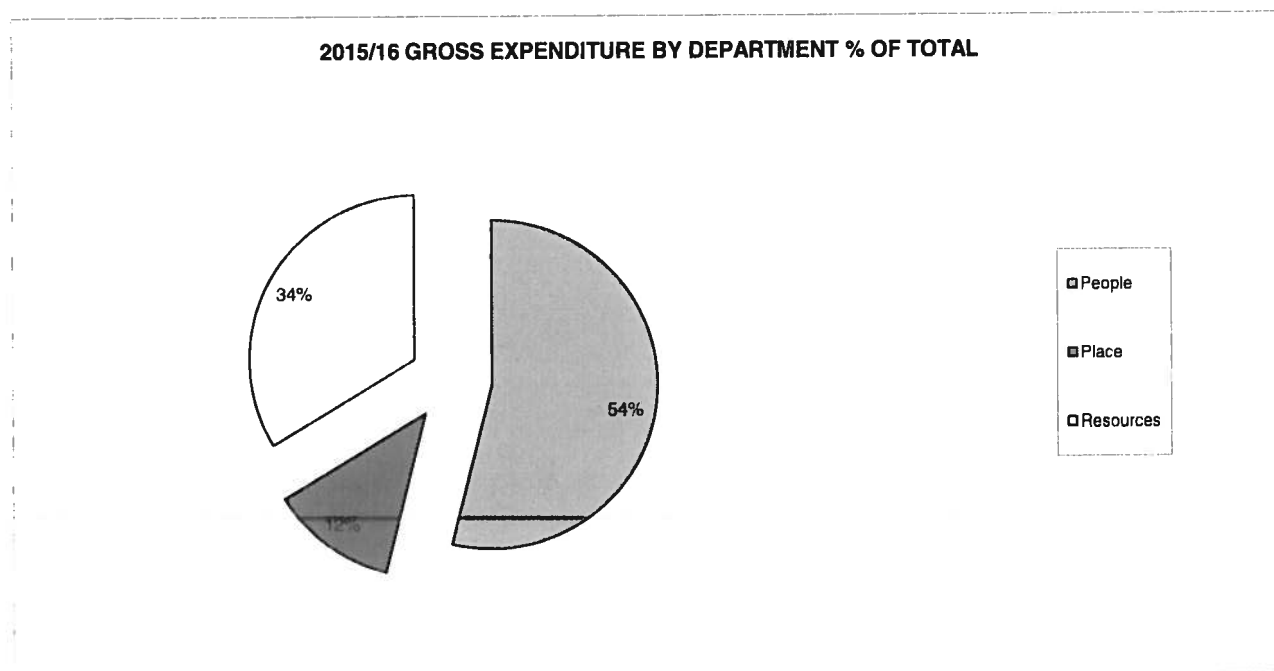
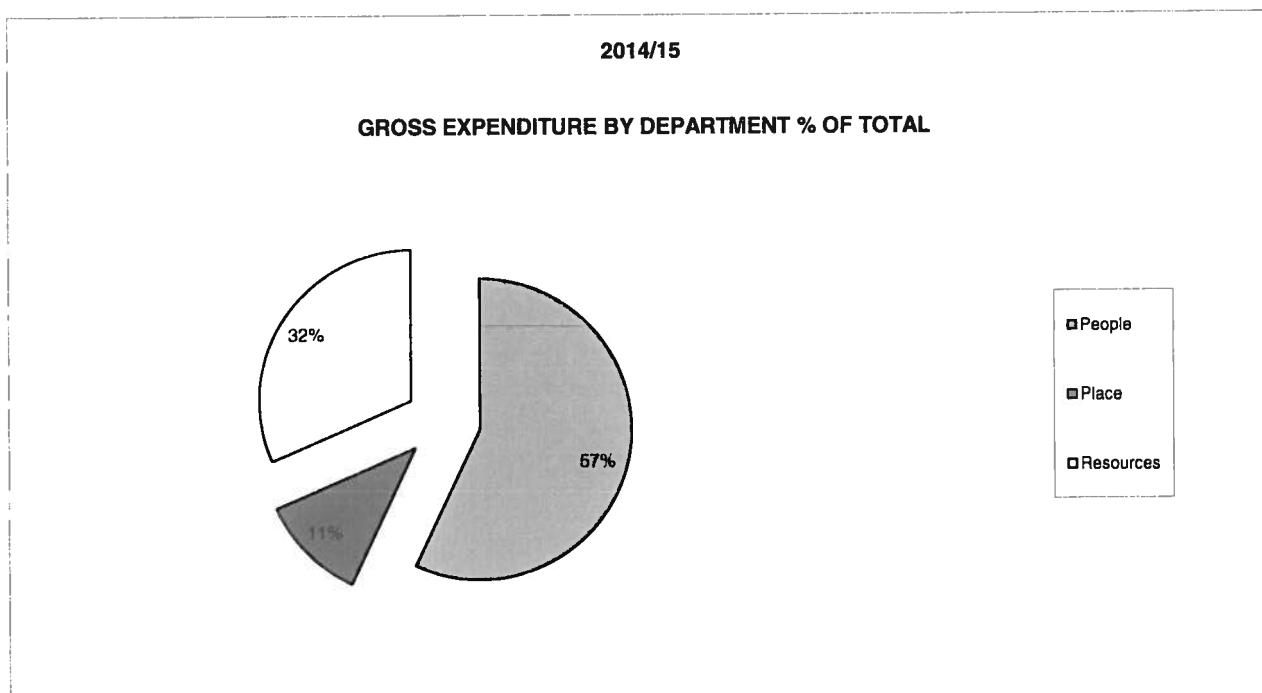
**REVENUE BUDGET SUMMARY**
**CORPORATE SUPPORT SERVICES BOUGHT IN**

DESCRIPTION	People	Place	Resources	HRA	TOTAL £'000
Financial Services	761	457	134	56	1,408
Treasury and Pensions	-	-	-	-	0
Governance	847	269	49	134	1,299
Risk Insurance and Business Continuity	(453)	(144)	(26)	(71)	(694)
Assets	182	58	10	28	278
HR Finance Service Centre	1,404	583	480	654	3,121
Strategy and Performance	1,131	360	64	179	1,734
Procurement and Commissioning	741	235	42	116	1,134
SCPP - Services	548	249	-	-	797
Exchequer	935	75	50	8	1,068
Customer Strategy and Development	406	129	24	63	622
Contact Centre	590	923	331	422	2,266
Communications	360	114	21	58	553
FM Services - Soft	5,504	2,321	2,544	1,710	12,079
FM Services - Hard	1,765	752	402	163	3,082
ST and ICT Strategy	193	64	66	49	372
Information Communication Technology	7,786	2,563	2,631	2,120	15,100
Telephony Service	-	-	-	-	0
Service Transformation Program	643	212	218	163	1,236
Business Support	3,817	865	162	257	5,101
HR Consultancy Summary	1,140	432	281	294	2,147
Legal Summary	(323)	(71)	(24)	(70)	(488)
<b>Total</b>	<b>27,977</b>	<b>10,446</b>	<b>7,459</b>	<b>6,333</b>	<b>52,215</b>

**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
693,982	People	620,803	2,782	(65,078)	<b>558,507</b>	(10)
122,900	Place	124,443	903	2,948	<b>128,294</b>	3
324,371	Resources	343,658	674	4,505	<b>348,837</b>	2
-	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
(3,328)	Efficiency Dividend	3,226	-	(3,226)	-	(100)
8,121	Pensions Contribution	8,447	-	985	<b>9,432</b>	12
-	Redundancy	1,000	-	(1,000)	-	(100)
-	Carbon Credits	255	-	-	<b>255</b>	-
<b>1,146,046</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>1,102,012</b>	<b>4,359</b>	<b>(60,867)</b>	<b>1,045,505</b>	<b>(5)</b>



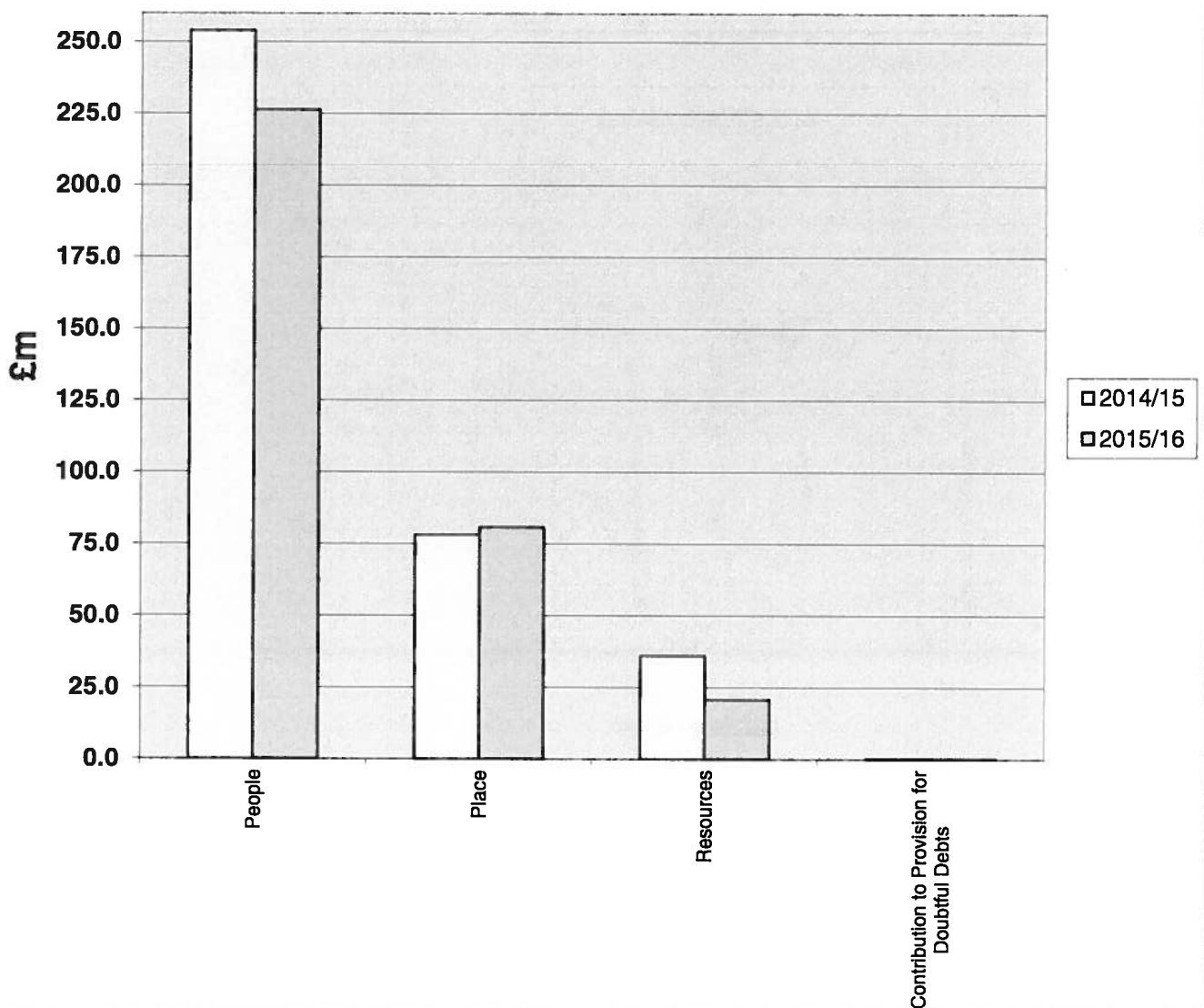


**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2013/14 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E)
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8,121	Pensions Contribution	8,447	-	985	<b>9,432</b>	12
-	Redundancy	1,000	-	(1,000)	-	-
-	Carbon Credits	255	-	-	<b>255</b>	-
<b>345,042</b>	<b>NET COST OF SERVICES</b>	<b>381,232</b>	<b>3,420</b>	<b>(46,917)</b>	<b>337,735</b>	<b>(11)</b>

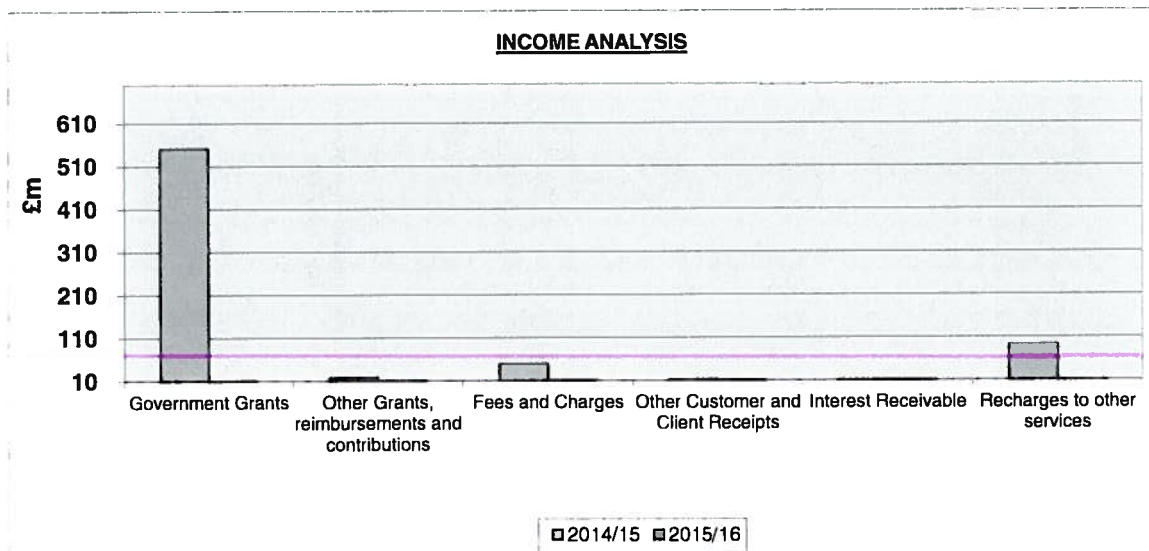
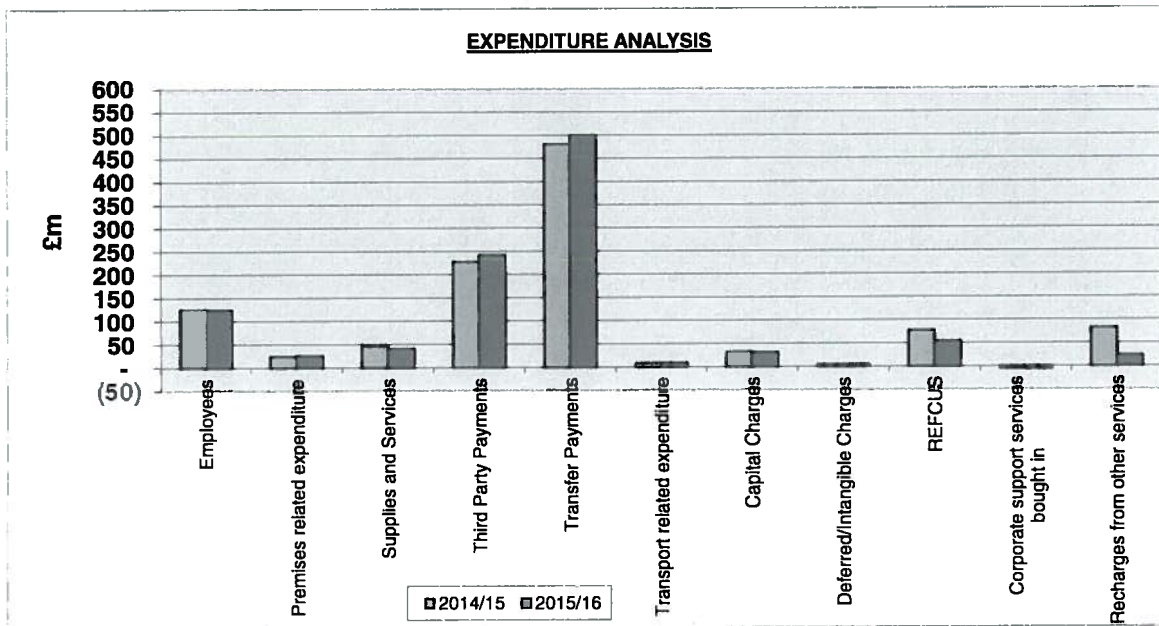
**NET EXPENDITURE BY DEPARTMENT**



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2013/14  £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E)
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21,521	REFCUS	76,876	-	(22,826)	54,050	(30)
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(45,597)	Fees and Charges	(48,778)	(595)	2,837	(46,536)	(5)
(24,779)	Other Customer and Client Receipts	(11,678)	(254)	(6,136)	(18,068)	55
(4)	Interest Receivable	(28)	-	-	(28)	-
-	Recharges to other services	(91,614)	-	54,099	(37,515)	(59)
(801,004)	<b>TOTAL INCOME</b>	(720,780)	(939)	13,950	(707,770)	(2)
345,042	<b>NET EXPENDITURE</b>	381,232	3,420	(46,917)	337,735	(11)







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## KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

## ASC KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

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

## Departmental Priorities

Our priorities are to:

- 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
- 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
- promote better and fair access to adult services
- make best use of resources, achieve value for money and balance the budget, and invest in our staff.
- Deliver the above through programmes such as the implementation of the Care Act, the Better Care Fund, implementation of the Adult Mental Health Strategy, planning for Outcomes Based Commissioning for over 65s and relevant Croydon Challenge projects, as well as a more joined up approach to the preventative agenda across services within the People department.

## CFL KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

Further improve independence, resilience and life-chances in the following ways:

- Development of synergies with adults services, welfare and housing needs to deliver more joined up approaches in line with Think Family principles and to deliver Croydon challenge projects, improving both outcomes and efficiencies, in line with the Council target operating model.
- Embed new arrangements for commissioning and delivery of services through the schools mutual, ensuring that the proportion of schools of choice, i.e. those judged good or better by OFSTED, and end of key stage achievement continues to improve, including narrowing the gap for disadvantaged groups.
- Continue to secure sufficient school places for the rapidly expanding population of children and young people, including those with special educational needs.
- Continue to improve work-related opportunities in schools and post-16 collaboration.
- Continue to improve the effectiveness of early intervention, driving down demand on specialist services, and creating a new model for children in need provision.
- Continue to improve the quality of children's social care, including key indicators such as timeliness on adoption performance, and ensuring preparedness for inspection.
- Continue to improve the effectiveness of the Local Safeguarding Children board, as articulated in its annual business plan.
- Deliver key partnership plans, as articulated in the Children and Family Plan and the Integrated Commissioning Unit plans.
- Continue to secure sustainable arrangements for adult learning, ensuring developments are in line with skill needs in Croydon.
- Development of cultural strategy and proposals for a cultural trust.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1000D, C1020D

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	% CHANGE
	2013/14	2014/15	2014/15	2015/16	
	£000	£000	£000	£000	
Employees	208,461	58,872	59,947	58,248	(3)
Premises related expenditure	17,623	2,725	2,787	2,116	(24)
Supplies and Services	43,298	9,312	8,777	8,207	(6)
Third Party Payments	147,682	153,338	147,249	169,526	15
Transfer Payments	209,246	214,389	272,995	222,010	(19)
Transport related expenditure	7,318	6,562	7,851	7,395	(6)
Capital Charges	16,142	9,864	9,773	8,127	(17)
Deferred/Intangible Charges	340	172	166	114	(31)
REFCUS	16,068	67,891	67,891	44,371	(35)
Corporate support services bought in	25,851	26,752	26,725	26,278	(2)
Recharges (to) / from other services	1,953	511	(5,404)	(2,537)	(53)
<b>TOTAL EXPENDITURE</b>	<b>693,982</b>	<b>550,388</b>	<b>598,758</b>	<b>543,855</b>	<b>(9)</b>
Government Grants	(428,822)	(266,369)	(314,002)	(269,776)	(14)
Other Grants, reimbursements and contributions	(19,432)	(10,455)	(8,419)	(30,660)	264
Fees and Charges	(26,543)	(18,703)	(16,339)	(16,120)	(1)
Customer and Client Receipts	(5,336)	(859)	(763)	(890)	17
Interest Receivable	(28)	(28)	-	(28)	n/a
<b>TOTAL INCOME</b>	<b>(480,133)</b>	<b>(296,414)</b>	<b>(339,523)</b>	<b>(317,474)</b>	<b>(6)</b>
<b>NET EXPENDITURE</b>	<b>213,849</b>	<b>253,974</b>	<b>259,235</b>	<b>226,381</b>	<b>(13)</b>
Contributions to / (from) Reserves	(4,883)	-	(148)	-	(100)
<b>CURRENT BUDGET</b>	<b>203,723</b>		<b>253,609</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>5,243</b>		<b>5,478</b>		

## TOP FINANCIAL RISKS 2015/16

- Further increases in the demand for services
- Non-achievement of efficiencies
- Non-achievement of service transformation savings
- Non-achievement of re-procurement savings
- Reduction in external grant and commercial income
- Non-achievement of in-house providers/staff
- Further increases in demand for services
- Non-achievement of efficiencies
- Unexpected significant increase due to ordinary residence claims
- Reduction in income due to the current economic conditions

## PEOPLE DEPARTMENT

## DEPARTMENT SUMMARY

## CABINET MEMBERS

Cllr Flemming	Cabinet Member for Children, Families & Learning
Cllr Woodley	Cabinet Member for People and Communities

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director (Acting) People Department	65729
Ian Lewis	Director - Social Care and Family Support	88481
Jane Doyle	Director - Community and Support Services	65671
David Butler	Head of School Standards and Commissioning	65636
Brenda Scanlan	Director - Integrated Commissioning	65727
Edwina Morris	Interim Director - Personal Support	65416

## COST CENTRE

C1010E	Social Care and Family Support
C1020E	School Standards and Commissioning
C1030E	Schools ISB
C1040E	Community and Support Services
C1090E	CFL Central
C1195F	Intergrated Commissioning Division
C1190F	Personal Support
C1200F	Adult Social Care Recharges

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2014/15 £000's	DIVISION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
64,381	Social Care and Family Support	62,772	695	(25)	63,442	1
5,524	School Standards and Commissioning	5,495	(21)	(2,688)	2,786	(49)
77,266	Community and Support Services	77,471	62	(66,950)	10,583	(86)
7,870	CFL Central Costs	7,392	(5)	40,434	47,821	547
-	Dedicated Schools Grant	(1,989)	-	(11)	(2,000)	1
47,476	Intergrated Commissioning Division	106,839	544	(59,553)	47,830	(55)
56,635	Personal Support	(4,006)	1,041	58,884	55,919	(1,496)
(66)	Adult Social Care Recharges	-	1	(1)	-	n/a
155,041	<b>TOTAL NET SPEND</b>	253,974	2,317	(29,910)	226,381	(1,138)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Social Care and Family Support	541.1	560.3	19.2
School Standards and Commissioning	88.2	17.9	(70.3)
Community and Support Services	130.7	123.8	(6.9)
CFL Central Costs	-	2.0	2.0
DSG*	N/A	N/A	N/A
Intergrated Commissioning Division	119.4	130.3	10.9
Personal Support	319.4	325.4	6.0
Adult Social Care Recharges	5.6	-	(5.6)
<b>TOTAL FTE STAFF</b>	1,204.4	1,159.8	(44.7)

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

PEOPLE DEPARTMENT

DEPARTMENT SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
59,947	Employees	58,872	514	(1,138)	58,248	(1)
2,787	Premises related expenditure	2,725	-	(609)	2,116	(22)
8,777	Supplies and Services	9,312	4	(1,109)	8,207	(12)
147,249	Third Party Payments	153,338	2,145	14,043	169,526	11
272,995	Transfer Payments	214,389	-	7,621	222,010	4
7,851	Transport related expenditure	6,562	120	713	7,395	13
10,498	Recharges from other services	70,926	(1)	(58,810)	12,115	(83)
510,105	<b>TOTAL EXPENDITURE</b>	516,124	2,782	(39,289)	479,617	(7)
(314,002)	Government Grants	(266,369)	(38)	(3,369)	(269,776)	1
(8,419)	Other Grants, reimbursements and contributions	(10,455)	-	(20,205)	(30,660)	193
(16,339)	Fees and Charges	(18,703)	(408)	2,991	(16,120)	(14)
(763)	Customer and Client Receipts	(859)	(19)	(12)	(890)	4
-	Interest Receivable	(28)	-	-	(28)	-
(15,903)	Recharges to other services	(70,415)	-	55,763	(14,652)	(79)
(355,426)	<b>TOTAL INCOME</b>	(366,829)	(465)	35,168	(332,126)	(9)
154,679	<b>NET CONTROLLABLE COST</b>	149,295	2,317	(4,121)	147,491	(1)
9,773	Capital Charges	9,864	-	(1,737)	8,127	(18)
166	Deferred/Intangible Charges	172	-	(58)	114	(34)
67,891	REFCUS	67,891	-	(23,520)	44,371	(35)
26,725	Corporate support services bought in	26,752	-	(474)	26,278	(2)
104,555	<b>TOTAL UNCONTROLLABLE COST</b>	104,679	-	(25,789)	78,890	(25)
259,235	<b>NET COST OF SERVICE</b>	253,974	2,317	(29,910)	226,381	(11)
(148)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(148)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
259,087	<b>TOTAL NET EXPENDITURE</b>	253,974	2,317	(29,910)	226,381	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						6,637
Strategic budget - agreed additional income / savings						(8,690)
						(2,053)
Other resource changes						(27,855)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(29,908)</b>





PEOPLE - CHILDREN, FAMILIES AND LEARNING

DIVISION SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
39,830	Employees	39,570	306	(1,312)	38,564	(3)
1,917	Premises related expenditure	1,907	-	(599)	1,308	(31)
6,582	Supplies and Services	5,546	-	651	6,197	12
73,873	Third Party Payments	61,165	445	(6,277)	55,333	(10)
248,285	Transfer Payments	212,417	-	7,135	219,552	3
7,696	Transport related expenditure	6,102	120	712	6,934	14
4,998	Recharges from other services	4,923	-	928	5,851	19
383,181	<b>TOTAL EXPENDITURE</b>	331,630	871	1,238	333,739	1
(311,047)	Government Grants	(263,446)	(38)	(1,778)	(265,262)	1
(3,082)	Other Grants, reimbursements and contributions	(3,541)	-	28	(3,513)	(1)
(3,575)	Fees and Charges	(3,671)	(99)	271	(3,499)	(5)
(198)	Customer and Client Receipts	(198)	(3)	41	(160)	(19)
-	Interest Receivable	-	-	-	-	n/a
(5,086)	Recharges to other services	(4,571)	-	(2,266)	(6,837)	50
(322,988)	<b>TOTAL INCOME</b>	(275,427)	(140)	(3,704)	(279,271)	1
60,193	<b>NET CONTROLLABLE COST</b>	56,203	731	(2,466)	54,468	(3)
9,024	Capital Charges	9,024	-	(1,700)	7,324	(19)
-	Deferred/Intangible Charges	-	-	-	-	n/a
67,891	REFCUS	67,891	-	(23,520)	44,371	(35)
18,034	Corporate support services bought in	18,023	-	(1,554)	16,469	(9)
94,949	<b>TOTAL UNCONTROLLABLE COST</b>	94,938	-	(26,774)	68,164	(28)
155,142	<b>NET COST OF SERVICE</b>	151,141	731	(29,240)	122,632	(19)
(101)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(101)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
155,041	<b>TOTAL NET EXPENDITURE</b>	151,141	731	(29,240)	122,632	(19)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,997
Strategic budget - agreed additional income / savings						(4,376)
						(379)
Other resource changes						(28,861)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(29,240)</b>

SOCIAL CARE AND FAMILY SUPPORT

SERVICE DESCRIPTION

1) The work in the Early Intervention and Family Support Service comprises a wide range of activities. It ensures the sufficiency and quality of early years and child care and ensures families can access children's centre services in their community. The Children's Centres provide a range of services to assist in parenting skills. A further range of family support services is commissioned from local and national organisations. The service also provides an integrated youth offer. Early Help Co-ordinators and Advisers are available to give advice to families and other agencies about services to children across all levels of need. Services are aimed at providing good quality of assistance and preventing a greater level of need for specialist services. Furthermore, EIFS includes services relating to all aspects of Domestic Abuse and Sexual Violence, to the Family Resilience Service which meets the Government Troubled Families agenda, a Functional Family Therapy Service working with vulnerable adolescents and their families and with the Children and Young People Resilience Service, also assisting vulnerable adolescents.

2) The Safeguarding and Looked After Children Quality Assurance Service has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked After Children. The Service co-ordinates the Local Safeguarding Children's 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. It is also responsible for the Learning and Development Service for Children's Social Care, and the wider Safeguarding Board. The service also has responsibility for the implementation and co-ordination of quality assurance and audit activities across Children Social Care and member organisations of the Safeguarding Board. The Service further manages the implementation and maintenance of the electronic Children's Recording System throughout Children Social Care (CSC). In addition the service manages the LADO (Local Authority Designated Officer) whose function is to coordinate investigations where there are allegations of abuse by professionals working with children. The service has lead function for the implementation of the Systemic approach across CSC as well as the:

A Home Office Funded pilot project to provide advocacy to children who are trafficked; an NSPCC run CSCB funded project to provide return home interviews for children who have gone missing; group supervision pilots; Children in Care Council; the Independent Visitors Service; the Coram Advocacy Service and responsibility for children missing and CSE.

3) The Children in Need service is responsible for the assessment and support for all children in need, including children in need of protection. The Multi-Agency Safeguarding Hub brings together staff from across all agencies involved in child protection within the Council and externally. Social Work units are also employed to undertake assessments including child protection investigations. The Children in Need teams work with cases where children are on child protection plans and those who have longer term needs. This service will be responsible in the main for applications to court when children are assessed as requiring a Court Order for their protection. Moreover, they provide reports to the Court for private proceedings in relation to children. Other services are Private Fostering and the Family Group Conference service. This service also includes the Emergency Duty Team for all children and adults social care outside office hours. All social work services for disabled children are based within Children in Need. A residential unit offering short term respite for children with disabilities is based at Calleydown.

4) The Looked After Children service is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years, placed for adoption, cared for in fostering placements, residential homes, or placed with family and friends carers, and care leavers aged 18-25 years. Approximately 400 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector.

**Inclusion, Learning access and SEN**

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.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
						CHANGE (E) %
C1030F	Social Care & Family Support Directorate	194	1	494	689	255
C1025F	Safeguarding and Looked After Children Quality Assurance	2,599	17	(728)	1,888	(27)
C1120F	Early Intervention and Family Support Service	11,048	59	(7)	11,100	0
C1105F	Children in Need Service	14,829	96	612	15,537	5
C1110F	Looked After Children	21,514	381	217	22,112	3
C1070F	Inclusion, Learning Access and SEN	12,588	141	(613)	12,116	(4)
<b>TOTAL NET SPEND</b>		<b>62,772</b>	<b>695</b>	<b>(25)</b>	<b>63,442</b>	<b>1</b>

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Social Care & Family Support Directorate	1.0	1.0	-
Safeguarding and Looked After Children Quality Assurance	30.8	31.8	1.0
Early Intervention and Family Support Service	139.8	150.6	10.8
Children in Need Service	143.4	151.4	8.0
Looked After Children	141.0	139.8	(1.2)
Inclusion, Learning Access and SEN	85.1	85.7	0.6
<b>TOTAL FTE STAFF</b>	<b>541.1</b>	<b>560.3</b>	<b>19.2</b>

PEOPLE - CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

SOCIAL CARE AND FAMILY SUPPORT

COST CENTRE: C1010E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,236	Employees	27,706	241	338	28,285	2
317	Premises related expenditure	304	-	7	311	2
4,985	Supplies and Services	3,502	-	18	3,520	1
51,300	Third Party Payments	38,426	381	1,361	40,168	5
35,026	Transfer Payments	1,147	-	58	1,205	5
7,652	Transport related expenditure	6,058	120	722	6,900	14
4,608	Recharges from other services	4,533	-	1,148	5,681	25
132,124	<b>TOTAL EXPENDITURE</b>	81,676	742	3,652	86,070	5
(73,319)	Government Grants	(25,138)	(38)	(1,926)	(27,102)	8
(2,288)	Other Grants, reimbursements and contributions	(2,288)	-	(288)	(2,576)	13
(433)	Fees and Charges	(380)	(9)	-	(389)	2
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(3,688)	Recharges to other services	(3,173)	-	(2,241)	(5,414)	71
(79,728)	<b>TOTAL INCOME</b>	(30,979)	(47)	(4,455)	(35,481)	15

52,396	<b>NET CONTROLLABLE COST</b>	50,697	695	(803)	50,589	(0)
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254	Capital Charges	254	-	(64)	190	(25)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
11,832	Corporate support services bought in	11,821	-	842	12,663	7
12,086	<b>TOTAL UNCONTROLLABLE COST</b>	12,075	-	778	12,853	6

64,482	<b>NET COST OF SERVICE</b>	62,772	695	(25)	63,442	1
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(101)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(101)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

64,381	<b>TOTAL NET EXPENDITURE</b>	62,772	695	(25)	63,442	1
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		3,891
<u>Strategic budget - agreed additional income / savings</u>		(2,821)
<u>Other resource changes</u>		(1,095)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(25)</b>

## SOCIAL CARE AND FAMILY SUPPORT

## DIRECTORATE

## COST CENTRE: C1030F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
308	Employees	308	1	15	324	5
-	Premises related expenditure	-	-	3	3	n/a
44	Supplies and Services	44	-	58	102	132
-	Third Party Payments	-	-	600	600	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
1	Recharges from other services	1	-	-	1	-
<b>354</b>	<b>TOTAL EXPENDITURE</b>	<b>354</b>	<b>1</b>	<b>676</b>	<b>1,031</b>	<b>191</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(188)	Recharges to other services	(188)	-	(172)	(360)	91
(188)	<b>TOTAL INCOME</b>	(188)	-	(172)	(360)	91
<b>166</b>	<b>NET CONTROLLABLE COST</b>	<b>166</b>	<b>1</b>	<b>504</b>	<b>671</b>	<b>304</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
28	Corporate support services bought in	28	-	(10)	18	(36)
<b>28</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>28</b>	<b>-</b>	<b>(10)</b>	<b>18</b>	<b>(36)</b>
<b>194</b>	<b>NET COST OF SERVICE</b>	<b>194</b>	<b>1</b>	<b>494</b>	<b>689</b>	<b>255</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>194</b>	<b>TOTAL NET EXPENDITURE</b>	<b>194</b>	<b>1</b>	<b>494</b>	<b>689</b>	<b>255</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Public health funding for emotional wellbeing of Looked After Children						(100)
<u>Other resource changes</u>						604
Intra-service charges/transfers-£600k for CAHMS budget,(£71k) for UASC legal and £76k UASC recharge changes						(10)
Reduction in corporate and capital charges (SeRCOP)						594
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>494</b>

SOCIAL CARE AND FAMILY SUPPORT

SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE

COST CENTRE: C1025F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,166	Employees	1,928	17	92	2,037	6
8	Premises related expenditure	-	-	6	6	n/a
420	Supplies and Services	384	-	1	385	0
13	Third Party Payments	47	-	-	47	-
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	3	-	-	3	-
88	Recharges from other services	88	-	-	88	-
<b>2,701</b>	<b>TOTAL EXPENDITURE</b>	<b>2,450</b>	<b>17</b>	<b>99</b>	<b>2,566</b>	<b>5</b>
(43)	Government Grants	(71)	-	-	(71)	-
(60)	Other Grants, reimbursements and contributions	(60)	-	(30)	(90)	50
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(830)	Recharges to other services	(712)	-	(29)	(741)	4
(933)	<b>TOTAL INCOME</b>	<b>(843)</b>	<b>-</b>	<b>(59)</b>	<b>(902)</b>	<b>7</b>
<b>1,768</b>	<b>NET CONTROLLABLE COST</b>	<b>1,607</b>	<b>17</b>	<b>40</b>	<b>1,664</b>	<b>4</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
992	Corporate support services bought in	992	-	(768)	224	(77)
992	<b>TOTAL UNCONTROLLABLE COST</b>	<b>992</b>	<b>-</b>	<b>(768)</b>	<b>224</b>	<b>(77)</b>
<b>2,760</b>	<b>NET COST OF SERVICE</b>	<b>2,599</b>	<b>17</b>	<b>(728)</b>	<b>1,888</b>	<b>(27)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>2,760</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,599</b>	<b>17</b>	<b>(728)</b>	<b>1,888</b>	<b>(27)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
LADO- Local Authority Designated Officer for child protection allegations						60
						60
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Intra-service charges/transfers- UASC recharge changes						9
Reduction in corporate and capital charges (SeRCOP)						(768)
Virements actioned in year to CFL for removal of HR internal recharges						(29)
						(788)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(728)</b>

SOCIAL CARE AND FAMILY SUPPORT

EARLY INTERVENTION AND FAMILY SUPPORT SERVICE

COST CENTRE: C1120F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,221	Employees	6,262	59	308	6,629	6
287	Premises related expenditure	287	-	-	287	-
1,816	Supplies and Services	1,759	-	-	1,759	-
6,669	Third Party Payments	7,369	-	(658)	6,711	(9)
50	Transfer Payments	50	-	-	50	-
112	Transport related expenditure	112	-	-	112	-
513	Recharges from other services	513	-	(288)	225	(56)
15,668	<b>TOTAL EXPENDITURE</b>	16,352	59	(638)	15,773	(4)
(2,544)	Government Grants	(2,544)	-	(348)	(2,892)	14
(2,186)	Other Grants, reimbursements and contributions	(2,186)	-	-	(2,186)	-
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,093)	Recharges to other services	(958)	-	(325)	(1,283)	34
(5,823)	<b>TOTAL INCOME</b>	(5,688)	-	(673)	(6,361)	12
9,845	<b>NET CONTROLLABLE COST</b>	10,664	59	(1,311)	9,412	(12)
198	Capital Charges	198	-	(28)	170	(14)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
186	Corporate support services bought in	186	-	1,332	1,518	716
384	<b>TOTAL UNCONTROLLABLE COST</b>	384	-	1,304	1,688	340
10,229	<b>NET COST OF SERVICE</b>	11,048	59	(7)	11,100	0
(101)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(101)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,128	<b>TOTAL NET EXPENDITURE</b>	11,048	59	(7)	11,100	0
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Childcare places previously commissioned from nursery schools						(178)
Deleted traded service - forestry project (discretionary)						(128)
Family Based Early Intervention - efficiency through recommissioning and service integration						(352)
Funding for Domestic Abuse from Public Health Grant						(200)
						(858)
<u>Other resource changes</u>						
Inter-departmental recharges- Decrease in recharges to HRA for street-based work						(6)
Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes						(406)
Increase in corporate and capital charges (SeRCOP)						1,304
Virements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR internal recharges)						(41)
						851
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(7)

PEOPLE - CHILDREN, FAMILIES AND LEARNING

SERVICE SUBJECTIVE SUMMARY

SOCIAL CARE AND FAMILY SUPPORT

CHILDREN IN NEED SERVICE

COST CENTRE: C1105F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,998	Employees	7,558	70	6	7,634	1
10	Premises related expenditure	10	-	-	10	-
710	Supplies and Services	669	-	-	669	-
5,619	Third Party Payments	5,387	26	(463)	4,950	(8)
527	Transfer Payments	527	-	(171)	356	(32)
40	Transport related expenditure	53	-	(2)	51	(4)
1,233	Recharges from other services	1,233	-	250	1,483	20
16,137	<b>TOTAL EXPENDITURE</b>	15,437	96	(380)	15,153	(2)
(513)	Government Grants	(913)	-	400	(513)	(44)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(577)	Recharges to other services	(134)	-	(443)	(577)	331
(1,090)	<b>TOTAL INCOME</b>	(1,047)	-	(43)	(1,090)	4
15,047	<b>NET CONTROLLABLE COST</b>	14,390	96	(423)	14,063	(2)
11	Capital Charges	11	-	-	11	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
428	Corporate support services bought in	428	-	1,035	1,463	242
439	<b>TOTAL UNCONTROLLABLE COST</b>	439	-	1,035	1,474	236
15,486	<b>NET COST OF SERVICE</b>	14,829	96	612	15,537	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
15,486	<b>TOTAL NET EXPENDITURE</b>	14,829	96	612	15,537	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased Legal costs - due to the length of legal proceedings and the levels of complexity						458
						458
<u>Strategic budget - agreed additional income / savings</u>						
Legal Costs - review of care number and level of complexity of legal work undertaken and providers used						(308)
Looked After Children contact and assessment framework at reduced rates						(50)
						(358)
<u>Other resource changes</u>						
Intra-service charges/transfers- CAHMS budget transfer to directorate (£600k)and UASC legal cost and recharge changes						(920)
Increase in corporate and capital charges (SeRCOP)						1,035
Virements actioned in year- £400k re-allocation of HNB DSG and £3k to CFL for removal of HR internal recharges						397
						512
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>612</b>



## SOCIAL CARE AND FAMILY SUPPORT

## LOOKED AFTER CHILDREN

## COST CENTRE: C1110F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,128	Employees	7,063	64	301	7,428	5
9	Premises related expenditure	4	-	-	4	-
389	Supplies and Services	389	-	(33)	356	(8)
28,516	Third Party Payments	25,513	355	1,903	27,771	9
468	Transfer Payments	468	-	26	494	6
26	Transport related expenditure	26	-	-	26	-
2,665	Recharges from other services	2,602	-	1,082	3,684	42
39,201	<b>TOTAL EXPENDITURE</b>	36,065	419	3,279	39,763	10
(18,387)	Government Grants	(18,216)	(38)	(1,308)	(19,562)	7
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,081)	Recharges to other services	(1,081)	-	(1,372)	(2,453)	127
(19,468)	<b>TOTAL INCOME</b>	(19,297)	(38)	(2,680)	(22,015)	14
19,733	<b>NET CONTROLLABLE COST</b>	16,768	381	599	17,748	6
45	Capital Charges	45	-	(36)	9	(80)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
4,701	Corporate support services bought in	4,701	-	(346)	4,355	(7)
4,746	<b>TOTAL UNCONTROLLABLE COST</b>	4,746	-	(382)	4,364	(8)
24,479	<b>NET COST OF SERVICE</b>	21,514	381	217	22,112	3
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
24,479	<b>TOTAL NET EXPENDITURE</b>	21,514	381	217	22,112	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Looked After Children - Service Demand						2,199
Pressure from revised staying put policy as a result of Central Government regulatory change						107
						2,306
<u>Strategic budget - agreed additional income / savings</u>						
Reduction of number of Looked After Children (LAC) through an approach of 'Looking After the Right Children						(775)
Recruitment of in house foster carers to reduce the reliance on Independent Foster Agencies for LAC placements						(333)
Savings from contract management and rates renegotiation for Independent Foster Agencies contracts						(19)
						(1,127)
<u>Other resource changes</u>						
Intra-service charges/transfers- UASC recharge changes £630k, UASC legal costs (£100k), (£24k)CIN and (£76k) directors						430
Reduction in corporate and capital charges (SeRCOP)						(382)
Virements actioned in year to CFL for removal of HR internal recharges						(10)
Public Health Funding recharge						(1,000)
						(962)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>217</b>

## SOCIAL CARE AND FAMILY SUPPORT

## INCLUSION LEARNING ACCESS AND SEN

## COST CENTRE: C1070F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,415	Employees	4,587	30	(384)	4,233	(8)
3	Premises related expenditure	3	-	(2)	1	(67)
1,606	Supplies and Services	257	-	(8)	249	(3)
10,483	Third Party Payments	110	-	(21)	89	(19)
33,981	Transfer Payments	102	-	203	305	199
7,467	Transport related expenditure	5,863	120	724	6,707	14
108	Recharges from other services	96	-	104	200	108
58,063	<b>TOTAL EXPENDITURE</b>	11,018	150	616	11,784	7
(51,832)	Government Grants	(3,394)	-	(670)	(4,064)	20
(42)	Other Grants, reimbursements and contributions	(42)	-	(258)	(300)	614
(433)	Fees and Charges	(380)	(9)	-	(389)	2
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
81	Recharges to other services	(100)	-	100	-	(100)
(52,226)	<b>TOTAL INCOME</b>	(3,916)	(9)	(828)	(4,753)	21
5,837	<b>NET CONTROLLABLE COST</b>	7,102	141	(212)	7,031	(1)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
5,497	Corporate support services bought in	5,486	-	(401)	5,085	(7)
5,497	<b>TOTAL UNCONTROLLABLE COST</b>	5,486	-	(401)	5,085	(7)
11,334	<b>NET COST OF SERVICE</b>	12,588	141	(613)	12,116	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,334	<b>TOTAL NET EXPENDITURE</b>	12,588	141	(613)	12,116	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Additional funding to meet the increased demand for Special Educational Needs (SEN) Transport						1,067
						1,067
<u>Strategic budget - agreed additional income / savings</u>						
Education Welfare Service - Reduction in Legal costs						(20)
Savings to be achieved through the re-procurement of SEN Transport contract						(342)
Renewal of Parent Partnership contract						(16)
						(378)
<u>Other resource changes</u>						
Intra-service charges/transfers						(403)
Reduction in corporate and capital charges						(401)
Virements actioned in year- (£400K) to Children in Need, (£142k) to EMS data management team to SCPP, (8k) to CFL for removal of HR internal recharges, transfer of SENCO officer from School improvement £52k						(498)
						(1,302)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(613)</b>

## SCHOOL STANDARDS AND COMMISSIONING

## SERVICE DESCRIPTION

**School Standards and Commissioning**

1) 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.

2) 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.

3) School standards and commissioning -This service area is responsible for the commissioning and contract monitoring of the education mutual, the local authority statutory functions in relation to intervention in underperforming schools, the Virtual School for looked after children, 16-19 including NEET tracking, SACRE, and the schools music service.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
<b>C1140F</b>	Central L&I School Costs	834	1	(26)	809	(3)
<b>C1125F</b>	School Improvement	4,661	(22)	(2,662)	1,977	(58)
	<b>TOTAL NET SPEND</b>	<b>5,495</b>	<b>(21)</b>	<b>(2,688)</b>	<b>2,786</b>	<b>(49)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Central Learning and Inclusion School Costs		1.0	1.0
School Improvement	88.2	16.9	(71.3)
<b>TOTAL FTE STAFF</b>	<b>88.2</b>	<b>17.9</b>	<b>(70.3)</b>

PEOPLE - CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

SCHOOL STANDARDS AND COMMISSIONING

COST CENTRE: C1020E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,500	Employees	5,543	34	(1,084)	4,493	(19)
669	Premises related expenditure	669	-	106	775	16
391	Supplies and Services	920	-	(539)	381	(59)
712	Third Party Payments	879	-	-	879	-
-	- Transfer Payments	-	-	-	-	n/a
15	Transport related expenditure	15	-	-	15	-
20	Recharges from other services	20	-	-	20	-
<b>7,307</b>	<b>TOTAL EXPENDITURE</b>	<b>8,046</b>	<b>34</b>	<b>(1,517)</b>	<b>6,563</b>	<b>(18)</b>
(875)	Government Grants	(1,508)	-	536	(972)	(36)
(726)	Other Grants, reimbursements and contributions	(726)	-	(89)	(815)	12
(2,061)	Fees and Charges	(2,196)	(55)	163	(2,088)	(5)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(580)	Recharges to other services	(580)	-	287	(293)	(49)
<b>(4,242)</b>	<b>TOTAL INCOME</b>	<b>(5,010)</b>	<b>(55)</b>	<b>897</b>	<b>(4,168)</b>	<b>(17)</b>
<b>3,065</b>	<b>NET CONTROLLABLE COST</b>	<b>3,036</b>	<b>(21)</b>	<b>(620)</b>	<b>2,395</b>	<b>(21)</b>
-	- Capital Charges	-	-	-	-	-
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
2,459	Corporate support services bought in	2,459	-	(2,068)	391	(84)
<b>2,459</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>2,459</b>	<b>-</b>	<b>(2,068)</b>	<b>391</b>	<b>(84)</b>
<b>5,524</b>	<b>NET COST OF SERVICE</b>	<b>5,495</b>	<b>(21)</b>	<b>(2,688)</b>	<b>2,786</b>	<b>(49)</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>5,524</b>	<b>TOTAL NET EXPENDITURE</b>	<b>5,495</b>	<b>(21)</b>	<b>(2,688)</b>	<b>2,786</b>	<b>(49)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						106
<u>Strategic budget - agreed additional income / savings</u>						(990)
<u>Other resource changes</u>						(1,804)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,688)</b>

## SCHOOL STANDARDS AND COMMISSIONING

## CENTRAL L&amp;I SCHOOL COSTS

## COST CENTRE: C1140F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,150	Employees	1,150	1	-	1,151	0
1	Premises related expenditure	1	-	-	1	-
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
19	Recharges from other services	19	-	-	19	-
1,171	<b>TOTAL EXPENDITURE</b>	1,171	1	-	1,172	0
(252)	Government Grants	(252)	-	-	(252)	-
(22)	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(154)	Recharges to other services	(154)	-	-	(154)	-
(428)	<b>TOTAL INCOME</b>	(428)	-	-	(428)	-
743	<b>NET CONTROLLABLE COST</b>	743	1	-	744	0
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
91	Corporate support services bought in	91	-	(26)	65	(29)
91	<b>TOTAL UNCONTROLLABLE COST</b>	91	-	(26)	65	(29)
834	<b>NET COST OF SERVICE</b>	834	1	(26)	809	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
834	<b>TOTAL NET EXPENDITURE</b>	834	1	(26)	809	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Decrease in corporate charges						(26)
						(26)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(26)</b>

PEOPLE - CHILDREN, FAMILIES AND LEARNING

SERVICE SUBJECTIVE SUMMARY

SCHOOL STANDARDS AND COMMISSIONING

SCHOOL IMPROVEMENT

COST CENTRE: C1125F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,350	Employees	4,393	33	(1,084)	3,342	(24)
668	Premises related expenditure	668	-	106	774	16
390	Supplies and Services	919	-	(539)	380	(59)
712	Third Party Payments	879	-	-	879	-
-	Transfer Payments	-	-	-	-	n/a
15	Transport related expenditure	15	-	-	15	-
1	Recharges from other services	1	-	-	1	-
6,136	<b>TOTAL EXPENDITURE</b>	6,875	33	(1,517)	5,391	(22)
(623)	Government Grants	(1,256)	-	536	(720)	(43)
(704)	Other Grants, reimbursements and contributions	(704)	-	(89)	(793)	13
(2,061)	Fees and Charges	(2,196)	(55)	163	(2,088)	(5)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(426)	Recharges to other services	(426)	-	287	(139)	(67)
(3,814)	<b>TOTAL INCOME</b>	(4,582)	(55)	897	(3,740)	(18)
2,322	<b>NET CONTROLLABLE COST</b>	2,293	(22)	(620)	1,651	(28)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,368	Corporate support services bought in	2,368	-	(2,042)	326	(86)
2,368	<b>TOTAL UNCONTROLLABLE COST</b>	2,368	-	(2,042)	326	(86)
4,690	<b>NET COST OF SERVICE</b>	4,661	(22)	(2,662)	1,977	(58)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,690	<b>TOTAL NET EXPENDITURE</b>	4,661	(22)	(2,662)	1,977	(58)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Additional funding for Not In Education, Employment or Training (NEET) Tracking to enable the service to meet increased demand from new statutory requirements						106
						106
<u>Strategic budget - agreed additional income / savings</u>						
Cuts - Music Service (£50k) & Croydon Faith Education Resource centre (CFER £40k)						(90)
Savings due to setting up of Mutual Trading Organisation						(900)
						(990)
<u>Other resource changes</u>						
Inter-departmental recharges (Leon house recharge cancellation)						287
Reduction in corporate and capital charges (SeRCOP)						(2,042)
Virements actioned in year- £38K for transfer of NEET post, (£9k) for HR internal recharges and (£52k) to Inclusion, learning and SEN for SENCO post						(23)
						(1,778)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,662)</b>

## COMMUNITY AND SUPPORT SERVICES

## SERVICE DESCRIPTION

**Partnership and Business Development**

This service is responsible for managing the Croydon Children and Families Partnership and providing the strategic lead for the commissioning cycle and preparation of the Children and Families Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities. The service leads on delivering the child poverty strategy which is one of the Partnership priorities including the role of play streets coordinator and supporting effective engagement of children, young people and families in strategic decision making and service improvement. This service area also delivers cross departmental support for responding to complex enquiries, oversight of notifiable school off site visits, the traded school whistleblowing service and embedding learning from customer feedback and specific support for school admissions in managing appeals.

**Libraries & Culture**

This service is responsible for the borough's archive service and management of the Museum of Croydon. It is also responsible for the provision of the Borough's library service which comprises the Central library and 12 community libraries. The Libraries service is 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 4 sites across the borough following the completion of the service's capital strategy.

**School Places & Admissions**

Three services are provided by School Places and Admissions; 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.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	
		£000's	£000's	£000's	£000's	CHANGE (E) %
C1060F	Partnerships and Business Development	246	1	(35)	212	(14)
C1130F	Libraries and Culture	7,640	67	967	8,674	14
C1035F	Adult Learning	1,716	(6)	(374)	1,336	(22)
C1050F	School Places & Admissions	67,869	-	(67,508)	361	(99)
	<b>TOTAL NET SPEND</b>	<b>77,471</b>	<b>62</b>	<b>(66,950)</b>	<b>10,583</b>	<b>(86)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Partnerships and Business Development	5.6	3.9	(1.7)
Libraries and Culture	8.2	8.2	-
Adult Learning	92.8	86.2	(6.6)
School Places & Admissions	24.1	25.5	1.4
<b>TOTAL FTE STAFF</b>	<b>130.7</b>	<b>123.8</b>	<b>(6.9)</b>

PEOPLE - CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

COMMUNITY AND SUPPORT SERVICES

COST CENTRE: C1040E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,522	Employees	5,748	28	(212)	5,564	(3)
930	Premises related expenditure	933	-	(712)	221	(76)
877	Supplies and Services	789	-	6	795	1
4,471	Third Party Payments	4,470	64	335	4,869	9
-	Transfer Payments	-	-	-	-	n/a
20	Transport related expenditure	20	-	(1)	19	(5)
177	Recharges from other services	177	-	(120)	57	(68)
<b>11,997</b>	<b>TOTAL EXPENDITURE</b>	<b>12,137</b>	<b>92</b>	<b>(704)</b>	<b>11,525</b>	<b>(5)</b>
(5,728)	Government Grants	(5,675)	-	(493)	(6,168)	9
(68)	Other Grants, reimbursements and contributions	(42)	-	-	(42)	-
(1,081)	Fees and Charges	(1,095)	(27)	108	(1,014)	(7)
(198)	Customer and Client Receipts	(198)	(3)	41	(160)	(19)
-	Interest Receivable	-	-	-	-	n/a
38	Recharges to other services	38	-	(312)	(274)	(821)
<b>(7,037)</b>	<b>TOTAL INCOME</b>	<b>(6,972)</b>	<b>(30)</b>	<b>(656)</b>	<b>(7,658)</b>	<b>10</b>
<b>4,960</b>	<b>NET CONTROLLABLE COST</b>	<b>5,165</b>	<b>62</b>	<b>(1,360)</b>	<b>3,867</b>	<b>(25)</b>
844	Capital Charges	844	-	(217)	627	(26)
-	Deferred/Intangible Charges	-	-	-	-	n/a
67,887	REFCUS	67,887	-	(64,887)	3,000	(96)
3,575	Corporate support services bought in	3,575	-	(486)	3,089	(14)
<b>72,306</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>72,306</b>	<b>-</b>	<b>(65,590)</b>	<b>6,716</b>	<b>(91)</b>
<b>77,266</b>	<b>NET COST OF SERVICE</b>	<b>77,471</b>	<b>62</b>	<b>(66,950)</b>	<b>10,583</b>	<b>(86)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>77,266</b>	<b>TOTAL NET EXPENDITURE</b>	<b>77,471</b>	<b>62</b>	<b>(66,950)</b>	<b>10,583</b>	<b>(86)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(485)
<u>Other resource changes</u>						(66,465)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(66,950)</b>



## COMMUNITY AND SUPPORT SERVICES

## PARTNERSHIP AND BUSINESS DEVELOPMENT

## COST CENTRE: C1060F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
252	Employees	279	2	(33)	248	(11)
-	Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	11	-	-	11	-
12	Third Party Payments	12	-	498	510	4,150
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
18	Recharges from other services	18	-	-	18	-
292	<b>TOTAL EXPENDITURE</b>	320	2	465	787	146
-	Government Grants	-	-	(498)	(498)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(45)	Fees and Charges	(40)	(1)	(10)	(51)	28
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(176)	Recharges to other services	(176)	-	20	(156)	(11)
(221)	<b>TOTAL INCOME</b>	(216)	(1)	(488)	(705)	226
71	<b>NET CONTROLLABLE COST</b>	104.00	1	(23)	82	(21)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
142	Corporate support services bought in	142	-	(12)	130	(8)
142	<b>TOTAL UNCONTROLLABLE COST</b>	142	-	(12)	130	(8)
213	<b>NET COST OF SERVICE</b>	246	1	(35)	212	(14)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
213	<b>TOTAL NET EXPENDITURE</b>	246	1	(35)	212	(14)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Reduce funding for Children and Family Partnership						(22)
						(22)
<u>Other resource changes</u>						
Inter-departmental recharges						20
Intra-service charges/transfers						(21)
Reduction in corporate and capital charges						(12)
						(13)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(35)</b>

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

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1130F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
316	Employees	324	3	(1)	326	1
820	Premises related expenditure	823	-	(712)	111	(87)
65	Supplies and Services	65	-	-	65	-
4,206	Third Party Payments	4,205	64	(163)	4,106	(2)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
135	Recharges from other services	135	-	(120)	15	(89)
5,542	<b>TOTAL EXPENDITURE</b>	5,552	67	(996)	4,623	(17)
-	Government Grants	-	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
-	Fees and Charges	-	-	(1)	(1)	n/a
(49)	Customer and Client Receipts	(49)	-	43	(6)	(88)
-	Interest Receivable	-	-	-	-	n/a
27	Recharges to other services	27	-	(12)	15	(44)
(42)	<b>TOTAL INCOME</b>	(42)	-	30	(12)	(71)
5,500	<b>NET CONTROLLABLE COST</b>	5,510	67	(966)	4,611	(16)
373	Capital Charges	373	-	(25)	348	(7)
-	Deferred/intangible Charges	-	-	-	-	n/a
750	REFCUS	750	-	2,250	3,000	300
1,007	Corporate support services bought in	1,007	-	(292)	715	(29)
2,130	<b>TOTAL UNCONTROLLABLE COST</b>	2,130	-	1,933	4,063	91
7,630	<b>NET COST OF SERVICE</b>	7,640	67	967	8,674	14
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,630	<b>TOTAL NET EXPENDITURE</b>	7,640	67	967	8,674	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Fairfields Halls - Grant reduction						(163)
						(163)
<u>Other resource changes</u>						
Reduction in corporate and capital charges						266
REFCUS						2,250
Virements actioned in year- transfer of clocktower budget to Facilities Management CED						(1,386)
						1,130
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						967

## COMMUNITY AND SUPPORT SERVICES

## ADULT LEARNING

## COST CENTRE: C1035F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,125	Employees	4,167	21	(278)	3,910	(6)
84	Premises related expenditure	84	-	-	84	-
608	Supplies and Services	596	-	7	603	1
252	Third Party Payments	252	-	-	252	-
-	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	16	-	(1)	15	(6)
21	Recharges from other services	21	-	-	21	-
5,106	<b>TOTAL EXPENDITURE</b>	5,136	21	(272)	4,885	(5)
(4,830)	Government Grants	(4,777)	-	105	(4,672)	(2)
(48)	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
(1,036)	Fees and Charges	(1,055)	(26)	119	(962)	(9)
(55)	Customer and Client Receipts	(55)	(1)	(2)	(58)	5
-	Interest Receivable	-	-	-	-	n/a
76	Recharges to other services	76	-	(20)	56	(26)
(5,893)	<b>TOTAL INCOME</b>	(5,833)	(27)	202	(5,658)	(3)
(787)	<b>NET CONTROLLABLE COST</b>	(697)	(6)	(70)	(773)	11
435	Capital Charges	435	-	(156)	279	(36)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,978	Corporate support services bought in	1,978	-	(148)	1,830	(7)
2,413	<b>TOTAL UNCONTROLLABLE COST</b>	2,413	-	(304)	2,109	(13)
1,626	<b>NET COST OF SERVICE</b>	1,716	(6)	(374)	1,336	(22)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,626	<b>TOTAL NET EXPENDITURE</b>	1,716	(6)	(374)	1,336	(22)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Inter-departmental recharges						(20)
Intra-service charges/transfers						19
Reduction in corporate and capital charges						(304)
Virements actioned in year- transfer of CALAT finance budget to corporate finance						(69)
						(374)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(374)

## LEARNING AND INCLUSION

## SCHOOL PLACES AND ADMISSIONS

## COST CENTRE: C1050F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
829	Employees	978	2	100	1,080	10
26	Premises related expenditure	26	-	-	26	-
194	Supplies and Services	117	-	(1)	116	(1)
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
3	Recharges from other services	3	-	-	3	-
1,057	<b>TOTAL EXPENDITURE</b>	1,129	2	99	1,230	9
(898)	Government Grants	(898)	-	(100)	(998)	11
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(94)	Customer and Client Receipts	(94)	(2)	-	(96)	2
-	Interest Receivable	-	-	-	-	n/a
111	Recharges to other services	111	-	(300)	(189)	(270)
(881)	<b>TOTAL INCOME</b>	(881)	(2)	(400)	(1,283)	46
176	<b>NET CONTROLLABLE COST</b>	248	-	(301)	(53)	(121)
36	Capital Charges	36	-	(36)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
67,137	REFCUS	67,137	-	(67,137)	-	(100)
448	Corporate support services bought in	448	-	(34)	414	(8)
67,621	<b>TOTAL UNCONTROLLABLE COST</b>	67,621	-	(67,207)	414	(99)
67,797	<b>NET COST OF SERVICE</b>	67,869	-	(67,508)	361	(99)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
67,797	<b>TOTAL NET EXPENDITURE</b>	67,869	-	(67,508)	361	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Efficiencies - Capitalise salaries of School Places Team						(300)
						(300)
<u>Other resource changes</u>						
Decrease in corporate and capital charges (SeRCOP) to CFL and libraries & culture						(67,207)
Posts funded by increase in Dedicated Schools Grant						100
Increase in Dedicated Schools Grant funding						(100)
Decrease in supplies and services						(1)
						(67,208)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(67,508)</b>

CFL CENTRAL COSTS

SERVICE DESCRIPTION

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

The grouping of the services is subject to review as part of the development of people department.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
		C1135F	CFL Central Costs	7,392	(5)	
	<b>TOTAL NET SPEND</b>	<b>7,392</b>	<b>(5)</b>	<b>40,434</b>	<b>47,821</b>	<b>547</b>

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
CFL Central Costs		2.0	2.0
<b>TOTAL FTE STAFF</b>	-	<b>2.0</b>	<b>2.0</b>

PEOPLE - CHILDREN, FAMILIES AND LEARNING

DIVISION SUBJECTIVE SUMMARY

CFL CENTRAL COSTS

COST CENTRE: C1090E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
298	Employees	299	3	(80)	222	(26)
1	Premises related expenditure	1	-	-	1	-
224	Supplies and Services	230	-	(8)	222	(3)
23	Third Party Payments	23	-	-	23	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
93	Recharges from other services	93	-	-	93	-
639	<b>TOTAL EXPENDITURE</b>	646	3	(88)	561	(13)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(485)	-	405	(80)	(84)
-	- Fees and Charges	-	(8)	-	(8)	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(856)	Recharges to other services	(856)	-	-	(856)	-
(856)	<b>TOTAL INCOME</b>	(1,341)	(8)	405	(944)	(30)
(217)	<b>NET CONTROLLABLE COST</b>	(695)	(5)	317	(383)	(45)
7,926	Capital Charges	7,926	-	(1,419)	6,507	(18)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
4	REFCUS	4	-	41,367	41,371	1,034,175
157	Corporate support services bought in	157	-	169	326	108
8,087	<b>TOTAL UNCONTROLLABLE COST</b>	8,087	-	40,117	48,204	496
7,870	<b>NET COST OF SERVICE</b>	7,392	(5)	40,434	47,821	547
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,870	<b>TOTAL NET EXPENDITURE</b>	7,392	(5)	40,434	47,821	547
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Think Family efficiencies from service redesign						(80)
						(80)
<u>Other resource changes</u>						
Additional capital charges due to REFCUS previously associated with School places and admissions						41,367
Intra-service charges/transfers- from Inclusion, Learning and SEN						405
Decrease in corporate and capital charges (SeRCOP and depreciation)						(1,250)
Virements actioned in year- removal of HR internal recharges						(8)
						40,514
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>40,434</b>

## SCHOOLS BUDGET

## SERVICE DESCRIPTION

<b>Schools Budget</b>	
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) <b>Early Years block</b> – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent schools (PVI) and childminders. It also includes funding for some early years central services.	
ii) <b>Schools block</b> – this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, Carbon Reduction Commitment (CRC), 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) <b>High Needs block</b> – 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) PVI - currently 150 (note settings close and open throughout the year)	
ii) Childminders - currently 20 (note childminders join and leave throughout the year)	
iii) Nursery and early years centres - 6	
iv) Infant Schools - 9 schools (2 academies)	
v) Junior Schools - 10 schools (3 academies)	
vi) Primary Schools - 64 (25 academies and 1 free school)	
vii) Secondary Schools - 22 schools for ages from 11 to 16/18 (13 academies, 1 free school and 1 City Technology College 14-18)	
viii) Special Schools - 6 schools	
ix) Pupil Referral Units (PRUs) - 5 PRU's	
Note numbers above are projected as at 1 April 2015 and are subject to change due to academy conversions.	
3) All schools and PRUs have fully delegated staffing powers. Some staff who work in schools are purchased through service agreements. Some schools are now providing provision outside of the school day either directly or through the services of another organisation	
4) DSG that is retained to fund LA provided services is shown on the relevant division's page of the budget book.	
5) DSG income is shown after the deduction of Academy recoupment, estimated at £-95m. Total DSG before recoupment is estimated at £334m for Croydon Council. Other specific grant funding received for education is the Pupil Premium. This is estimated to be £24m for 2015/16.	

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	
		£000's	£000's	£000's	£000's	CHANGE (E) %
	Schools	165,123	-	166	165,288	0
	High Needs	49,987	-	2,446	52,433	5
	Early Years	22,373	-	(540)	21,833	(2)
	Dedicated Schools Grant	(220,263)	-	3,708	(216,554)	(2)
	Pupil Premium	(19,209)	-	(5,791)	(25,000)	30
	<b>TOTAL NET SPEND</b>	<b>(1,989)</b>	<b>-</b>	<b>(11)</b>	<b>(2,000)</b>	<b>1</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE FTE STAFF
The budgets are delegated and information on staffing levels is not available	N/A	N/A	N/A
<b>TOTAL FTE STAFF</b>	-	-	-

DEDICATED SCHOOLS BUDGET

COST CENTRE: C1030E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
122,497	Primary	122,497	-	7,251	129,748	6
80,634	Secondary	80,634	-	17,004	97,638	21
(62,000)	Recoupment	(62,000)	-	(33,000)	(95,000)	53
4,783	Central	4,783	-	4,110	8,893	86
19,209	Pupil Premium	19,209	-	4,800	24,009	25
-						
-						
-	<b>High Needs</b>					
-						
43,629	Provision	43,629	-	1,700	45,329	4
8,347	Central	6,358	-	249	6,607	4
-	Pupil Premium	-	-	497	497	n/a
-						
-						
-	<b>Early Years</b>					
-						
5,078	2 yr Old	5,078	-	(512)	4,566	(10)
15,295	3 & 4 yr Old	15,295	-	(443)	14,852	(3)
2,000	Central	2,000	-	(79)	1,921	(4)
-	Pupil Premium	-	-	494	494	n/a
239,472	<b>TOTAL EXPENDITURE</b>	237,483	-	2,072	239,554	182
(220,263)	Dedicated Schools Grant	(220,263)	-	3,708	(216,554)	(2)
(19,209)	Pupil Premium	(19,209)	-	(5,791)	(25,000)	30
(239,472)	<b>TOTAL INCOME</b>	(239,472)	-	(2,083)	(241,554)	28
-	<b>NET EXPENDITURE</b>	(1,989)	-	(11)	(2,000)	1



## DSG- Schools High Needs and Early Years (excluding Central costs for EY and HN)

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
274	Employees	274	-	(274)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
105	Supplies and Services	105	-	1,174	1,279	1,118
17,367	Third Party Payments	17,367	-	(7,973)	9,394	(46)
213,259	Transfer Payments	211,270	-	7,077	218,347	3
9	Transport related expenditure	9	-	(9)	-	(100)
100	Recharges from other services	100	-	(100)	-	(100)
231,114	<b>TOTAL EXPENDITURE</b>	229,125	-	(105)	229,020	(0)
(231,125)	Government Grants	(231,125)	-	105	(231,020)	(0)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(231,125)	<b>TOTAL INCOME</b>	(231,125)	-	105	(231,020)	(0)
(11)	<b>NET CONTROLLABLE COST</b>	(2,000)	-	-	(2,000)	-
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
11	Corporate support services bought in	11	-	(11)	-	(100)
11	<b>TOTAL UNCONTROLLABLE COST</b>	11	-	(11)	-	(100)
-	<b>NET COST OF SERVICE</b>	(1,989)	-	(11)	(2,000)	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	(1,989)	-	(11)	(2,000)	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Corporate charges						(11)
Re-alignment of employee costs						(274)
Inter-service charges/transfer						(7,973)
Increase in payments to schools						7,077
Introduction of two Education provision contracts with John Ruskin and Beckmead						1,174
Increase in DSG and Pupil Premium Grant						105
Reduction in recharges and transport costs						(109)
						(11)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(11)</b>

PEOPLE - ADULT SOCIAL SERVICES

DEPARTMENT SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,117	Employees	19,302	208	174	19,684	2
870	Premises related expenditure	818	-	(10)	808	(1)
2,195	Supplies and Services	3,766	4	(1,760)	2,010	(47)
73,376	Third Party Payments	92,173	1,700	20,320	114,193	24
24,710	Transfer Payments	1,972	-	486	2,458	25
155	Transport related expenditure	460	-	1	461	0
5,500	Recharges from other services	66,003	(1)	(59,738)	6,264	(91)
<b>126,924</b>	<b>TOTAL EXPENDITURE</b>	<b>184,494</b>	<b>1,911</b>	<b>(40,527)</b>	<b>145,878</b>	<b>(21)</b>
(2,955)	Government Grants	(2,923)	-	(1,591)	(4,514)	54
(5,337)	Other Grants, reimbursements and contributions	(6,914)	-	(20,233)	(27,147)	293
(12,764)	Fees and Charges	(15,032)	(309)	2,720	(12,621)	(16)
(565)	Customer and Client Receipts	(661)	(16)	(53)	(730)	10
-	Interest Receivable	(28)	-	-	(28)	-
(10,817)	Recharges to other services	(65,844)	-	58,029	(7,815)	(88)
<b>(32,438)</b>	<b>TOTAL INCOME</b>	<b>(91,402)</b>	<b>(325)</b>	<b>38,872</b>	<b>(52,855)</b>	<b>(42)</b>
<b>94,486</b>	<b>NET CONTROLLABLE COST</b>	<b>93,092</b>	<b>1,586</b>	<b>(1,655)</b>	<b>93,023</b>	<b>(0)</b>
749	Capital Charges	840	-	(37)	803	(4)
166	Deferred/Intangible Charges	172	-	(58)	114	(34)
-	REFCUS	-	-	-	-	n/a
8,691	Corporate support services bought in	8,729	-	1,080	9,809	12
<b>9,606</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>9,741</b>	<b>-</b>	<b>985</b>	<b>10,726</b>	<b>10</b>
<b>104,093</b>	<b>NET COST OF SERVICE</b>	<b>102,833</b>	<b>1,586</b>	<b>(670)</b>	<b>103,749</b>	<b>1</b>
(47)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(47)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>104,046</b>	<b>TOTAL NET EXPENDITURE</b>	<b>102,833</b>	<b>1,586</b>	<b>(670)</b>	<b>103,749</b>	<b>1</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						2,640
<u>Strategic budget - agreed additional income / savings</u>						(4,314)
<u>Other resource changes</u>						1,006
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(668)</b>

## INTEGRATED COMMISSIONING DIVISION

## COST CENTRE: C1195F

**Integrated Commissioning**

The Integrated Commissioning Unit (ICU) was established by Croydon Clinical Commissioning Group (CCG) and Croydon Council in April 2014. As well as commissioning on behalf of the CCG, the ICU's responsibilities include adult services commissioning previously undertaken in the Council's Adult Care Commissioning Division. A range of children's services are also commissioned from within the ICU.

The Director of the ICU is responsible, through a section 75, for the delivery of Croydon's adult social care services and budgets, delivered through the Croydon Integrated Adult Mental Health Service which is managed by South London & Maudsley NHS Foundation Trust. The ICU brings together commissioning for health, social care and a range of children's services into a single structure. The purpose of the ICU is to focus on commissioning a comprehensive range of high quality "end to end" integrated health and social care services for people in Croydon, using health and social care commissioning resources more efficiently and, over time, achieving better value for money.

The principles that underpin the work of the ICU Unit are:

- Commissioning will be evidence-based
- Focus on good outcomes for individuals, their families and communities
- Enhance quality and value for money via market development
- Promote personalised care and support, close to home
- Effective management of current and future demand for services.
- Promote Prevention, Self-Care/Management and Shared Decision making
- Promote integrated care & support which puts the patient or service user at its heart and gives them genuine choice
- Governance arrangements will be clear, workable and understood by everyone working in the ICU
- Our systems, processes and protocols with partners will assure quality and safety in commissioned services

The ICU is responsible for holding and determining budgets for the council's services that are commissioned, either through internal partners e.g. Personal Support and children's social care division, externally from other statutory sector NHS partners, or voluntary & community sector providers'. Service areas covered include:-

- older people
- people with long-term conditions, end of life care and carers
- people with learning disabilities
- people with mental health needs
- people with physical disabilities/sensory impairment
- supported housing
- people with substance misuse problems
- asylum seekers

Public health including sexual health including services for people who are HIV+ or have AIDS

ICU commissioners also work jointly with the CCG to support Service Redesign and the delivery of the Quality, Innovation, Productivity and Prevention (QIPP) programme through the Programme Management Function (PMO).

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1158G	Joint Commissioning Learning Disability	40,886	57	(33,358)	7,585	(81)
C1160G	Joint Commissioning Mental Health	8,831	106	68	9,005	2
C1162G	Commissioning Older People and Long Term Conditions	44,735	206	(25,695)	19,246	(57)
C1164G	Commissioning Vulnerable Adults and Supported Housing	7,679	113	(318)	7,474	(3)
C1168G	Commissioning Strategic Projects	301	5	(50)	256	(15)
C1172G	Director of Commissioning	210	1	(1)	210	-
C1166G	Commissioning Specialist Services	4,197	56	(199)	4,054	(3)
	<b>TOTAL NET SPEND</b>	<b>106,839</b>	<b>544</b>	<b>(59,553)</b>	<b>47,830</b>	<b>(55)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Joint Commissioning Learning Disability	9.9	7.2	(2.7)
Joint Commissioning Mental Health	61.5	66.9	5.4
Commissioning Older People and Long Term conditions	12.0	13.6	1.6
Commissioning Vulnerable Adults and Supported Housing	10.5	15.4	4.9
Commissioning Strategic Projects	13.0	9.0	(4.0)
Director of Commissioning	2.0	3.7	1.7
Commissioning Specialist Services	10.5	14.5	4.0
<b>TOTAL FTE STAFF</b>	<b>119.4</b>	<b>130.3</b>	<b>10.9</b>

PEOPLE - ADULT SOCIAL SERVICES

DIVISION SUBJECTIVE SUMMARY

INTEGRATED COMMISSIONING DIVISION

COST CENTRE: C1195F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,243	Employees	5,446	43	193	5,682	4
797	Premises related expenditure	637	-	(1)	636	(0)
1,532	Supplies and Services	932	2	7	941	1
34,597	Third Party Payments	35,301	599	(2,079)	33,821	(4)
629	Transfer Payments	185	-	71	256	38
19	Transport related expenditure	130	-	1	131	1
5,482	Recharges from other services	65,856	-	(59,825)	6,031	(91)
48,299	<b>TOTAL EXPENDITURE</b>	108,487	644	(61,633)	47,498	(56)
(2,869)	Government Grants	(2,923)	-	-	(2,923)	-
(389)	Other Grants, reimbursements and contributions	(572)	-	(241)	(813)	42
(2,481)	Fees and Charges	(4,475)	(86)	1,391	(3,170)	(29)
(483)	Customer and Client Receipts	(577)	(14)	(50)	(641)	11
-	Interest Receivable	(28)	-	-	(28)	-
(3,977)	Recharges to other services	(2,575)	-	(98)	(2,673)	4
(10,199)	<b>TOTAL INCOME</b>	(11,150)	(100)	1,002	(10,248)	(8)
38,100	<b>NET CONTROLLABLE COST</b>	97,337	544	(60,631)	37,250	(62)
732	Capital Charges	811	-	(29)	782	(4)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,691	Corporate support services bought in	8,691	-	1,107	9,798	13
9,423	<b>TOTAL UNCONTROLLABLE COST</b>	9,502	-	1,078	10,580	11
47,523	<b>NET COST OF SERVICE</b>	106,839	544	(59,553)	47,830	(55)
(47)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(47)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
47,476	<b>TOTAL NET EXPENDITURE</b>	106,839	544	(59,553)	47,830	(55)

\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	236
Strategic budget - agreed additional income / savings	(1,446)
Other resource changes	(58,343)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(59,553)</b>

PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

INTEGRATED COMMISSIONING DIVISION

JOINT COMMISSIONING LEARNING DISABILITY

COST CENTRE: C1158G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
490	Employees	491	5	(42)	454	(8)
1	Premises related expenditure	-	-	-	-	n/a
70	Supplies and Services	162	1	(35)	128	(21)
2,721	Third Party Payments	2,674	51	(201)	2,524	(6)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
2,515	Recharges from other services	34,778	-	(33,253)	1,525	(96)
5,798	<b>TOTAL EXPENDITURE</b>	38,107	57	(33,531)	4,633	(88)
-	Government Grants	-	-	-	-	n/a
(4)	Other Grants, reimbursements and contributions	-	-	(35)	(35)	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4)	<b>TOTAL INCOME</b>	-	-	(35)	(35)	n/a

5,794	<b>NET CONTROLLABLE COST</b>	38,107	57	(33,566)	4,598	(88)
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79	Capital Charges	79	-	-	79	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,700	Corporate support services bought in	2,700	-	208	2,908	8
2,779	<b>TOTAL UNCONTROLLABLE COST</b>	2,779	-	208	2,987	7

8,573	<b>NET COST OF SERVICE</b>	40,886	57	(33,358)	7,585	(81)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

8,573	<b>ASC 1.1'1B1</b>	40,886	57	(33,358)	7,585	(81)
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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>	
Local Authority Trading Company - as a result of reduced unit costs through higher volumes generated by an increase in the number of contracts.	(300)
QIPP- Develop joint QIPP/Council efficiency programme to have a more coordinated approach to delivery of agreed efficiencies/cost improvements etc. across organisations	(35)
	(335)
<u>Other resource changes</u>	
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care.	(33,155)
One Contract Monitoring Officer post transferred to supporting people	(40)
Divisional support services	(35)
Corporate support services bought in	208
Other minor variations	(1)
	(33,023)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(33,358)</b>

**PEOPLE - ADULT SOCIAL SERVICES  
INTEGRATED COMMISSIONING DIVISION  
JOINT COMMISSIONING MENTAL HEALTH**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1160G**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,632	Employees	2,669	17	(49)	2,637	(1)
127	Premises related expenditure	91	-	-	91	-
(8)	Supplies and Services	105	1	2	108	3
5,880	Third Party Payments	6,349	116	(530)	5,935	(7)
629	Transfer Payments	185	-	-	185	-
15	Transport related expenditure	47	-	(4)	43	(9)
347	Recharges from other services	387	-	(28)	359	(7)
9,622	<b>TOTAL EXPENDITURE</b>	<b>9,833</b>	<b>134</b>	<b>(609)</b>	<b>9,358</b>	<b>(5)</b>
-	Government Grants	(54)	-	-	(54)	-
(217)	Other Grants, reimbursements and contributions	(408)	-	(186)	(594)	46
(474)	Fees and Charges	(1,123)	(28)	641	(510)	(55)
(18)	Customer and Client Receipts	(19)	-	-	(19)	-
-	Interest Receivable	-	-	-	-	n/a
(331)	Recharges to other services	(426)	-	90	(336)	(21)
(1,040)	<b>TOTAL INCOME</b>	<b>(2,030)</b>	<b>(28)</b>	<b>545</b>	<b>(1,513)</b>	<b>(25)</b>
<b>8,582</b>	<b>NET CONTROLLABLE COST</b>	<b>7,803</b>	<b>106</b>	<b>(64)</b>	<b>7,845</b>	<b>1</b>
9	Capital Charges	50	-	(29)	21	(58)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
978	Corporate support services bought in	978	-	161	1,139	16
987	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,028</b>	<b>-</b>	<b>132</b>	<b>1,160</b>	<b>13</b>
<b>9,569</b>	<b>NET COST OF SERVICE</b>	<b>8,831</b>	<b>106</b>	<b>68</b>	<b>9,005</b>	<b>2</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>9,569</b>	<b>TOTAL NET EXPENDITURE</b>	<b>8,831</b>	<b>106</b>	<b>68</b>	<b>9,005</b>	<b>2</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
Mental Health - demand growth for care packages						236
						236
<u>Strategic budget - agreed additional income / savings</u>						
QIPP- Develop joint QIPP/Council efficiency programme to have a more coordinated approach to delivery of agreed efficiencies/cost improvements etc. across organisations						(50)
Integrated Mental Health - Housing Benefit for S117 Clients						(100)
Redesign of Internal services:						
- Shared Lives - review scheme as an alternative to more expensive options						(6)
- Mental Health - Ashburton Road . Review of services provided at this site						(330)
						(486)
<u>Other resource changes</u>						
Capital charges						(28)
Two Safeguarding posts transferred from Personal Support - Social Work and Safeguarding						92
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise						90
Reduction in recharges to Public Health following a change in service						30
Divisional support services						(27)
Corporate support services bought in						161
						318
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>68</b>

PEOPLE - ADULT SOCIAL SERVICES  
INTEGRATED COMMISSIONING DIVISION

SERVICE SUBJECTIVE SUMMARY

COMMISSIONING OLDER PEOPLE AND LONG TERM CONDITIONS

COST CENTRE: C1162G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
604	Employees	555	5	85	645	16
413	Premises related expenditure	545	-	-	545	-
959	Supplies and Services	595	-	-	595	-
16,263	Third Party Payments	17,015	272	(305)	16,982	(0)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	79	-	-	79	-
2,447	Recharges from other services	28,271	-	(25,990)	2,281	(92)
20,687	<b>TOTAL EXPENDITURE</b>	47,060	277	(26,210)	21,127	(55)
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
(164)	Other Grants, reimbursements and contributions	(89)	-	(20)	(109)	22
(1,951)	Fees and Charges	(2,601)	(58)	(1)	(2,660)	2
(465)	Customer and Client Receipts	(516)	(13)	(50)	(579)	12
-	Interest Receivable	(28)	-	-	(28)	-
(1,643)	Recharges to other services	(1,505)	-	(35)	(1,540)	2
(7,092)	<b>TOTAL INCOME</b>	(7,608)	(71)	(106)	(7,785)	2
13,595	<b>NET CONTROLLABLE COST</b>	39,452	206	(26,316)	13,342	(66)
644	Capital Charges	682	-	-	682	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,601	Corporate support services bought in	4,601	-	621	5,222	13
5,245	<b>TOTAL UNCONTROLLABLE COST</b>	5,283	-	621	5,904	12
18,840	<b>NET COST OF SERVICE</b>	44,735	206	(25,695)	19,246	(57)
(47)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(47)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
18,793	<b>TOTAL NET EXPENDITURE</b>	44,735	206	(25,695)	19,246	(57)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
QIPP- Develop joint QIPP/Council efficiency programme to have a more coordinated approach to delivery of agreed efficiencies/cost improvements etc. across organisations						(35)
Redesign of the following external services :						
- Stroke - renegotiation of external contract						(5)
- Special sheltered conversion to extra care provision						46
Commercial Negotiations:						
- Meals on Wheels procurement efficiencies and increased income						(176)
- PD Garwood - Day Service Contract Negotiations						(115)
- PFI Organisation restructure at Eldon Housing and energy savings						(65)
- Special sheltered Care UK - contract negotiations						(100)
						(450)
<u>Other resource changes</u>						
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care						(25,953)
Two Contract Officers posts transferred to Supporting People						(69)
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise						45
Five posts Direct Payment Team transferred from Adult Social Care Directorate - Social Care Reform Grant						142
Divisional support services						(32)
Corporate support services bought in						621
Other minor variations						1
						(25,245)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(25,695)</b>

PEOPLE - ADULT SOCIAL SERVICES  
INTEGRATED COMMISSIONING DIVISION

SERVICE SUBJECTIVE SUMMARY

COMMISSIONING VULNERABLE ADULTS AND SUPPORTED HOUSING

COST CENTRE: C1164G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
535	Employees	496	5	209	710	43
16	Premises related expenditure	-	-	-	-	n/a
83	Supplies and Services	30	-	15	45	50
7,157	Third Party Payments	5,920	108	(734)	5,294	(11)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	3	3	n/a
53	Recharges from other services	2,117	-	(388)	1,729	(18)
7,844	<b>TOTAL EXPENDITURE</b>	8,563	113	(895)	7,781	(9)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
35	Fees and Charges	(751)	-	751	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,692)	Recharges to other services	(389)	-	(308)	(697)	79
(1,657)	<b>TOTAL INCOME</b>	(1,140)	-	443	(697)	(39)
6,187	<b>NET CONTROLLABLE COST</b>	7,423	113	(452)	7,084	(5)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
256	Corporate support services bought in	256	-	134	390	52
256	<b>TOTAL UNCONTROLLABLE COST</b>	256	-	134	390	52
6,443	<b>NET COST OF SERVICE</b>	7,679	113	(318)	7,474	(3)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,443	<b>TOTAL NET EXPENDITURE</b>	7,679	113	(318)	7,474	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Redesign of Internal services:						
- Mental Health - Ashburton Road. Review of services provided at this site.						(100)
Commercial Negotiations:						
- Supported housing efficiencies - retendering of contracts						(75)
						(175)
<b>Other resource changes</b>						
Transfer of budget for client care to Personal Support						(161)
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise						120
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care						(367)
Divisional support services						2
Corporate support services bought in						134
An element of respite service transfer from Commissioning Strategic Projects						20
One Contract Monitoring Officer post transferred from Learning Disability						40
Two Contract Monitoring Officers posts transferred from Older People						69
						(143)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(318)</b>



**PEOPLE - ADULT SOCIAL SERVICES  
INTEGRATED COMMISSIONING DIVISION  
COMMISSIONING STRATEGIC PROJECTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1168G**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
472	Employees	558	5	(210)	353	(37)
-	- Premises related expenditure	1	-	(1)	-	(100)
13	Supplies and Services	13	-	4	17	31
58	Third Party Payments	53	-	1	54	2
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
4	Recharges from other services	5	-	1	6	20
548	<b>TOTAL EXPENDITURE</b>	631	5	(205)	431	(32)
-	- Government Grants	-	-	-	-	n/a
(4)	(4) Other Grants, reimbursements and contributions	(75)	-	-	(75)	-
(91)	(91) Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(230)	(230) Recharges to other services	(255)	-	155	(100)	(61)
(325)	<b>TOTAL INCOME</b>	(330)	-	155	(175)	(47)
223	<b>NET CONTROLLABLE COST</b>	301	5	(50)	256	(15)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	- <b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
223	<b>NET COST OF SERVICE</b>	301	5	(50)	256	(15)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	- <b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
223	<b>TOTAL NET EXPENDITURE</b>	301	5	(50)	256	(15)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer an element of respite service to Vulnerable Adults and Specialist Services						(50)
						(50)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(50)</b>

**PEOPLE - ADULT SOCIAL SERVICES**  
**INTEGRATED COMMISSIONING DIVISION**  
**DIRECTOR OF COMMISSIONING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1172G**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
135	Employees	219	2	(2)	219	-
-	- Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	18	-	(4)	14	(22)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	15	-	5	20	33
166	<b>TOTAL EXPENDITURE</b>	<b>252</b>	<b>2</b>	<b>(1)</b>	<b>253</b>	<b>0</b>
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	(42)	(1)	-	(43)	2
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	<b>(42)</b>	<b>(1)</b>	<b>-</b>	<b>(43)</b>	<b>2</b>
166	<b>NET CONTROLLABLE COST</b>	<b>210</b>	<b>1</b>	<b>(1)</b>	<b>210</b>	<b>-</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
166	<b>NET COST OF SERVICE</b>	<b>210</b>	<b>1</b>	<b>(1)</b>	<b>210</b>	<b>-</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
166	<b>TOTAL NET EXPENDITURE</b>	<b>210</b>	<b>1</b>	<b>(1)</b>	<b>210</b>	<b>-</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Other minor variations						(1)
						(1)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1)</b>

PEOPLE - ADULT SOCIAL SERVICES  
 INTEGRATED COMMISSIONING DIVISION  
 COMMISSIONING SPECIALIST SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1166G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
375	Employees	458	4	202	664	45
240	Premises related expenditure	-	-	-	-	n/a
384	Supplies and Services	9	-	25	34	278
2,518	Third Party Payments	3,290	52	(310)	3,032	(8)
-	Transfer Payments	-	-	71	71	n/a
1	Transport related expenditure	1	-	2	3	200
116	Recharges from other services	283	-	(172)	111	(61)
3,634	<b>TOTAL EXPENDITURE</b>	4,041	56	(182)	3,915	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(81)	Recharges to other services	-	-	-	-	n/a
(81)	<b>TOTAL INCOME</b>	-	-	-	-	n/a

3,553	<b>NET CONTROLLABLE COST</b>	4,041	56	(182)	3,915	(3)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
156	Corporate support services bought in	156	-	(17)	139	(11)
156	<b>TOTAL UNCONTROLLABLE COST</b>	156	-	(17)	139	(11)

3,709	<b>NET COST OF SERVICE</b>	4,197	56	(199)	4,054	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,709	<b>TOTAL NET EXPENDITURE</b>	4,197	56	(199)	4,054	(3)
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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>	
Transfer 1 FTE to Strategy Commissioning Procurement and Performance division	(45)
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care	(174)
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise	8
Divisional support services	(3)
Corporate support services bought in	(17)
An element of respite service transfer from Commissioning Strategic Projects	30
Other minor variations	2
	(199)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(199)</b>



PERSONAL SUPPORT

SERVICE DESCRIPTION

The Personal Support Division undertakes the Council's statutory adult social services functions with regard to the assessment of Croydon residents, and their carers, who appear to be in need of support and the organisation of services or direct payments, within available resources, in a timely manner.

This Division discharges a range of statutory duties including safeguarding adults who are vulnerable to abuse, the delivery of community care and carers' assessments and the completion of mental capacity and deprivation of liberty assessments. The Personal Support Division works in close partnership with health organisations to find solutions to prevent hospital admissions and arrange safe and timely discharges, to deliver reablement and maximise the independence of residents, to support people who are experiencing mental health difficulties or dementia as they age and to enable people with learning disabilities to live within their local communities. It also delivers financial support for those who are unable to manage their own affairs, and supports individuals through financial assessment and deferred payments.

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1176G	Assessment and Case Management	44,786	848	(71)	45,563	2
C1178G	Social Work and Safeguarding	4,872	121	(295)	4,698	(4)
C1180G	Early Interventions and Reablement	4,065	45	937	5,047	24
C1182G	Personal Support Strategic Projects	134	2	1	137	2
C1184G	Business Relationships and Service Effectiveness	(58,043)	18	58,025	-	(100)
C1174G	Director of Personal Support	180	1	293	474	163
C1170G	Professional Standards	-	6	(6)	-	n/a
	<b>TOTAL NET SPEND</b>	<b>(4,006)</b>	<b>1,041</b>	<b>58,884</b>	<b>55,919</b>	<b>(1,496)</b>

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Assessment and Case Management	80.5	78.8	(1.7)
Social Work and Safeguarding	63.7	63.7	-
Early Interventions and Reablement	115.0	113.8	(1.2)
Personal Support Strategic Projects	2.0	2.0	-
Business Relationships and Service Effectiveness	47.9	47.9	-
Director of Personal Support	1.0	3.0	2.0
Professional Standards	9.3	16.2	6.9
<b>TOTAL FTE STAFF</b>	<b>319.4</b>	<b>325.4</b>	<b>6.0</b>

PEOPLE - ADULT SOCIAL SERVICES

DIVISION SUBJECTIVE SUMMARY

PERSONAL SUPPORT

COST CENTRE:C1190F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,380	Employees	13,488	164	350	14,002	4
73	Premises related expenditure	181	-	(9)	172	(5)
495	Supplies and Services	2,640	2	(1,708)	934	(65)
38,501	Third Party Payments	56,592	1,100	22,628	80,320	42
24,081	Transfer Payments	1,787	-	415	2,202	23
135	Transport related expenditure	330	-	-	330	-
18	Recharges from other services	106	-	91	197	86
77,684	<b>TOTAL EXPENDITURE</b>	75,124	1,266	21,767	98,157	31
-	Government Grants	-	-	(1,591)	(1,591)	n/a
(4,948)	Other Grants, reimbursements and contributions	(6,342)	-	(19,992)	(26,334)	315
(10,283)	Fees and Charges	(10,557)	(223)	1,329	(9,451)	(10)
(82)	Customer and Client Receipts	(84)	(2)	(3)	(89)	6
-	Interest Receivable	-	-	-	-	n/a
(5,919)	Recharges to other services	(62,348)	-	57,440	(4,908)	(92)
(21,232)	<b>TOTAL INCOME</b>	(79,331)	(225)	37,183	(42,373)	(47)

56,452	<b>NET CONTROLLABLE COST</b>	(4,207)	1,041	58,950	55,784	(1,426)
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17	Capital Charges	29	-	(8)	21	(28)
166	Deferred/Intangible Charges	172	-	(58)	114	(34)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
183	<b>TOTAL UNCONTROLLABLE COST</b>	201	-	(66)	135	(33)

56,635	<b>NET COST OF SERVICE</b>	(4,006)	1,041	58,884	55,919	(1,496)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

56,635	<b>TOTAL NET EXPENDITURE</b>	(4,006)	1,041	58,884	55,919	(1,496)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		2,404
<u>Strategic budget - agreed additional income / savings</u>		(2,740)
<u>Other resource changes</u>		59,220
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>58,884</b>

PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

PERSONAL SUPPORT

ASSESSMENT AND CASE MANAGEMENT

COST CENTRE: C1176G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,415	Employees	3,402	29	(2)	3,429	1
-	Premises related expenditure	-	-	-	-	n/a
(58)	Supplies and Services	87	-	-	87	-
33,705	Third Party Payments	52,716	1,024	(120)	53,620	2
23,598	Transfer Payments	1,754	-	415	2,169	24
19	Transport related expenditure	56	-	-	56	-
4	Recharges from other services	6	-	-	6	-
60,683	<b>TOTAL EXPENDITURE</b>	58,021	1,053	293	59,367	2
-	Government Grants	-	-	-	-	n/a
(4,829)	Other Grants, reimbursements and contributions	(4,037)	-	(824)	(4,861)	20
(8,722)	Fees and Charges	(8,980)	(205)	1,354	(7,831)	(13)
(1)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(108)	Recharges to other services	(218)	-	(894)	(1,112)	410
(13,660)	<b>TOTAL INCOME</b>	(13,235)	(205)	(364)	(13,804)	4
47,023	<b>NET CONTROLLABLE COST</b>	44,786	848	(71)	45,563	2
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
47,023	<b>NET COST OF SERVICE</b>	44,786	848	(71)	45,563	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
47,023	<b>TOTAL NET EXPENDITURE</b>	44,786	848	(71)	45,563	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Transport costs - due to increased demand for services						475
Transitional Growth - increased numbers of children with disabilities moving to Adult services						956
Ordinary Residence - Expected increase in cases pending changes as a result of the Care Act Legislation						415
						1,846
<u>Strategic budget - agreed additional income / savings</u>						
Redesign of External Services:						
- Special Sheltered conversion to extra care provision						(98)
- Learning Disability Day Services - service review						(5)
Commercial Negotiations:						
- Older People Commissioning - St Christopher's Hospice/End of Life - Integrated Framework Agreement						(64)
- Learning Disability Integrated Framework (IFA)						(100)
- Older People with Physical Disabilities Personal Care Integrated Framework (IFA)						(86)
- Learning Disability Supported Living - systematic review of all clients supported in 24 hour placements						(133)
Redesign of Internal Services:						
- Shared Lives - review scheme as an alternative to more expensive options						(44)
- Transport costs - service redesign to reduce costs						(475)
- Learning Disability independent Living Officers - redesign of service provision						(10)
Community Resources - People:						
- Using Resources in the Community more efficiently						(390)
Resilience & Transition to Adults - reduction in transition costs for 18 - 25 year olds Learning Disability & Physical Disability						(155)
Short term Reablement - Expansion of short term reablement service						(307)
Commercial Negotiations - with all care homes						(500)
						(2,367)
<u>Other resource changes</u>						
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise						1,449
Public Health funding						(1,000)
Other minor variations						1
						450
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(71)</b>

PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

PERSONAL SUPPORT

SOCIAL WORK AND SAFEGUARDING

COST CENTRE: C1178G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,388	Employees	2,570	72	(69)	2,573	0
(1)	Premises related expenditure	-	-	-	-	n/a
(48)	Supplies and Services	19	-	-	19	-
3,381	Third Party Payments	3,399	67	(26)	3,440	1
483	Transfer Payments	33	-	-	33	-
19	Transport related expenditure	38	-	-	38	-
(119)	Recharges from other services	-	-	-	-	n/a
7,104	<b>TOTAL EXPENDITURE</b>	<b>6,059</b>	<b>139</b>	<b>(95)</b>	<b>6,103</b>	<b>1</b>
-	Government Grants	-	-	-	-	n/a
(30)	Other Grants, reimbursements and contributions	(109)	-	-	(109)	-
(811)	Fees and Charges	(760)	(18)	-	(778)	2
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(430)	Recharges to other services	(318)	-	(200)	(518)	63
(1,271)	<b>TOTAL INCOME</b>	<b>(1,187)</b>	<b>(18)</b>	<b>(200)</b>	<b>(1,405)</b>	<b>18</b>
5,833	<b>NET CONTROLLABLE COST</b>	<b>4,872</b>	<b>121</b>	<b>(295)</b>	<b>4,698</b>	<b>(4)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
5,833	<b>NET COST OF SERVICE</b>	<b>4,872</b>	<b>121</b>	<b>(295)</b>	<b>4,698</b>	<b>(4)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
5,833	<b>TOTAL NET EXPENDITURE</b>	<b>4,872</b>	<b>121</b>	<b>(295)</b>	<b>4,698</b>	<b>(4)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Redesign of External Services:						
- Special Sheltered conversion to extra care provision						(28)
Commercial Negotiations:						
- Older People Commissioning - St Christopher's Hospice/End of Life - Integrated Framework Arrangement						(19)
- Older People with Physical Disabilities Personal Care Integrated Framework (IFA)						(14)
Drug and Alcohol Action Team - funding from Public Health Budget						(200)
QIPP- Develop joint QIPP/Council efficiency programme to have a more coordinated approach to delivery of agreed efficiencies/cost improvements etc. across organisations						(20)
						(281)
<u>Other resource changes</u>						
<b>Two Safeguarding posts transferred to Commissioning - Mental Health</b>						(92)
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise						56
Transfer of funding from Directorate						29
Other minor variations						(7)
						(14)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(295)</b>



PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

PERSONAL SUPPORT

EARLY INTERVENTIONS AND REABLEMENT

COST CENTRE: C1180G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,064	Employees	4,634	39	(36)	4,637	0
58	Premises related expenditure	165	-	-	165	-
256	Supplies and Services	228	-	-	228	-
661	Third Party Payments	444	8	(31)	421	(5)
-	- Transfer Payments	-	-	-	-	n/a
90	Transport related expenditure	217	-	-	217	-
90	Recharges from other services	10	-	-	10	-
5,219	<b>TOTAL EXPENDITURE</b>	5,698	47	(67)	5,678	(0)
-	- Government Grants	-	-	-	-	n/a
(8)	(8) Other Grants, reimbursements and contributions	(12)	-	-	(12)	-
(626)	(626) Fees and Charges	(485)	-	(25)	(510)	5
(81)	(81) Customer and Client Receipts	(84)	(2)	(3)	(89)	6
-	- Interest Receivable	-	-	-	-	n/a
(1,032)	(1,032) Recharges to other services	(1,081)	-	1,040	(41)	(96)
(1,747)	<b>TOTAL INCOME</b>	(1,662)	(2)	1,012	(652)	(61)
3,472	<b>NET CONTROLLABLE COST</b>	4,036	45	945	5,026	25
17	Capital Charges	29	-	(8)	21	(28)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
17	<b>TOTAL UNCONTROLLABLE COST</b>	29	-	(8)	21	(28)
3,489	<b>NET COST OF SERVICE</b>	4,065	45	937	5,047	24
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,489	<b>TOTAL NET EXPENDITURE</b>	4,065	45	937	5,047	24
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
Redesign of Internal Services:						
- Sensory Impairment team review of service provision						(38)
- Careline Plus contract and service review						(54)
						(92)
<u>Other resource changes</u>						
Reduction in recharges to Housing Revenue Account Services						690
Reduction in recharges to Public Health following a change in service						350
Capital charges						(8)
Other minor variations						(3)
						1,029
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>937</b>

PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

PERSONAL SUPPORT

PERSONAL SUPPORT STRATEGIC PROJECTS

COST CENTRE: C1182G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
930	Employees	184	2	1	187	2
-	Premises related expenditure	-	-	-	-	n/a
118	Supplies and Services	1,986	-	(1,986)	-	(100)
570	Third Party Payments	-	-	22,745	22,745	n/a
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,624	<b>TOTAL EXPENDITURE</b>	2,170	2	20,760	22,932	957
-	Government Grants	-	-	(1,591)	(1,591)	n/a
-	Other Grants, reimbursements and contributions	(2,036)	-	(19,168)	(21,204)	941
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,544)	Recharges to other services	-	-	-	-	n/a
(1,544)	<b>TOTAL INCOME</b>	(2,036)	-	(20,759)	(22,795)	1,020
<b>80</b>	<b>NET CONTROLLABLE COST</b>	<b>134</b>	<b>2</b>	<b>1</b>	<b>137</b>	<b>2</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
<b>80</b>	<b>NET COST OF SERVICE</b>	<b>134</b>	<b>2</b>	<b>1</b>	<b>137</b>	<b>2</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>80</b>	<b>TOTAL NET EXPENDITURE</b>	<b>134</b>	<b>2</b>	<b>1</b>	<b>137</b>	<b>2</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
<u>Other minor variations</u>						1
						1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1</b>

PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

PERSONAL SUPPORT

BUSINESS RELATIONSHIPS AND SERVICE EFFECTIVENESS

COST CENTRE: C1184G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,743	Employees	1,785	16	(1)	1,800	1
-	- Premises related expenditure	-	-	-	-	n/a
71	Supplies and Services	167	1	-	168	1
61	Third Party Payments	32	1	-	33	3
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	19	-	-	19	-
24	Recharges from other services	75	-	-	75	-
1,899	<b>TOTAL EXPENDITURE</b>	2,078	18	(1)	2,095	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(46)	-	-	(46)	-
(123)	Fees and Charges	(332)	-	-	(332)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,988)	Recharges to other services	(59,915)	-	58,084	(1,831)	(97)
(2,111)	<b>TOTAL INCOME</b>	(60,293)	-	58,084	(2,209)	(96)
(212)	<b>NET CONTROLLABLE COST</b>	(58,215)	18	58,083	(114)	(100)
-	- Capital Charges	-	-	-	-	n/a
166	Deferred/Intangible Charges	172	-	(58)	114	(34)
-	REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
166	<b>TOTAL UNCONTROLLABLE COST</b>	172	-	(58)	114	(34)
(46)	<b>NET COST OF SERVICE</b>	(58,043)	18	58,025	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(46)	<b>TOTAL NET EXPENDITURE</b>	(58,043)	18	58,025	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care						58,043
Capital charges						(58)
Divisional support services						40
						58,025
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>58,025</b>

PEOPLE - ADULT SOCIAL SERVICES  
PERSONAL SUPPORT  
DIRECTOR OF PERSONAL SUPPORT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1174G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
117	Employees	119	1	293	413	247
-	- Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	60	-	-	60	-
56	Third Party Payments	1	-	-	1	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
179	<b>TOTAL EXPENDITURE</b>	180	1	293	474	163
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	- <b>TOTAL INCOME</b>	-	-	-	-	n/a

179	<b>NET CONTROLLABLE COST</b>	180	1	293	474	163
-----	------------------------------	-----	---	-----	-----	-----

-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	- <b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

179	<b>NET COST OF SERVICE</b>	180	1	293	474	163
-----	----------------------------	-----	---	-----	-----	-----

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

179	<b>TOTAL NET EXPENDITURE</b>	180	1	293	474	163
-----	------------------------------	-----	---	-----	-----	-----

* 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>	
One Head of Service post transferred from Adult Social Care Directorate - Social Care Reform Grant	90
One Business Manager post transferred from Adult Social Care Directorate - Social Care Reform Grant	69
Two Social Workers transferred from Adult Social Care Directorate - Social Care Reform Grant	84
Funding from Social Care Reform Grant for Salary Shortfall in Personal Support Directorate	23
Funding for Social Care Surveys and Inclusive forum from Adult Social Care Directorate - Social Care Reform Grant	25
Other minor variations	2
	293
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>293</b>

**PEOPLE - ADULT SOCIAL SERVICES  
PERSONAL SUPPORT  
PROFESSIONAL STANDARDS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1170G**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
724	Employees	794	5	164	963	21
16	Premises related expenditure	16	-	(9)	7	(56)
150	Supplies and Services	93	1	278	372	300
67	Third Party Payments	-	-	60	60	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
19	Recharges from other services	15	-	91	106	607
976	<b>TOTAL EXPENDITURE</b>	<b>918</b>	<b>6</b>	<b>584</b>	<b>1,508</b>	<b>64</b>
-	Government Grants	-	-	-	-	n/a
(81)	Other Grants, reimbursements and contributions	(102)	-	-	(102)	-
(1)	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(816)	Recharges to other services	(816)	-	(590)	(1,406)	72
(898)	<b>TOTAL INCOME</b>	<b>(918)</b>	<b>-</b>	<b>(590)</b>	<b>(1,508)</b>	<b>64</b>

<b>78</b>	<b>NET CONTROLLABLE COST</b>	-	6	(6)	-	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

<b>78</b>	<b>NET COST OF SERVICE</b>	-	6	(6)	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

<b>78</b>	<b>TOTAL NET EXPENDITURE</b>	-	6	(6)	-	n/a
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Deprivation Of Liberty - due to changes in legislation		558
		558
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Two Minute Takers transferred from Adult Social Care Directorate - Social Care Reform Grant		56
Funding from Social Care Reform Grant for additional days for Safeguarding Chair for adults		5
Transfer an element of training budget to Corporate Learning and Development Budget		(36)
Divisional support services		(590)
Other minor changes		1
		(564)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(6)</b>



**PEOPLE - ADULT SOCIAL SERVICES**

**DIVISION SUMMARY**

**ADULT SOCIAL CARE RECHARGES**

**SERVICE DESCRIPTION**

With the abolition of the DASHH department this cost centre no longer exists in the current format shown in 2014/15 budget book. It is retained in 2015/16 for the purposes of recharges relating to Adult Social Care.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1188G	Adult Socioal Care Recharges	-	1	(1)	-	n/a
	<b>TOTAL NET SPEND</b>	-	1	(1)	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2014/15 FTE STAFF	2015/16 FTE STAFF	IN FTE FTE STAFF
Adult Socioal Care Recharges	5.6	-	(5.6)
<b>TOTAL FTE STAFF</b>	5.6	0.0	-5.6

PEOPLE - ADULT SOCIAL SERVICES

DIVISION SUBJECTIVE SUMMARY

ADULT SOCIAL CARE RECHARGES

COST CENTRE: C1200F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
494	Employees	368	1	(369)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
168	Supplies and Services	194	-	(59)	135	(30)
278	Third Party Payments	280	1	(229)	52	(81)
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	41	(1)	(4)	36	(12)
941	<b>TOTAL EXPENDITURE</b>	<b>883</b>	<b>1</b>	<b>(661)</b>	<b>223</b>	<b>(75)</b>
(86)	Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(921)	Recharges to other services	(921)	-	687	(234)	(75)
(1,007)	<b>TOTAL INCOME</b>	<b>(921)</b>	<b>-</b>	<b>687</b>	<b>(234)</b>	<b>(75)</b>
(66)	<b>NET CONTROLLABLE COST</b>	<b>(38)</b>	<b>1</b>	<b>26</b>	<b>(11)</b>	<b>(71)</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	38	-	(27)	11	(71)
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>38</b>	<b>-</b>	<b>(27)</b>	<b>11</b>	<b>(71)</b>
(66)	<b>NET COST OF SERVICE</b>	<b>-</b>	<b>1</b>	<b>(1)</b>	<b>-</b>	<b>n/a</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
(66)	<b>TOTAL NET EXPENDITURE</b>	<b>-</b>	<b>1</b>	<b>(1)</b>	<b>-</b>	<b>n/a</b>

\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	-
Strategic budget - agreed additional income / savings	(128)
Other resource changes	129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1</b>



PEOPLE - ADULT SOCIAL SERVICES

SERVICE SUBJECTIVE SUMMARY

ADULT SOCIAL CARE RECHARGES

COST CENTRE: C1188G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
494	Employees	368	1	(369)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
168	Supplies and Services	194	-	(59)	135	(30)
278	Third Party Payments	280	1	(229)	52	(81)
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	41	(1)	(4)	36	(12)
941	<b>TOTAL EXPENDITURE</b>	<b>883</b>	<b>1</b>	<b>(661)</b>	<b>223</b>	<b>(75)</b>
(86)	Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(921)	Recharges to other services	(921)	-	687	(234)	(75)
(1,007)	<b>TOTAL INCOME</b>	<b>(921)</b>	<b>-</b>	<b>687</b>	<b>(234)</b>	<b>(75)</b>
<b>(66) NET CONTROLLABLE COST</b>		<b>(38)</b>	<b>1</b>	<b>26</b>	<b>(11)</b>	<b>(71)</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUCS	-	-	-	-	n/a
-	- Corporate support services bought in	38	-	(27)	11	(71)
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>38</b>	<b>-</b>	<b>(27)</b>	<b>11</b>	<b>(71)</b>
<b>(66) NET COST OF SERVICE</b>		<b>-</b>	<b>1</b>	<b>(1)</b>	<b>-</b>	<b>n/a</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>(66) TOTAL NET EXPENDITURE</b>		<b>-</b>	<b>1</b>	<b>(1)</b>	<b>-</b>	<b>n/a</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Delete Executive Director's Post						(128)
						(128)
<u>Other resource changes</u>						
Reduction in recovery of departmental overheads due to reduced direct costs						650
Transfer of funding from Social Care Reform Grant for six posts to Personal Support and five posts to Commissioning						(441)
Transfer of funding from Social Care Reform Grant for additional days for Safeguarding Chair for adults						(5)
Transfer of funding from Social Care Reform Grant for Adult Social Care Surveys & Inclusive forum						(25)
Transfer of funding from Social Care Reform Grant for Salary Shortfall in Personal Support Directorate						(23)
Corporate support services bought in						(27)
						129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1</b>







**PLACE**

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## KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

Key objectives are outlined in the Council's growth strategy – 'The Croydon Promise – Growth for All':

To address housing shortages and provide homes for people at all stages of life by enabling at least 9,500 housing starts over the next five years.

Enable the creation of 16,000 jobs, accessible to all, in a range of growing sectors.

Oversee the development of one of Europe's largest urban shopping and leisure centres – the Whitgift redevelopment.

Attract investment to our district and local centres, creating vibrant communities and ensuring Croydon is a great place to live, work and visit.

Make Croydon the best place in London to start a new business enabling 2,000 new business starts per annum.

Reinstate Croydon's position as a premier office location by accelerating the development of over one million sq ft of new high-quality office space.

Raise aspirations of residents through partnering with an international calibre university to offer more higher education in the borough.

Improve the transport network, providing genuine alternatives to the private car, and strengthening links with Gatwick Airport.

Support residents - young and old - into employment by implementing our new Pathways to Employment programme.

Buy local wherever possible and use the council's purchasing power to support local businesses.

In addition the department will continue to:

Maintain the quality of the environment through delivery of high quality public realm schemes, tackling litter and fly-tipping and seeking innovative solutions to the repairs and maintenance backlog.

Work with partners to reduce the incidence of crime and anti-social behaviour.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1060D

DESCRIPTION	ACTUAL 2013/14 £000	ORIGINAL 2014/15 £000	FORECAST 2014/15 £000	BUDGET 2015/16 £000	% CHANGE
Employees	26,256	24,220	23,651	<b>24,628</b>	4
Premises related expenditure	15,392	14,154	18,137	<b>14,980</b>	(17)
Supplies and Services	22,405	16,697	19,101	<b>16,503</b>	(14)
Third Party Payments	28,594	25,530	26,420	<b>26,133</b>	(1)
Transfer Payments	3	-	2	-	(100)
Transport related expenditure	981	953	953	<b>839</b>	(12)
Capital Charges	17,179	16,573	16,573	<b>17,707</b>	7
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	5,453	8,985	8,985	<b>9,679</b>	8
Corporate support services bought in	11,331	10,294	10,294	<b>12,145</b>	18
Recharges (to) / from other services	(4,694)	(4,172)	(4,120)	<b>(5,784)</b>	40
<b>TOTAL EXPENDITURE</b>	<b>122,900</b>	<b>113,234</b>	<b>119,996</b>	<b>116,830</b>	(3)
Government Grants	(7,985)	(107)	(309)	<b>(107)</b>	(65)
Other Grants, reimbursements and contributions	(6,428)	(303)	(1,814)	<b>(297)</b>	(84)
Fees and Charges	(11,736)	(24,482)	(22,885)	<b>(24,387)</b>	7
Customer and Client Receipts	(18,497)	(10,200)	(13,324)	<b>(11,282)</b>	(15)
Interest Receivable	(4)	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(44,650)</b>	<b>(35,092)</b>	<b>(38,332)</b>	<b>(36,073)</b>	(6)
<b>NET EXPENDITURE</b>	<b>78,250</b>	<b>78,142</b>	<b>81,664</b>	<b>80,757</b>	(1)
Contributions to / (from) Reserves	(185)	-	(755)	-	(100)
<b>CURRENT BUDGET</b>	<b>77,705</b>		<b>78,102</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>360</b>		<b>2,807</b>		

## TOP FINANCIAL RISKS 2015/16

1. Further increase in demand for temporary accommodation due to homelessness.
2. Realising savings and efficiency options
3. Ensuring that income collection targets are achieved
4. Pressures on demand led budgets, particularly waste management

## PLACE

## DEPARTMENT SUMMARY

## CABINET MEMBER

Councillor Bee	Cabinet Member for Transport and Environment
Councillor Butler	Cabinet Member for Homes and Regeneration
Councillor Collins	Cabinet Member for Clean Green Croydon
Councillor Godfrey	Cabinet Member for Culture, Leisure and Sports
Councillor Letts	Cabinet Member for Economic Development
Councillor Watson	Cabinet Member for Safety and Justice

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Place	61325
Mike Kiely	Director of Planning	65599
Colm Lacey	Director of Development	47367
Stephen Tate	Director of Regeneration	
Tony Brooks	Director of Environment	65433
Dave Sutherland	Director of Croydon Landlord Services	
Peter Brown	Director of Housing Needs and Strategy	65474

COST CENTRE	SERVICE
<b>C1410E</b>	<b>Environment</b>
<b>C1420E</b>	<b>Planning</b>
<b>C1430E</b>	<b>Regeneration</b>
<b>C1150E</b>	<b>Housing Needs and Strategy</b>

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2014/15 £000's	DIVISION	ORIGINAL BUDGET 2014/5 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
64,037	Environment	62,752	551	(4,804)	58,499	(7)
3,309	Planning	3,326	47	207	3,580	8
3,226	Regeneration	3,282	37	7,224	10,543	221
10,337	Housing Needs and Strategy	8,782	(77)	(570)	8,135	(7)
<b>80,909</b>	<b>TOTAL NET SPEND</b>	<b>78,142</b>	<b>558</b>	<b>2,057</b>	<b>80,757</b>	<b>215</b>

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE FTE STAFF
Environment	350.3	329.6	(20.7)
Planning	89.8	89.5	(0.3)
Regeneration	53.0	56.0	3.0
Housing Needs and Strategy	72.2	71.8	(0.4)
<b>TOTAL FTE STAFF</b>	<b>565.3</b>	<b>546.8</b>	<b>(18.5)</b>



## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
23,651	Employees	24,220	265	143	24,628	2
18,137	Premises related expenditure	14,154	163	663	14,980	6
19,101	Supplies and Services	16,697	140	(334)	16,503	(1)
26,420	Third Party Payments	25,530	335	268	26,133	2
2	Transfer Payments	-	-	-	-	n/a
953	Transport related expenditure	953	-	(114)	839	(12)
6,961	Recharges from other services	7,037	-	(547)	6,490	(8)
95,225	<b>TOTAL EXPENDITURE</b>	88,591	903	79	89,573	1
(309)	Government Grants	(107)	-	-	(107)	-
(1,814)	Other Grants, reimbursements and contributions	(303)	(4)	10	(297)	(2)
(22,885)	Fees and Charges	(24,482)	(121)	216	(24,387)	(0)
(13,324)	Customer and Client Receipts	(10,200)	(220)	(862)	(11,282)	11
-	Interest Receivable	-	-	-	-	n/a
(11,081)	Recharges to other services	(11,209)	-	(1,065)	(12,274)	10
(49,413)	<b>TOTAL INCOME</b>	(46,301)	(345)	(1,701)	(48,347)	4
45,812	<b>NET CONTROLLABLE COST</b>	42,290	558	(1,622)	41,226	(3)
16,573	Capital Charges	16,573	-	1,134	17,707	7
-	Deferred/Intangible Charges	-	-	-	-	n/a
8,985	REFCUS	8,985	-	694	9,679	8
10,294	Corporate support services bought in	10,294	-	1,851	12,145	18
35,852	<b>TOTAL UNCONTROLLABLE COST</b>	35,852	-	3,679	39,531	10
81,664	<b>NET COST OF SERVICE</b>	78,142	558	2,057	80,757	3
(755)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(755)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
80,909	<b>TOTAL NET EXPENDITURE</b>	78,142	558	2,057	80,757	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						2,181
Strategic budget - agreed additional income / savings						(3,718)
						(1,537)
Other resource changes						3,594
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,057</b>

## PLACE

## DIVISION SUMMARY

## ENVIRONMENT

## SERVICE DESCRIPTION

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

Environment and Leisure 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 drainage.

The Highways team also monitor statutory works to coordinate and minimise the 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.

Public Safety Services comprise the community safety and regulatory services team, including the Safer Croydon Partnership, Antisocial Behaviour (ASB) Unit 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 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.

Other public safety 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	%
		2014/15	Inflation	Other	2015/16	CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
<b>F</b>	Parking and Highways	20,411	46	(5,118)	<b>15,339</b>	(25)
<b>C1455F</b>	Environment & Leisure Services	36,659	466	725	<b>37,850</b>	3
<b>C1435F</b>	Regulatory Services	1,953	13	(334)	<b>1,632</b>	(16)
<b>C1440F</b>	Community Safety	3,637	34	(132)	<b>3,539</b>	(3)
<b>C1445F</b>	Bereavement Services	94	(8)	53	<b>139</b>	48
<b>C1425F</b>	Directorate	(2)	-	2	-	(100)
	<b>TOTAL NET SPEND</b>	<b>62,752</b>	<b>551</b>	<b>(4,804)</b>	<b>58,499</b>	<b>(7)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2014/15 FTE STAFF	2015/16 FTE STAFF	IN FTE FTE STAFF
Parking and Highways	190.3	<b>169.8</b>	(20.5)
Environment & Leisure Services	27.3	<b>28.1</b>	0.8
Regulatory Services	32.4	<b>31.4</b>	(1.0)
Community Safety Services	75.6	<b>75.0</b>	(0.6)
Bereavement Services	23.7	<b>23.2</b>	(0.5)
Directorate	1.0	<b>2.0</b>	1.0
<b>TOTAL FTE STAFF</b>	<b>350.3</b>	<b>329.6</b>	<b>(20.7)</b>

PLACE

DIVISION SUBJECTIVE SUMMARY

ENVIRONMENT

COST CENTRE: C1410E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,841	Employees	14,292	152	(728)	13,716	(4)
3,781	Premises related expenditure	3,651	7	(44)	3,614	(1)
16,664	Supplies and Services	15,522	140	(334)	15,328	(1)
24,947	Third Party Payments	24,215	335	324	24,874	3
-	Transfer Payments	-	-	-	-	n/a
877	Transport related expenditure	873	-	(114)	759	(13)
4,439	Recharges from other services	4,439	-	(606)	3,833	(14)
64,549	<b>TOTAL EXPENDITURE</b>	62,992	634	(1,502)	62,124	(1)
(39)	Government Grants	-	-	-	-	n/a
(903)	Other Grants, reimbursements and contributions	(122)	-	10	(112)	(8)
(18,895)	Fees and Charges	(19,900)	(73)	528	(19,445)	(2)
(2,050)	Customer and Client Receipts	(2,042)	(10)	240	(1,812)	(11)
-	Interest Receivable	-	-	-	-	n/a
(6,945)	Recharges to other services	(6,997)	-	440	(6,557)	(6)
(28,832)	<b>TOTAL INCOME</b>	(29,061)	(83)	1,218	(27,926)	(4)
35,717	<b>NET CONTROLLABLE COST</b>	33,931	551	(284)	34,198	1
15,847	Capital Charges	15,847	-	631	16,478	4
-	Deferred/intangible Charges	-	-	-	-	n/a
6,635	REFCUS	6,635	-	(6,635)	-	(100)
6,339	Corporate support services bought in	6,339	-	1,484	7,823	23
28,821	<b>TOTAL UNCONTROLLABLE COST</b>	28,821	-	(4,520)	24,301	(16)
64,538	<b>NET COST OF SERVICE</b>	62,752	551	(4,804)	58,499	(7)
(501)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(501)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
64,037	<b>TOTAL NET EXPENDITURE</b>	62,752	551	(4,804)	58,499	(7)

**PLACE**  
**ENVIRONMENT**  
**PARKING AND HIGHWAYS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1430F / C1450F**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,334	Employees	6,696	70	(698)	6,068	(9)
1,459	Premises related expenditure	1,402	-	(5)	1,397	(0)
2,119	Supplies and Services	1,679	6	(161)	1,524	(9)
2,988	Third Party Payments	3,028	18	13	3,059	1
-	Transfer Payments	-	-	-	-	n/a
269	Transport related expenditure	271	-	(59)	212	(22)
1,677	Recharges from other services	1,677	-	(25)	1,652	(1)
14,846	<b>TOTAL EXPENDITURE</b>	14,753	94	(935)	13,912	(6)
(39)	Government Grants	-	-	-	-	n/a
(283)	Other Grants, reimbursements and contributions	(105)	-	10	(95)	(10)
(13,969)	Fees and Charges	(14,606)	(45)	636	(14,015)	(4)
(1,016)	Customer and Client Receipts	(926)	(3)	229	(700)	(24)
-	Interest Receivable	-	-	-	-	n/a
(891)	Recharges to other services	(943)	-	157	(786)	(17)
(16,198)	<b>TOTAL INCOME</b>	(16,580)	(48)	1,032	(15,596)	(6)
(1,352)	<b>NET CONTROLLABLE COST</b>	(1,827)	46	97	(1,684)	(8)
13,253	Capital Charges	13,253	-	732	13,985	6
-	Deferred/Intangible Charges	-	-	-	-	n/a
6,635	REFCUS	6,635	-	(6,635)	-	(100)
2,350	Corporate support services bought in	2,350	-	688	3,038	29
22,238	<b>TOTAL UNCONTROLLABLE COST</b>	22,238	-	(5,215)	17,023	(23)
20,886	<b>NET COST OF SERVICE</b>	20,411	46	(5,118)	15,339	(25)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
20,886	<b>TOTAL NET EXPENDITURE</b>	20,411	46	(5,118)	15,339	(25)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Reduction in Pay and Display income budget to reflect underachievement of income in the past few years						175
						175
<u>Strategic budget - agreed additional income / savings</u>						
Savings on vehicle removals by reducing overhead costs						(148)
Highways Restructure						(200)
Coring programme regarding work undertaken by utility companies						(50)
Network Management costs allocated to capital						(145)
Increase in suspension income						(91)
Efficiencies in the use of shift patterns for enforcement officers						(57)
						(691)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						(1)
Variations in running expenses						-
Variations in income						-
Variations in recharges						213
Capital Charges						732
REFCUS						(6,635)
Corporate support services bought in						688
Minor variations						1
Reduction in income from MSCP leases						400
						(4,602)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5,118)</b>

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## ENVIRONMENT

## ENVIRONMENTAL &amp; LEISURE SERVICES

## COST CENTRE: C1455F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,616	Employees	1,616	19	122	1,757	9
1,615	Premises related expenditure	1,551	-	5	1,556	0
11,963	Supplies and Services	11,421	134	76	11,631	2
21,067	Third Party Payments	20,955	317	106	21,378	2
-	Transfer Payments	-	-	-	-	n/a
352	Transport related expenditure	352	-	10	362	3
1,464	Recharges from other services	1,464	-	(594)	870	(41)
<b>38,077</b>	<b>TOTAL EXPENDITURE</b>	<b>37,359</b>	<b>470</b>	<b>(275)</b>	<b>37,554</b>	<b>1</b>
-	Government Grants	-	-	-	-	n/a
(10)	Other Grants, reimbursements and contributions	(10)	-	-	(10)	-
(2,438)	Fees and Charges	(2,726)	(3)	85	(2,644)	(3)
(648)	Customer and Client Receipts	(648)	(1)	11	(638)	(2)
-	Interest Receivable	-	-	-	-	n/a
(1,730)	Recharges to other services	(1,730)	-	433	(1,297)	(25)
<b>(4,826)</b>	<b>TOTAL INCOME</b>	<b>(5,114)</b>	<b>(4)</b>	<b>529</b>	<b>(4,589)</b>	<b>(10)</b>
<b>33,251</b>	<b>NET CONTROLLABLE COST</b>	<b>32,245</b>	<b>466</b>	<b>254</b>	<b>32,965</b>	<b>2</b>
2,374	Capital Charges	2,374	-	(48)	2,326	(2)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,040	Corporate support services bought in	2,040	-	519	2,559	25
4,414	<b>TOTAL UNCONTROLLABLE COST</b>	4,414	-	471	4,885	11
<b>37,665</b>	<b>NET COST OF SERVICE</b>	<b>36,659</b>	<b>466</b>	<b>725</b>	<b>37,850</b>	<b>3</b>
(184)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(184)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>37,481</b>	<b>TOTAL NET EXPENDITURE</b>	<b>36,659</b>	<b>466</b>	<b>725</b>	<b>37,850</b>	<b>3</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<b>Strategic budget - agreed pressures / service demands</b>						
Growth to reflect unachievement of income target for Trade waste in 14/15						360
Growth to baseline budget to reflect population increase and Landfill tax						505
Operational costs of Monks Hill Sport Centre Cost reduces from centre established and income increases						165
						1,030
<b>Strategic budget - agreed additional income / savings</b>						
Review of waste management services in line with the Council's Clean and Green agenda - Includes charging for building and DIY waste at HRRCs - Charging residents for new replacement bins - Waste collection contract efficiencies through a rationalisation of the rounds across the borough.						(575)
Review of grounds maintenance of green spaces across the borough in order to maximise operational contract efficiencies						(140)
						(715)
<b>Other resource changes</b>						
Virements to :-						
Virements from :-						
Staff Changes						13
Variations in running expenses						(55)
Variations in income						12
Variations in recharges						(152)
Capital Charges						(48)
REFCUS						-
Corporate support services bought in						519
Minor variations						2
Transfer Director of Environment post from Regulatory Services to Environment and Leisure Services						119
						410
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>725</b>

PLACE  
ENVIRONMENT  
REGULATORY SERVICES

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1435F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,446	Employees	1,527	15	(198)	1,344	(12)
77	Premises related expenditure	54	-	-	54	-
359	Supplies and Services	346	-	(11)	335	(3)
18	Third Party Payments	(39)	-	60	21	(154)
-	Transfer Payments	-	-	-	-	n/a
40	Transport related expenditure	40	-	-	40	-
289	Recharges from other services	289	-	(57)	232	(20)
2,229	<b>TOTAL EXPENDITURE</b>	2,217	15	(206)	2,026	(9)
-	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(388)	Fees and Charges	(415)	(2)	(100)	(517)	25
(166)	Customer and Client Receipts	(238)	-	-	(238)	-
-	Interest Receivable	-	-	-	-	n/a
(86)	Recharges to other services	(86)	-	(126)	(212)	147
(647)	<b>TOTAL INCOME</b>	(746)	(2)	(226)	(974)	31
1,582	<b>NET CONTROLLABLE COST</b>	1,471	13	(432)	1,052	(28)
-	Capital Charges	-	-	4	4	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
482	Corporate support services bought in	482	-	94	576	20
482	<b>TOTAL UNCONTROLLABLE COST</b>	482	-	98	580	20
2,064	<b>NET COST OF SERVICE</b>	1,953	13	(334)	1,632	(16)
(95)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(95)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,969	<b>TOTAL NET EXPENDITURE</b>	1,953	13	(334)	1,632	(16)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings						(99)
Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.						(100)
						(199)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						-
Variations in running expenses						(7)
Variations in income						-
Variations in recharges						(10)
Capital Charges						4
REFCUS						-
Corporate support services bought in						94
Costs charged to proposed Selective Landlord Licensing Scheme*						(173)
Transfer Director of Environment post from Regulatory Services to Environment and Leisure Services						(119)
Realignment of budget in Regulatory Services and Community Safety						76
						(135)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(334)</b>

\* Subject to Cabinet's consideration of the outcomes of public consultation

PLACE  
ENVIRONMENT  
COMMUNITY SAFETY

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1440F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,168	Employees	3,285	38	(28)	3,285	0
127	Premises related expenditure	147	-	(81)	66	(55)
758	Supplies and Services	699	-	(144)	555	(21)
645	Third Party Payments	42	-	145	187	345
-	Transfer Payments	-	-	-	-	n/a
168	Transport related expenditure	162	-	(65)	97	(40)
788	Recharges from other services	788	-	45	833	6
5,654	<b>TOTAL EXPENDITURE</b>	5,123	38	(128)	5,033	(2)
-	Government Grants	-	-	-	-	n/a
(603)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(214)	Fees and Charges	(244)	(4)	(37)	(285)	17
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,874)	Recharges to other services	(1,874)	-	(172)	(2,046)	9
(2,691)	<b>TOTAL INCOME</b>	(2,118)	(4)	(209)	(2,331)	10
2,963	<b>NET CONTROLLABLE COST</b>	3,005	34	(337)	2,702	(10)
80	Capital Charges	80	-	(72)	8	(90)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
552	Corporate support services bought in	552	-	277	829	50
632	<b>TOTAL UNCONTROLLABLE COST</b>	632	-	205	837	32
3,595	<b>NET COST OF SERVICE</b>	3,637	34	(132)	3,539	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,595	<b>TOTAL NET EXPENDITURE</b>	3,637	34	(132)	3,539	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Remove income target for out of hours patrol						21
						21
<u>Strategic budget - agreed additional income / savings</u>						
Re-tendering of CCTV maintenance / fibre transmissions contracts						(22)
Reduce Safer Croydon Partnership budget						(25)
Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings						(97)
Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.						(8)
						(152)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						(4)
Variations in running expenses						-
Variations in income						1
Variations in recharges						45
Capital Charges						(72)
REFCUS						-
Corporate support services bought in						277
Costs charged to proposed Selective Landlord Licensing Scheme*						(172)
Realignment of budget in Regulatory Services and Community Safety						(76)
						(1)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(132)</b>

\* Subject to Cabinet's consideration of the outcomes of public consultation.

**PLACE**  
**ENVIRONMENT**  
**BEREAVEMENT SERVICES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1445F**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
789	Employees	799	9	(7)	801	0
498	Premises related expenditure	492	7	37	536	9
316	Supplies and Services	345	-	(25)	320	(7)
8	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
48	Transport related expenditure	48	-	-	48	-
169	Recharges from other services	169	-	25	194	15
1,828	<b>TOTAL EXPENDITURE</b>	1,861	16	30	1,907	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,886)	Fees and Charges	(1,909)	(19)	(56)	(1,984)	4
(216)	Customer and Client Receipts	(226)	(5)	-	(231)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,102)	<b>TOTAL INCOME</b>	(2,135)	(24)	(56)	(2,215)	4

(274)	<b>NET CONTROLLABLE COST</b>	(274)	(8)	(26)	(308)	12
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140	Capital Charges	140	-	15	155	11
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
228	Corporate support services bought in	228	-	64	292	28
368	<b>TOTAL UNCONTROLLABLE COST</b>	368	-	79	447	21

94	<b>NET COST OF SERVICE</b>	94	(8)	53	139	48
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

94	<b>TOTAL NET EXPENDITURE</b>	94	(8)	53	139	48
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Pending the granting of planning permission for new Council burial land - grounds maintenance costs associated with maintaining new burial provisions.		55
		55
<u>Strategic budget - agreed additional income / savings</u>		
Reduction of various maintenance budgets		(51)
Review of fees and charges at crematorium		(56)
		(107)
<u>Other resource changes</u>		
Virements to :-		
Virements from :-		
Staff Changes		(1)
Variations in running expenses		-
Variations in income		-
Variations in recharges		25
Capital Charges		5
REFCUS		-
Corporate support services bought in		64
Minor variations		2
Amortisation		10
		105
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		53



COST CENTRE: C1425F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
488	Employees	369	1	81	451	22
5	Premises related expenditure	5	-	-	5	-
1,149	Supplies and Services	1,032	-	(69)	963	(7)
221	Third Party Payments	221	-	-	221	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	52	-	-	52	-
1,915	<b>TOTAL EXPENDITURE</b>	1,679	1	12	1,692	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(4)	Customer and Client Receipts	(4)	(1)	-	(5)	25
-	Interest Receivable	-	-	-	-	n/a
(2,364)	Recharges to other services	(2,364)	-	148	(2,216)	(6)
(2,368)	<b>TOTAL INCOME</b>	(2,368)	(1)	148	(2,221)	(6)
(453)	<b>NET CONTROLLABLE COST</b>	(689)	-	160	(529)	(23)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
687	Corporate support services bought in	687	-	(158)	529	(23)
687	<b>TOTAL UNCONTROLLABLE COST</b>	687	-	(158)	529	(23)
234	<b>NET COST OF SERVICE</b>	(2)	-	2	-	(100)
(222)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(222)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12	<b>TOTAL NET EXPENDITURE</b>	(2)	-	2	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Transfer of training budget to corporate learning and development						(40)
Virements from :-						
Chief Executive Department - Directors Post						6
Staff Changes						46
Variations in running expenses						-
Variations in income						-
Variations in recharges						148
Capital Charges						-
REFCUS						-
Corporate support services bought in						(158)
Minor variations						-
						2
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						2

## PLANNING

## COST CENTRE: C1420E

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	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1470F	Spatial Planning	1,116	9	73	1,198	7
C1485F	Development Management	1,631	25	202	1,858	14
C1460F	Building Control	579	13	(68)	524	(9)
	<b>TOTAL NET SPEND</b>	<b>3,326</b>	<b>47</b>	<b>207</b>	<b>3,580</b>	<b>8</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Spatial Planning	18.0	18.0	-
Development Management	49.2	49.9	0.7
Building Control	22.6	21.6	(1.0)
<b>TOTAL FTE STAFF</b>	<b>89.8</b>	<b>89.5</b>	<b>(0.3)</b>

## PLACE

## DIVISION SUBJECTIVE SUMMARY

## PLANNING

## COST CENTRE: C1420E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,720	Employees	4,124	49	(76)	4,097	(1)
-	Premises related expenditure	-	-	-	-	n/a
506	Supplies and Services	387	-	-	387	-
107	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
41	Transport related expenditure	41	-	-	41	-
1,789	Recharges from other services	1,789	-	(5)	1,784	(0)
6,163	<b>TOTAL EXPENDITURE</b>	6,366	49	(81)	6,334	(1)
-	Government Grants	-	-	-	-	n/a
(228)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,447)	Fees and Charges	(2,757)	(1)	(102)	(2,860)	4
(21)	Customer and Client Receipts	(59)	(1)	-	(60)	2
-	Interest Receivable	-	-	-	-	n/a
(1,393)	Recharges to other services	(1,459)	-	1	(1,458)	(0)
(4,089)	<b>TOTAL INCOME</b>	(4,275)	(2)	(101)	(4,378)	2
2,074	<b>NET CONTROLLABLE COST</b>	2,091	47	(182)	1,956	(6)
6	Capital Charges	6	-	1	7	17
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,229	Corporate support services bought in	1,229	-	388	1,617	32
1,235	<b>TOTAL UNCONTROLLABLE COST</b>	1,235	-	389	1,624	31
3,309	<b>NET COST OF SERVICE</b>	3,326	47	207	3,580	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,309	<b>TOTAL NET EXPENDITURE</b>	3,326	47	207	3,580	8

PLACE

SERVICE SUBJECTIVE SUMMARY

PLANNING

SPATIAL PLANNING

COST CENTRE: C1470F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
796	Employees	841	10	(3)	848	1
-	- Premises related expenditure	-	-	-	-	n/a
107	Supplies and Services	139	-	-	139	-
22	Third Party Payments	22	-	-	22	-
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
126	Recharges from other services	126	-	(4)	122	(3)
1,052	<b>TOTAL EXPENDITURE</b>	1,129	10	(7)	1,132	0
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(40)	Fees and Charges	(40)	(1)	-	(41)	3
(2)	Customer and Client Receipts	(10)	-	-	(10)	-
-	- Interest Receivable	-	-	-	-	n/a
(136)	Recharges to other services	(202)	-	-	(202)	-
(178)	<b>TOTAL INCOME</b>	(252)	(1)	-	(253)	0

874	<b>NET CONTROLLABLE COST</b>	877	9	(7)	879	0
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6	Capital Charges	6	-	1	7	17
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
233	Corporate support services bought in	233	-	79	312	34
239	<b>TOTAL UNCONTROLLABLE COST</b>	239	-	80	319	33

1,113	<b>NET COST OF SERVICE</b>	1,116	9	73	1,198	7
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,113	<b>TOTAL NET EXPENDITURE</b>	1,116	9	73	1,198	7
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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>		
Virements to :-		
Virements from :-		
Staff Changes		(3)
Variations in running expenses		-
Variations in income		-
Variations in recharges		(4)
Capital Charges		1
REFCUS		-
Corporate support services bought in		79
Minor variations		-
		73
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>73</b>

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## PLANNING

## DEVELOPMENT MANAGEMENT

## COST CENTRE: C1465F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,157	Employees	2,168	26	(17)	2,177	0
-	Premises related expenditure	-	-	-	-	n/a
294	Supplies and Services	154	-	-	154	-
82	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
456	Recharges from other services	456	-	9	465	2
3,000	<b>TOTAL EXPENDITURE</b>	2,789	26	(8)	2,807	1
-	Government Grants	-	-	-	-	n/a
(228)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,639)	Fees and Charges	(1,625)	-	(100)	(1,725)	6
(14)	Customer and Client Receipts	(31)	(1)	-	(32)	3
-	Interest Receivable	-	-	-	-	n/a
(207)	Recharges to other services	(207)	-	1	(206)	(0)
(2,088)	<b>TOTAL INCOME</b>	(1,863)	(1)	(99)	(1,963)	5
912	<b>NET CONTROLLABLE COST</b>	926	25	(107)	844	(9)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
705	Corporate support services bought in	705	-	309	1,014	44
705	<b>TOTAL UNCONTROLLABLE COST</b>	705	-	309	1,014	44
1,617	<b>NET COST OF SERVICE</b>	1,631	25	202	1,858	14
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,617	<b>TOTAL NET EXPENDITURE</b>	1,631	25	202	1,858	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(46)
Restructuring in all 3 planning services brought about by improving the efficiencies of the services						(46)
Increased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)						(100)
						(146)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						32
Variations in running expenses						-
Variations in income						-
Variations in recharges						10
Capital Charges						-
REFCUS						-
Corporate support services bought in						309
Minor variations						(3)
						348
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>202</b>

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## PLANNING

## BUILDING CONTROL

## COST CENTRE: C1460F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
767	Employees	1,115	13	(56)	1,072	(4)
-	Premises related expenditure	-	-	-	-	n/a
105	Supplies and Services	94	-	-	94	-
3	Third Party Payments	3	-	-	3	-
-	Transfer Payments	-	-	-	-	n/a
29	Transport related expenditure	29	-	-	29	-
1,207	Recharges from other services	1,207	-	(10)	1,197	(1)
2,111	<b>TOTAL EXPENDITURE</b>	2,448	13	(66)	2,395	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(768)	Fees and Charges	(1,092)	-	(2)	(1,094)	0
(5)	Customer and Client Receipts	(18)	-	-	(18)	-
-	Interest Receivable	-	-	-	-	n/a
(1,050)	Recharges to other services	(1,050)	-	-	(1,050)	-
(1,823)	<b>TOTAL INCOME</b>	(2,160)	-	(2)	(2,162)	0
288	<b>NET CONTROLLABLE COST</b>	288	13	(68)	233	(19)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
291	Corporate support services bought in	291	-	-	291	-
291	<b>TOTAL UNCONTROLLABLE COST</b>	291	-	-	291	-
579	<b>NET COST OF SERVICE</b>	579	13	(68)	524	(9)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
579	<b>TOTAL NET EXPENDITURE</b>	579	13	(68)	524	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(27)
Restructuring in all 3 planning services brought about by improving the efficiencies of the services						(2)
Increase charges for dangerous structures						(29)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						(29)
Variations in running expenses						-
Variations in income						-
Variations in recharges						(10)
Capital Charges						-
REFCUS						-
Corporate support services bought in						-
Minor variations						-
						(39)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(68)</b>



**PLACE  
REGENERATION**

**DIVISION SUMMARY**

**SERVICE DESCRIPTION**

The Regeneration function includes Economic Development, Housing Development and Regeneration, Strategic Transport and Capital Delivery Hub; it is focused on driving growth in both the Metropolitan Centre and across District Centres.

Economic Development creates strategies and interventions to support Croydon's economic growth establishing Croydon a place to invest and grow, and creating the conditions for inward investment and business retention. Economic Development delivers a range of programmes to support business development and inward investment; increasingly there will be a focus on employment outcomes creating preferential pathways to good quality; sustainable jobs for Croydon residents.

Housing Development and Regeneration aims to drive forward regeneration projects and activity across the borough creating new homes; delivering and enabling new retail, leisure and community space; improving the quality of the public realm and supporting delivery of Meanwhile use projects. It does this by driving forward Council led regeneration schemes, including partnership ventures, as well as influencing developers and other partners to bring forward high quality schemes that will help Croydon realise growth ambitions.

Strategic Transport is responsible for developing 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 specialist transport advice on development plans, masterplan making and planning applications. The team bids for and manages resources for transport infrastructure schemes, 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 is responsible for delivery of a significant and transformational infrastructure programme in the Metropolitan Centre and across District Centres; creating new and improved school places through the Education Estates programme, transforming the public realm through Connected Croydon and creating new homes through the Council New Build Housing programme.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
<b>C1475F</b>	Housing Development & Regeneration	1,592	14	7,076	<b>8,682</b>	445
<b>C1485F</b>	Economic Development	756	8	(52)	<b>712</b>	(6)
<b>C1490F</b>	Transport	317	3	54	<b>374</b>	18
<b>C1495F</b>	Capital Delivery	617	12	146	<b>775</b>	26
	<b>TOTAL NET SPEND</b>	<b>3,282</b>	<b>37</b>	<b>7,224</b>	<b>10,543</b>	<b>221</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Housing Development and Growth Partnership	20.0	<b>18.0</b>	(2.0)
Economic Development	10.0	<b>10.0</b>	-
Transport	5.0	<b>6.0</b>	1.0
Capital Delivery	18.0	<b>22.0</b>	4.0
<b>TOTAL FTE STAFF</b>	<b>53.0</b>	<b>56.0</b>	<b>3.0</b>



## REGENERATION

COST CENTRE: C1430E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,257	Employees	3,108	37	138	3,283	6
3	Premises related expenditure	-	-	-	-	n/a
909	Supplies and Services	188	-	-	188	-
106	Third Party Payments	101	-	(11)	90	(11)
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
537	Recharges from other services	537	-	103	640	19
4,815	<b>TOTAL EXPENDITURE</b>	3,937	37	230	4,204	7
-	Government Grants	-	-	-	-	n/a
(668)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(73)	Customer and Client Receipts	-	-	(90)	(90)	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,850)	Recharges to other services	(1,911)	-	(248)	(2,159)	13
(2,591)	<b>TOTAL INCOME</b>	(1,911)	-	(338)	(2,249)	18
2,224	<b>NET CONTROLLABLE COST</b>	2,026	37	(108)	1,955	(4)
3	Capital Charges	3	-	-	3	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
500	REFCUS	500	-	7,079	7,579	1,416
753	Corporate support services bought in	753	-	253	1,006	34
1,256	<b>TOTAL UNCONTROLLABLE COST</b>	1,256	-	7,332	8,588	584
3,480	<b>NET COST OF SERVICE</b>	3,282	37	7,224	10,543	221
(254)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(254)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,226	<b>TOTAL NET EXPENDITURE</b>	3,282	37	7,224	10,543	221

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## REGENERATION

## HOUSING DEVELOPMENT AND REGENERATION

## COST CENTRE: C1475F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,098	Employees	1,211	14	(20)	1,205	(0)
-	- Premises related expenditure	-	-	-	-	n/a
381	Supplies and Services	50	-	-	50	-
91	Third Party Payments	91	-	(11)	80	(12)
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
282	Recharges from other services	282	-	(7)	275	(2)
1,853	<b>TOTAL EXPENDITURE</b>	1,635	14	(38)	1,611	(1)
-	- Government Grants	-	-	-	-	n/a
(331)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(750)	Recharges to other services	(811)	-	(53)	(864)	7
(1,081)	<b>TOTAL INCOME</b>	(811)	-	(53)	(864)	7
772	<b>NET CONTROLLABLE COST</b>	824	14	(91)	747	(9)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
500	REFCUS	500	-	7,079	7,579	1,416
268	Corporate support services bought in	268	-	88	356	33
768	<b>TOTAL UNCONTROLLABLE COST</b>	768	-	7,167	7,935	933
1,540	<b>NET COST OF SERVICE</b>	1,592	14	7,076	8,682	445
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,540	<b>TOTAL NET EXPENDITURE</b>	1,592	14	7,076	8,682	445
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(104)
Delete 2 vacant posts						(104)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Resources Department - Directors Post						144
Staff Changes						-
Variations in running expenses						-
Variations in income						-
Variations in recharges						(132)
Capital Charges						-
REFCUS						7,079
Corporate support services bought in						88
Minor variations						1
						7,180
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>7,076</b>

## REGENERATION

## ECONOMIC DEVELOPMENT

## COST CENTRE: C1485F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
782	Employees	532	8	(2)	538	1
2	Premises related expenditure	-	-	-	-	n/a
385	Supplies and Services	55	-	-	55	-
15	Third Party Payments	10	-	-	10	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
97	Recharges from other services	97	-	16	113	16
1,281	<b>TOTAL EXPENDITURE</b>	694	8	14	716	3
-	Government Grants	-	-	-	-	n/a
(337)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(90)	(90)	n/a
-	Interest Receivable	-	-	-	-	n/a
(119)	Recharges to other services	(119)	-	-	(119)	-
(456)	<b>TOTAL INCOME</b>	(119)	-	(90)	(209)	76
825	<b>NET CONTROLLABLE COST</b>	575	8	(76)	507	(12)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
181	Corporate support services bought in	181	-	24	205	13
181	<b>TOTAL UNCONTROLLABLE COST</b>	181	-	24	205	13
1,006	<b>NET COST OF SERVICE</b>	756	8	(52)	712	(6)
(254)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(254)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
752	<b>TOTAL NET EXPENDITURE</b>	756	8	(52)	712	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Offset staffing costs against project resources to ensure delivery against the established service priorities - Employment - jobs for local people, High Streets, Technology and Investment						(90)
						(90)
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						(3)
Variations in running expenses						-
Variations in income						-
Variations in recharges						16
Capital Charges						-
REFCUS						-
Corporate support services bought in						24
Minor variations						1
						38
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(52)</b>

PLACE

SERVICE SUBJECTIVE SUMMARY

REGENERATION

TRANSPORT

COST CENTRE: C1490F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
285	Employees	273	3	14	290	6
1	Premises related expenditure	-	-	-	-	n/a
81	Supplies and Services	21	-	-	21	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
33	Recharges from other services	33	-	20	53	61
401	<b>TOTAL EXPENDITURE</b>	<b>328</b>	<b>3</b>	<b>34</b>	<b>365</b>	<b>11</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(73)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(80)	Recharges to other services	(80)	-	(12)	(92)	15
(153)	<b>TOTAL INCOME</b>	<b>(80)</b>	<b>-</b>	<b>(12)</b>	<b>(92)</b>	<b>15</b>
248	<b>NET CONTROLLABLE COST</b>	<b>248</b>	<b>3</b>	<b>22</b>	<b>273</b>	<b>10</b>
3	Capital Charges	3	-	-	3	-
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
66	Corporate support services bought in	66	-	32	98	48
69	<b>TOTAL UNCONTROLLABLE COST</b>	<b>69</b>	<b>-</b>	<b>32</b>	<b>101</b>	<b>46</b>
317	<b>NET COST OF SERVICE</b>	<b>317</b>	<b>3</b>	<b>54</b>	<b>374</b>	<b>18</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
317	<b>TOTAL NET EXPENDITURE</b>	<b>317</b>	<b>3</b>	<b>54</b>	<b>374</b>	<b>18</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Virements to :-						
Virements from :-						
Staff Changes						2
Variations in running expenses						-
Variations in income						-
Variations in recharges						20
Capital Charges						-
REFCUS						-
Corporate support services bought in						32
Minor variations						-
						54
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>54</b>

PLACE

SERVICE SUBJECTIVE SUMMARY

REGENERATION

CAPITAL DELIVERY

COST CENTRE: C1495F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,092	Employees	1,092	12	146	1,250	14
-	- Premises related expenditure	-	-	-	-	n/a
62	Supplies and Services	62	-	-	62	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
125	Recharges from other services	125	-	74	199	59
1,280	<b>TOTAL EXPENDITURE</b>	1,280	12	220	1,512	18
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(901)	Recharges to other services	(901)	-	(183)	(1,084)	20
(901)	<b>TOTAL INCOME</b>	(901)	-	(183)	(1,084)	20
379	<b>NET CONTROLLABLE COST</b>	379	12	37	428	13
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
238	Corporate support services bought in	238	-	109	347	46
238	<b>TOTAL UNCONTROLLABLE COST</b>	238	-	109	347	46
617	<b>NET COST OF SERVICE</b>	617	12	146	775	26
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
617	<b>TOTAL NET EXPENDITURE</b>	617	12	146	775	26
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(25)
Regularisation of staffing (removal of honoraria), maximising capital recharges						(25)
Other resource changes						
Virements to :-						
Virements from :-						
Staff Changes						(14)
Variations in running expenses						-
Variations in income						-
Variations in recharges						74
Capital Charges						-
REFCUS						-
Corporate support services bought in						109
Minor variations						2
						171
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>146</b>

## HOUSING NEEDS AND STRATEGY

## SERVICE DESCRIPTION

The Housing Needs and Strategy and Housing Management 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 includes the provision of emergency accommodation for those who are statutory homeless. The council has a 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.

- **Housing Management**

The Housing Management Division provides estate management and rent collection services to the Travellers site in Latham's Way. It also provides management to miscellaneous ex service tenancy properties and school caretakers properties and ensures these properties are kept to the Decent Homes Standard.

- **Notes**

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.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1180F	Housing Management	(45)	(5)	-	(50)	11
C1144G	Housing Solutions	2,681	(75)	(531)	2,075	(23)
C1148G	Housing Options	831	7	1	839	1
C1148G	Private Sector Housing	655	(4)	(479)	172	(74)
C1152G	Housing Strategy	70	1	-	71	1
C1154G	Director of Needs and Renewals	4,590	(1)	439	5,028	10
	<b>TOTAL NET SPEND</b>	<b>8,782</b>	<b>(77)</b>	<b>(570)</b>	<b>8,135</b>	<b>(7)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Housing Management	-	-	-
Housing Solutions	17.1	16.9	(0.2)
Housing Options	18.8	18.4	(0.4)
Private Sector Housing	34.9	35.1	0.2
Housing Strategy	1.0	1.0	-
Director of Needs and Renewals	0.4	0.4	(0.1)
<b>TOTAL FTE STAFF</b>	<b>72.2</b>	<b>71.8</b>	<b>(0.4)</b>

## HOUSING NEEDS AND STRATEGY

COST CENTRE: C1150E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,833	Employees	2,696	27	809	3,532	31
14,353	Premises related expenditure	10,503	156	707	11,366	8
1,022	Supplies and Services	600	-	-	600	-
1,260	Third Party Payments	1,189	-	(45)	1,144	(4)
2	Transfer Payments	-	-	-	-	n/a
32	Transport related expenditure	36	-	-	36	-
196	Recharges from other services	272	-	(39)	233	(14)
19,698	<b>TOTAL EXPENDITURE</b>	15,296	183	1,432	16,911	11
(270)	Government Grants	(107)	-	-	(107)	-
(15)	Other Grants, reimbursements and contributions	(181)	(4)	-	(185)	2
(1,543)	Fees and Charges	(1,825)	(47)	(210)	(2,082)	14
(11,180)	Customer and Client Receipts	(8,099)	(209)	(1,012)	(9,320)	15
-	Interest Receivable	-	-	-	-	n/a
(893)	Recharges to other services	(842)	-	(1,258)	(2,100)	149
(13,901)	<b>TOTAL INCOME</b>	(11,054)	(260)	(2,480)	(13,794)	25
5,797	<b>NET CONTROLLABLE COST</b>	4,242	(77)	(1,048)	3,117	(27)
717	Capital Charges	717	-	502	1,219	70
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,850	REFCUS	1,850	-	250	2,100	14
1,973	Corporate support services bought in	1,973	-	(274)	1,699	(14)
4,540	<b>TOTAL UNCONTROLLABLE COST</b>	4,540	-	478	5,018	11
10,337	<b>NET COST OF SERVICE</b>	8,782	(77)	(570)	8,135	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,337	<b>TOTAL NET EXPENDITURE</b>	8,782	(77)	(570)	8,135	(7)

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## HOUSING NEEDS AND STRATEGY

## HOUSING MANAGEMENT

## COST CENTRE: C1180F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
71	Premises related expenditure	132	-	-	132	-
-	Supplies and Services	37	-	-	37	-
-	Third Party Payments	-	-	-	-	n/a
2	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	1	-	-	1	-
74	<b>TOTAL EXPENDITURE</b>	170	-	-	170	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(126)	Customer and Client Receipts	(215)	(5)	-	(220)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(126)	<b>TOTAL INCOME</b>	(215)	(5)	-	(220)	2
(52)	<b>NET CONTROLLABLE COST</b>	(45)	(5)	-	(50)	11
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(52)	<b>NET COST OF SERVICE</b>	(45)	(5)	-	(50)	11
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(52)	<b>TOTAL NET EXPENDITURE</b>	(45)	(5)	-	(50)	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



## PLACE

## SERVICE SUBJECTIVE SUMMARY

## HOUSING NEEDS AND STRATEGY

## HOUSING SOLUTIONS

## COST CENTRE: C1144G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
796	Employees	572	6	(16)	562	(2)
14,167	Premises related expenditure	10,248	156	707	11,111	8
629	Supplies and Services	228	-	-	228	-
873	Third Party Payments	782	-	-	782	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	1	-	-	1	-
47	Recharges from other services	31	-	-	31	-
16,516	<b>TOTAL EXPENDITURE</b>	11,862	162	691	12,715	7
-	Government Grants	(16)	-	-	(16)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,169)	Fees and Charges	(1,304)	(34)	(210)	(1,548)	19
(11,052)	Customer and Client Receipts	(7,786)	(203)	(1,012)	(9,001)	16
-	Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(75)	-	-	(75)	-
(12,296)	<b>TOTAL INCOME</b>	(9,181)	(237)	(1,222)	(10,640)	16
4,220	<b>NET CONTROLLABLE COST</b>	2,681	(75)	(531)	2,075	(23)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
4,220	<b>NET COST OF SERVICE</b>	2,681	(75)	(531)	2,075	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,220	<b>TOTAL NET EXPENDITURE</b>	2,681	(75)	(531)	2,075	(23)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased cost of homelessness due to increasing numbers of families requiring assistance.						2,073
Increased income for homelessness due to increasing numbers of families requiring assistance.						(1,173)
						900
<u>Strategic budget - agreed additional income / savings</u>						
Review of general fund housing costs for appropriate recharge to the HRA						(50)
Savings on temporary accommodation costs through long term lease arrangements.						(600)
Revised accounting arrangements for income received from the council's temporary accommodation stock.						(730)
Review of the structure						(61)
						(1,441)
<u>Other resource changes</u>						
Staff Changes						(10)
Variations in running expenses						20
						10
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(531)</b>

PLACE

SERVICE SUBJECTIVE SUMMARY

HOUSING NEEDS AND STRATEGY

HOUSING OPTIONS

COST CENTRE: C1146G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
722	Employees	670	7	1	678	1
-	- Premises related expenditure	-	-	-	-	n/a
80	Supplies and Services	213	-	-	213	-
112	Third Party Payments	16	-	-	16	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	-	-	-	-	n/a
914	<b>TOTAL EXPENDITURE</b>	900	7	1	908	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	(9)	-	-	(9)	-
-	- Interest Receivable	-	-	-	-	n/a
(60)	Recharges to other services	(60)	-	-	(60)	-
(60)	<b>TOTAL INCOME</b>	(69)	-	-	(69)	-
854	<b>NET CONTROLLABLE COST</b>	831	7	1	839	1
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
854	<b>NET COST OF SERVICE</b>	831	7	1	839	1
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
854	<b>TOTAL NET EXPENDITURE</b>	831	7	1	839	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Minor variations						1
						1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1</b>

## HOUSING NEEDS AND STRATEGY

## PRIVATE SECTOR HOUSING

## COST CENTRE: C1148G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,186	Employees	1,360	13	824	2,197	62
115	Premises related expenditure	121	-	-	121	-
139	Supplies and Services	29	-	-	29	-
275	Third Party Payments	391	-	(45)	346	(12)
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	33	-	-	33	-
75	Recharges from other services	138	-	-	138	-
1,818	<b>TOTAL EXPENDITURE</b>	2,072	13	779	2,864	38
(75)	Government Grants	-	-	-	-	n/a
(3)	Other Grants, reimbursements and contributions	(181)	(4)	-	(185)	2
(374)	Fees and Charges	(521)	(13)	-	(534)	2
(2)	Customer and Client Receipts	(11)	-	-	(11)	-
-	Interest Receivable	-	-	-	-	n/a
(758)	Recharges to other services	(704)	-	(1,258)	(1,962)	179
(1,212)	<b>TOTAL INCOME</b>	(1,417)	(17)	(1,258)	(2,692)	90

606	<b>NET CONTROLLABLE COST</b>	655	(4)	(479)	172	(74)
-----	------------------------------	-----	-----	-------	-----	------

-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

606	<b>NET COST OF SERVICE</b>	655	(4)	(479)	172	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

606	<b>TOTAL NET EXPENDITURE</b>	655	(4)	(479)	172	(74)
-----	------------------------------	-----	-----	-------	-----	------

## \* 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 the structure	(19)
	(19)
<u>Other resource changes</u>	
Staff Changes	(12)
Additional proposed costs of administering Selective Landlord Licensing Scheme*	810
Costs charged to proposed Selective Landlord Licensing Scheme*	(1,258)
	(460)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(479)</b>

\* Subject to Cabinet's consideration of the outcomes of public consultation.

## PLACE

## SERVICE SUBJECTIVE SUMMARY

## HOUSING NEEDS AND STRATEGY

## HOUSING STRATEGY

## COST CENTRE: C1152G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
103	Employees	73	1	-	74	1
-	- Premises related expenditure	-	-	-	-	n/a
174	Supplies and Services	75	-	-	75	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	16	-	-	16	-
277	<b>TOTAL EXPENDITURE</b>	164	1	-	165	1
(195)	Government Grants	(91)	-	-	(91)	-
(12)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(3)	-	-	(3)	-
(207)	<b>TOTAL INCOME</b>	(94)	-	-	(94)	-
70	<b>NET CONTROLLABLE COST</b>	70	1	-	71	1
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
70	<b>NET COST OF SERVICE</b>	70	1	-	71	1
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
70	<b>TOTAL NET EXPENDITURE</b>	70	1	-	71	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

PLACE

SERVICE SUBJECTIVE SUMMARY

HOUSING NEEDS AND STRATEGY

DIRECTOR OF NEEDS &amp; RENEWALS

COST CENTRE: C1154G

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
26	Employees	21	-	-	21	-
-	- Premises related expenditure	2	-	-	2	-
-	- Supplies and Services	18	-	-	18	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	1	-	-	1	-
73	Recharges from other services	86	-	(39)	47	(45)
99	<b>TOTAL EXPENDITURE</b>	128	-	(39)	89	(30)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	(78)	(1)	-	(79)	1
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	(78)	(1)	-	(79)	1
99	<b>NET CONTROLLABLE COST</b>	50	(1)	(39)	10	(80)
717	Capital Charges	717	-	502	1,219	70
-	- Deferred/intangible Charges	-	-	-	-	n/a
1,850	REFCUS	1,850	-	250	2,100	14
1,973	Corporate support services bought in	1,973	-	(274)	1,699	(14)
4,540	<b>TOTAL UNCONTROLLABLE COST</b>	4,540	-	478	5,018	11
4,639	<b>NET COST OF SERVICE</b>	4,590	(1)	439	5,028	10
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,639	<b>TOTAL NET EXPENDITURE</b>	4,590	(1)	439	5,028	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Capital Charges						502
REFCUS						250
Corporate support services bought in						(274)
Variations in recharges						(43)
Minor Variations						4
						439
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>439</b>









# RESOURCES

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## KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in delivering our major corporate objective to **build the council of the future**. In 2015/16 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  
Improvement of the Council-wide ICT infrastructure  
Implementation of the corporate debt project  
Successful delivery of the General Election May 2015

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 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.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1040D C1050D C1030D

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	% CHANGE
	2013/14	2014/15	2014/15	2015/16	
	£000	£000	£000	£000	
Employees	47,337	42,076	43,460	41,433	(5)
Premises related expenditure	6,866	7,270	8,309	8,059	(3)
Supplies and Services	13,255	7,246	6,869	5,596	(19)
Third Party Payments	38,570	48,328	44,926	46,457	3
Transfer Payments	258,945	266,484	266,484	278,053	4
Transport related expenditure	182	200	198	192	(3)
Capital Charges	6,412	5,770	5,770	4,787	(17)
Deferred/Intangible Charges	4,613	4,535	4,535	4,159	(8)
REFCUS		-	-	-	n/a
Corporate support services bought in	(41,878)	(41,945)	(41,104)	(44,756)	9
Recharges (to) / from other services	(9,931)	(6,296)	(6,742)	(6,542)	(3)
<b>TOTAL EXPENDITURE</b>	<b>324,371</b>	<b>333,668</b>	<b>332,705</b>	<b>337,438</b>	<b>1</b>
Government Grants	(259,158)	(284,503)	(284,607)	(298,352)	5
Other Grants, reimbursements and contributions	(8,799)	(6,945)	(6,551)	(6,431)	(2)
Fees and Charges	(7,318)	(5,593)	(5,754)	(6,029)	5
Customer and Client Receipts	(946)	(619)	(684)	(5,896)	762
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(276,221)</b>	<b>(297,660)</b>	<b>(297,596)</b>	<b>(316,708)</b>	<b>6</b>
<b>NET EXPENDITURE</b>	<b>48,150</b>	<b>36,008</b>	<b>35,109</b>	<b>20,730</b>	<b>(41)</b>
Contributions to / (from) Reserves	(8,478)	2,171	1,998	-	(100)
<b>CURRENT BUDGET</b>	<b>40,351</b>		<b>38,584</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(679)</b>		<b>(1,477)</b>		

## TOP FINANCIAL RISKS 2015/16

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 Simon Hall	Cabinet Member for Finance and Treasury
Councillor Mark Watson	Cabinet Member for Safety & Justice

## 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, Communities and Commissioning	62070
Richard Simpson	Director - Finance and Assets & Section 151 Officer	61848
Graham Cadle	Director - Customer, Transformation & Communication Service	63295
Mike Robinson	Director - Public Health	65596

COST CENTRE	DIVISION
C1320E	Democratic and Legal Services
C1330E	Human Resources
C1350E	Voluntary Sector Funding
C1340E	Chief Executive's Office
C1230E	Finance and Assets
C1240E	Customer, Transformation & Communication Service
C1600E	Subsidised Travel
C1250E	Strategy, Communities and Commissioning
C1030D	Public Health

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2014/15 £000's	DIVISION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,805	Democratic and Legal Services	2,819	29	1,968	4,816	71
(906)	Human Resources	(980)	11	819	(150)	(85)
1,236	Voluntary Sector Funding	1,236	-	-	1,236	-
424	Chief Executive's Office	378	3	(599)	(218)	(158)
9,225	Finance and Assets	4,356	185	(2,225)	2,316	(47)
12,576	Customer, Transformation & Communication Service	15,684	249	(14,858)	1,075	(93)
14,730	Subsidised Travel	14,714	-	699	15,413	5
(2,983)	Strategy, Communities and Commissioning	(2,199)	42	(1,601)	(3,758)	71
-	Public Health	-	26	(26)	-	n/a
37,107	<b>TOTAL NET SPEND</b>	36,008	545	(15,823)	20,730	(42)

1,998	Contributions to / (from) Reserves	2,171	-	(2,171)	-	(100)
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## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic and Legal Services	56.9	62.1	5.2
Workforce and Community Relations	48.5	40.9	(7.5)
Voluntary Sector Funding	-	-	-
Chief Executive's Office	1.0	1.0	-
Finance and Assets	181.9	168.3	(13.6)
Customer, Transformation & Communication Service	620.7	629.1	8.4
Subsidised Travel	-	-	-
Strategy, Communities and Commissioning	73.0	61.2	(11.8)
Public Health	54.2	37.2	(17.0)
<b>TOTAL FTE STAFF</b>	1,036.2	999.8	(36.3)

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
43,460	Employees	42,076	457	(1,100)	41,433	(2)
8,309	Premises related expenditure	7,270	-	789	8,059	11
6,869	Supplies and Services	7,246	23	(1,673)	5,596	(23)
44,926	Third Party Payments	48,328	194	(2,065)	46,457	(4)
266,484	Transfer Payments	266,484	-	11,569	278,053	4
198	Transport related expenditure	200	-	(8)	192	(4)
3,682	Recharges from other services	3,694	-	1,163	4,857	31
373,928	<b>TOTAL EXPENDITURE</b>	375,298	674	8,675	<b>384,647</b>	2
(284,607)	Government Grants	(284,503)	-	(13,849)	(298,352)	5
(6,551)	Other Grants, reimbursements and contributions	(6,945)	(48)	562	(6,431)	(7)
(5,754)	Fees and Charges	(5,593)	(66)	(370)	(6,029)	8
(684)	Customer and Client Receipts	(619)	(15)	(5,262)	(5,896)	853
-	Interest Receivable	-	-	-	-	n/a
(10,424)	Recharges to other services	(9,990)	-	(1,409)	(11,399)	14
(308,020)	<b>TOTAL INCOME</b>	(307,650)	(129)	(20,328)	<b>(328,107)</b>	7
65,908	<b>NET CONTROLLABLE COST</b>	67,648	545	(11,653)	<b>56,540</b>	(16)
5,770	Capital Charges	5,770	-	(983)	4,787	(17)
4,535	Deferred/Intangible Charges	4,535	-	(376)	4,159	(8)
-	REFCUS	-	-	-	-	n/a
(41,104)	Corporate support services bought in	(41,945)	-	(2,811)	(44,756)	7
(30,799)	<b>TOTAL UNCONTROLLABLE COST</b>	(31,640)	-	(4,170)	<b>(35,810)</b>	13
35,109	<b>NET COST OF SERVICE</b>	36,008	545	(15,823)	<b>20,730</b>	(42)
1,998	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
1,998	<b>TOTAL APPROPRIATIONS</b>	2,171	-	(2,171)	-	(100)
37,107	<b>TOTAL NET EXPENDITURE</b>	38,179	545	(17,994)	<b>20,730</b>	(46)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						165
Strategic budget - agreed additional income / savings						(12,819)
						(12,654)
Other resource changes						(5,340)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(17,994)</b>



## 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 have been extended 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 2014/15 (A)	Inflation (B)	Other (C)	BUDGET 2015/16 (D)	
		£000's	£000's	£000's	£000's	
C1330F	Legal	(470)	13	482	25	(105)
C1335F	Democratic	2,419	8	887	3,314	37
C1340F	Electoral	524	2	195	721	38
C1345F	Mayoral	284	2	38	324	14
C1355F	Registrars	(179)	4	30	(145)	(19)
C1350F	Contribution to Coroner's Court	241	-	132	373	55
C1358f	Leader's Office	-	-	204	204	n/a
<b>TOTAL NET SPEND</b>		<b>2,819</b>	<b>29</b>	<b>1,968</b>	<b>4,816</b>	<b>71</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal	25.3	25.1	(0.2)
Democratic	13.3	12.8	(0.5)
Electoral	6.0	5.8	(0.2)
Mayoral	4.4	3.3	(1.2)
Registrars	8.0	11.3	3.3
Leader's Office		4.0	4.0
<b>TOTAL FTE STAFF</b>	<b>56.9</b>	<b>62.1</b>	<b>5.2</b>

## DEMOCRATIC AND LEGAL SERVICES

COST CENTRE: C1320E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,778	Employees	2,791	35	87	2,913	4
10	Premises related expenditure	10	-	(1)	9	(10)
1,983	Supplies and Services	1,983	(2)	-	1,981	(0)
330	Third Party Payments	329	-	(11)	318	(3)
-	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	(16)	14	(53)
5	Recharges from other services	6	-	(2)	4	(33)
5,136	<b>TOTAL EXPENDITURE</b>	5,149	33	57	5,239	2
-	Government Grants	-	-	-	-	n/a
(164)	Other Grants, reimbursements and contributions	(164)	(4)	(9)	(177)	8
(512)	Fees and Charges	(511)	-	(10)	(521)	2
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,939)	Recharges to other services	(1,939)	-	-	(1,939)	-
(2,615)	<b>TOTAL INCOME</b>	(2,614)	(4)	(19)	(2,637)	1
2,521	<b>NET CONTROLLABLE COST</b>	2,535	29	38	2,602	3
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
284	Corporate support services bought in	284	-	1,930	2,214	680
284	<b>TOTAL UNCONTROLLABLE COST</b>	284	-	1,930	2,214	680
2,805	<b>NET COST OF SERVICE</b>	2,819	29	1,968	4,816	71
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,805	<b>TOTAL NET EXPENDITURE</b>	2,819	29	1,968	4,816	71

## DEMOCRATIC AND LEGAL SERVICES

## LEGAL

## COST CENTRE: C1330F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,825	Employees	1,333	17	14	1,364	2
-	- Premises related expenditure	-	-	-	-	n/a
67	Supplies and Services	67	-	1	68	1
78	Third Party Payments	78	-	(12)	66	(15)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	5	-	-	5	-
1,975	<b>TOTAL EXPENDITURE</b>	1,483	17	3	1,503	1
-	- Government Grants	-	-	-	-	n/a
(146)	Other Grants, reimbursements and contributions	(146)	(4)	(9)	(159)	9
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,307)	Recharges to other services	(1,807)	-	-	(1,807)	-
(2,453)	<b>TOTAL INCOME</b>	(1,953)	(4)	(9)	(1,966)	1
(478)	<b>NET CONTROLLABLE COST</b>	(470)	13	(6)	(463)	(1)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	488	488	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	488	488	n/a
(478)	<b>NET COST OF SERVICE</b>	(470)	13	482	25	(105)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(478)	<b>TOTAL NET EXPENDITURE</b>	(470)	13	482	25	(105)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands.</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(10)
Increased income from Legal Services						(10)
<u>Other resource changes</u>						
Corporate Services bought in						488
Minor Variations						4
						492
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>482</b>





## DEMOCRATIC AND LEGAL SERVICES

## ELECTORAL

## COST CENTRE: C1340F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
326	Employees	328	4	(77)	255	(22)
1	Premises related expenditure	1	-	-	1	-
155	Supplies and Services	155	(2)	(12)	141	(9)
5	Third Party Payments	4	-	1	5	25
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
36	Recharges from other services	36	-	-	36	-
523	<b>TOTAL EXPENDITURE</b>	524	2	(88)	438	(16)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
523	<b>NET CONTROLLABLE COST</b>	524	2	(88)	438	(16)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	283	283	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	283	283	n/a
523	<b>NET COST OF SERVICE</b>	524	2	195	721	38
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
523	<b>TOTAL NET EXPENDITURE</b>	524	2	195	721	38
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support service bought in						283
Realignment of Democratic & Legal services to reflect current structure						(87)
Minor Variations						(1)
						195
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>195</b>

DEMOCRATIC AND LEGAL SERVICES

MAYORAL

COST CENTRE: C1345F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
185	Employees	185	2	(50)	137	(26)
2	Premises related expenditure	-	-	(1)	1	(50)
21	Supplies and Services	21	-	(8)	13	(38)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	(16)	12	(57)
21	Recharges from other services	22	-	(1)	21	(5)
257	<b>TOTAL EXPENDITURE</b>	258	2	(76)	184	(29)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	- <b>TOTAL INCOME</b>	-	-	-	-	n/a
257	<b>NET CONTROLLABLE COST</b>	258	2	(76)	184	(29)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
26	Corporate support services bought in	26	-	114	140	438
26	<b>TOTAL UNCONTROLLABLE COST</b>	26	-	114	140	438
283	<b>NET COST OF SERVICE</b>	284	2	38	324	14
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	- <b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
283	<b>TOTAL NET EXPENDITURE</b>	284	2	38	324	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Removal of second mayoral car and staff						(100)
<u>Other resource changes</u>						
Corporate support services bought in						114
Realignment of Democratic & Legal services to reflect current structure						24
						138
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>38</b>

## DEMOCRATIC AND LEGAL SERVICES

## REGISTRARS

COST CENTRE: C1355F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
315	Employees	316	4	42	362	15
3	Premises related expenditure	3	-	-	3	-
13	Supplies and Services	13	-	(2)	11	(15)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
331	<b>TOTAL EXPENDITURE</b>	332	4	40	376	13
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(512)	Fees and Charges	(511)	-	(10)	(521)	2
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(512)	<b>TOTAL INCOME</b>	(511)	-	(10)	(521)	2
(181)	<b>NET CONTROLLABLE COST</b>	(179)	4	30	(145)	(19)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(181)	<b>NET COST OF SERVICE</b>	(179)	4	30	(145)	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(181)	<b>TOTAL NET EXPENDITURE</b>	(179)	4	30	(145)	(19)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Increased income from Registrars						(10)
						(10)
<u>Other resource changes</u>						
Realignment of Democratic & Legal services to reflect current structure						41
Minor Variations						(1)
						40
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>30</b>

DEMOCRATIC AND LEGAL SERVICES  
CONTRIBUTION TO CORONERS COURT

COST CENTRE: C1350F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (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
241	Third Party Payments	241	-	-	241	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
241	<b>TOTAL EXPENDITURE</b>	241	-	-	241	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
241	<b>NET CONTROLLABLE COST</b>	241	-	-	241	-
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	132	132	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	132	132	n/a
241	<b>NET COST OF SERVICE</b>	241	-	132	373	55
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves.	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
241	<b>TOTAL NET EXPENDITURE</b>	241	-	132	373	55
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Corporate support services bought in						132
						132
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>132</b>



## HUMAN RESOURCES

## 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 and collective consultation.

Provision of HR management information, payroll services, establishment control, recruitment services etc is provided within the HR and Finance Service Centre.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
C1380F	HR Consultancy	(889)	2	734	(153)	(83)
C1385F	Occupational Health	10	2	(18)	(6)	(160)
C1395F	Organisational Development	(188)	4	190	6	(103)
C1410F	Corporate Learning and Development	87	3	(87)	3	(97)
	<b>TOTAL NET SPEND</b>	<b>(980)</b>	<b>11</b>	<b>819</b>	<b>(150)</b>	<b>(85)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE FTE STAFF
HR Consultancy	30.8	30.9	0.1
Occupational Health	2.0	1.0	(1.0)
Organisational Development	13.1	5.0	(8.1)
Corporate Learning and Development		4.0	4.0
Recruitment transferred to HR and Finance Service Centre	2.6	-	(2.6)
<b>TOTAL FTE STAFF</b>	<b>48.5</b>	<b>40.9</b>	<b>(7.5)</b>

## HUMAN RESOURCES

## COST CENTRE: C1330E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B)	* Other (C)		
2,205	Employees	2,315	27	(141)	2,201	(5)
-	- Premises related expenditure	-	-	-	-	n/a
297	Supplies and Services	175	-	121	296	69
14	Third Party Payments	14	-	-	14	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
2,516	<b>TOTAL EXPENDITURE</b>	2,504	27	(20)	2,511	0
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(756)	Fees and Charges	(641)	(16)	223	(434)	(32)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(312)	Recharges to other services	(489)	-	409	(80)	(84)
(1,068)	<b>TOTAL INCOME</b>	(1,130)	(16)	632	(514)	(55)
1,448	<b>NET CONTROLLABLE COST</b>	1,374	11	612	1,997	45
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(2,354)	Corporate support services bought in	(2,354)	-	207	(2,147)	(9)
(2,354)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,354)	-	207	(2,147)	(9)
(906)	<b>NET COST OF SERVICE</b>	(980)	11	819	(150)	(85)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(906)	<b>TOTAL NET EXPENDITURE</b>	(980)	11	819	(150)	(85)



## HUMAN RESOURCES

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

COST CENTRE: C1380F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,653	Employees	1,503	18	93	1,614	7
-	Premises related expenditure	-	-	-	-	n/a
47	Supplies and Services	47	-	-	47	-
14	Third Party Payments	14	-	-	14	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,714	<b>TOTAL EXPENDITURE</b>	1,564	18	93	1,675	7
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(738)	Fees and Charges	(623)	(16)	223	(416)	(33)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(276)	Recharges to other services	(279)	-	235	(44)	(84)
(1,014)	<b>TOTAL INCOME</b>	(902)	(16)	458	(460)	(49)
700	<b>NET CONTROLLABLE COST</b>	662	2	551	1,215	84
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,551)	Corporate support services bought in	(1,551)	-	183	(1,368)	(12)
(1,551)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,551)	-	183	(1,368)	(12)
(851)	<b>NET COST OF SERVICE</b>	(889)	2	734	(153)	(83)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(851)	<b>TOTAL NET EXPENDITURE</b>	(889)	2	734	(153)	(83)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(63)
Review of Car Allowance Scheme						(63)
<u>Other resource changes</u>						
Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7)						249
Centralise L&D Budgets						23
HR Budget Realignment						107
Minor Variations (net)						3
Corporate support services bought in						415
						797
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>734</b>

## HUMAN RESOURCES

## OCCUPATIONAL HEALTH

COST CENTRE: C1385F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
33	Employees	231	2	(174)	59	(74)
-	- Premises related expenditure	-	-	-	-	n/a
133	Supplies and Services	55	-	78	133	142
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
166	<b>TOTAL EXPENDITURE</b>	<b>286</b>	<b>2</b>	<b>(96)</b>	<b>192</b>	<b>(33)</b>
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(18)	Fees and Charges	(18)	-	-	(18)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(18)	<b>TOTAL INCOME</b>	<b>(18)</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>
148	<b>NET CONTROLLABLE COST</b>	<b>268</b>	<b>2</b>	<b>(96)</b>	<b>174</b>	<b>(35)</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFUCS	-	-	-	-	n/a
(258)	Corporate support services bought in	(258)	-	78	(180)	(30)
(258)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(258)</b>	<b>-</b>	<b>78</b>	<b>(180)</b>	<b>(30)</b>
(110)	<b>NET COST OF SERVICE</b>	<b>10</b>	<b>2</b>	<b>(18)</b>	<b>(6)</b>	<b>(160)</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
(110)	<b>TOTAL NET EXPENDITURE</b>	<b>10</b>	<b>2</b>	<b>(18)</b>	<b>(6)</b>	<b>(160)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer 2 FTE from HR to Business Support (page RED 6.8)						(65)
HR Budget Realignment						(23)
Minor Variations (net)						(8)
Corporate support services bought in						78
						(18)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(18)</b>

## HUMAN RESOURCES

## ORGANISATIONAL DEVELOPMENT

COST CENTRE: C1395F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
301	Employees	304	4	(1)	307	1
-	Premises related expenditure	-	-	-	-	n/a
20	Supplies and Services	20	-	-	20	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
321	<b>TOTAL EXPENDITURE</b>	<b>324</b>	<b>4</b>	<b>(1)</b>	<b>327</b>	<b>1</b>
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(30)	-	30	-	(100)
-	<b>TOTAL INCOME</b>	<b>(30)</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>(100)</b>
321	<b>NET CONTROLLABLE COST</b>	<b>294</b>	<b>4</b>	<b>29</b>	<b>327</b>	<b>11</b>
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
(482)	Corporate support services bought in	(482)	-	161	(321)	(33)
(482)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(482)</b>	<b>-</b>	<b>161</b>	<b>(321)</b>	<b>(33)</b>
(161)	<b>NET COST OF SERVICE</b>	<b>(188)</b>	<b>4</b>	<b>190</b>	<b>6</b>	<b>(103)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
(161)	<b>TOTAL NET EXPENDITURE</b>	<b>(188)</b>	<b>4</b>	<b>190</b>	<b>6</b>	<b>(103)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Budget Realignment						(65)
Centralise L&D Budgets						92
Minor Variations (net)						2
Corporate support services bought in						161
						190
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>190</b>

## HUMAN RESOURCES

## CORPORATE LEARNING AND DEVELOPMENT

COST CENTRE: C1410F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
218	Employees	277	3	(59)	221	(20)
-	Premises related expenditure	-	-	-	-	n/a
97	Supplies and Services	53	-	43	96	81
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
315	<b>TOTAL EXPENDITURE</b>	330	3	(16)	317	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(180)	-	144	(36)	(80)
(36)	<b>TOTAL INCOME</b>	(180)	-	144	(36)	(80)
279	<b>NET CONTROLLABLE COST</b>	150	3	128	281	87
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(63)	Corporate support services bought in	(63)	-	(215)	(278)	341
(63)	<b>TOTAL UNCONTROLLABLE COST</b>	(63)	-	(215)	(278)	341
216	<b>NET COST OF SERVICE</b>	87	3	(87)	3	(97)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
216	<b>TOTAL NET EXPENDITURE</b>	87	3	(87)	3	(97)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
HR Budget Realignment						19
Transfer 1 FTE from HR to Business Support (page RED 6.8)						(34)
Centralise L&D Budgets						144
Minor Variations (net)						(1)
Corporate support services bought in						(215)
						(87)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(87)</b>

## 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 Active Communities Fund 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	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1350E	Voluntary Sector Funding	1,236	-	-	1,236	-
	<b>TOTAL NET SPEND</b>	1,236	0	-	1,236	-

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Nil Staff	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

## VOLUNTARY SECTOR FUNDING

COST CENTRE: C1350E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (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
1,102	Third Party Payments	1,102	-	12	1,114	1
134	Transfer Payments	134	-	(12)	122	(9)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,236	<b>TOTAL EXPENDITURE</b>	1,236	-	-	1,236	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
1,236	<b>NET CONTROLLABLE COST</b>	1,236	-	-	1,236	-
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,236	<b>NET COST OF SERVICE</b>	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,236	<b>TOTAL NET EXPENDITURE</b>	1,236	-	-	1,236	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

## 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	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
<b>C1340E</b>	Chief Executive's Office	378	3	(599)	(218)	(158)
	<b>TOTAL NET SPEND</b>	<b>378</b>	<b>3</b>	<b>(599)</b>	<b>(218)</b>	<b>(158)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Chief Executive's Office	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>

## EXECUTIVE SUPPORT

COST CENTRE: C1340E

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
221	Employees	224	3	(2)	225	0
-	Premises related expenditure	-	-	-	-	n/a
120	Supplies and Services	110	-	(4)	106	(4)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
39	Recharges from other services	-	-	-	-	n/a
391	<b>TOTAL EXPENDITURE</b>	345	3	(6)	342	(1)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(20)	Recharges to other services	(20)	-	(717)	(737)	3,585
(20)	<b>TOTAL INCOME</b>	(20)	-	(717)	(737)	3,585
371	<b>NET CONTROLLABLE COST</b>	325	3	(723)	(395)	(222)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
53	Corporate support services bought in	53	-	124	177	234
53	<b>TOTAL UNCONTROLLABLE COST</b>	53	-	124	177	234
424	<b>NET COST OF SERVICE</b>	378	3	(599)	(218)	(158)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
424	<b>TOTAL NET EXPENDITURE</b>	378	3	(599)	(218)	(158)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Recharge of support services to Public Health						(380)
Increase in Corporate and Democratic core recharge to the HRA						(337)
Minor Variations (net)						(6)
Corporate support services bought in						124
						(599)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(599)</b>



## FINANCE AND ASSETS

## SERVICE DESCRIPTION

The Finance and Assets Division consists of 7 service areas;

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

**Financial Services**

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

**Facilities Management**

Managing the outsourced facilities management contract with Interserve, including the performance management of daily

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
C1230F	Financial Services	(333)	22	1,930	1,619	(586)
C1231F	Governance Team	(10)	14	(86)	(82)	720
C1235F	Treasury & Pensions	454	(1)	(1)	452	(0)
C1240F	Asset Management & Estate	3,089	(14)	(1,560)	1,515	(51)
C1242F	HR and Finance Service Centre	(152)	4	(250)	(398)	162
C1232F	Risk Insurance and Business Cont'y	(82)	(3)	80	(5)	(94)
C1205F	Facilities Management	3,561	163	(4,509)	(785)	(122)
	<b>TOTAL NET SPEND</b>	<b>6,527</b>	<b>185</b>	<b>(4,396)</b>	<b>2,316</b>	<b>28</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE FTE STAFF
Financial Services	75.7	56.5	(19.2)
Governance Team	16.4	16.4	-
Treasury & Pensions	5.0	3.0	(2.0)
Asset Management & Estate	5.0	5.0	-
HR and Finance Service Centre	56.8	59.4	2.6
Risk Insurance and Business Cont'y	10.0	10.0	-
Facilities Management	13.0	18.0	5.0
<b>TOTAL FTE STAFF</b>	<b>181.9</b>	<b>168.3</b>	<b>(13.6)</b>

## FINANCE AND ASSETS

## COST CENTRE: C1230E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,586	Employees	7,902	72	(233)	7,741	(2)
8,281	Premises related expenditure	7,238	-	794	8,032	11
2,231	Supplies and Services	1,929	11	650	2,590	34
4,186	Third Party Payments	3,332	184	227	3,743	12
-	Transfer Payments	-	-	-	-	n/a
125	Transport related expenditure	125	-	-	125	-
81	Recharges from other services	154	-	297	451	193
23,490	<b>TOTAL EXPENDITURE</b>	20,680	267	1,735	22,682	10
-	Government Grants	-	-	-	-	n/a
(1,606)	Other Grants, reimbursements and contributions	(1,506)	(38)	(462)	(2,006)	33
(1,068)	Fees and Charges	(1,033)	(23)	(377)	(1,433)	39
(872)	Customer and Client Receipts	(822)	(21)	(807)	(1,650)	101
-	Interest Receivable	-	-	-	-	n/a
(1,703)	Recharges to other services	(1,776)	-	148	(1,628)	(8)
(5,249)	<b>TOTAL INCOME</b>	(5,137)	(82)	(1,498)	(6,717)	31
18,241	<b>NET CONTROLLABLE COST</b>	15,543	185	237	15,965	3
5,759	Capital Charges	5,759	-	(983)	4,776	(17)
110	Deferred/Intangible Charges	110	-	(11)	99	(10)
-	REFCUS	-	-	-	-	n/a
(17,056)	Corporate support services bought in	(17,056)	-	(1,468)	(18,524)	9
(11,187)	<b>TOTAL UNCONTROLLABLE COST</b>	(11,187)	-	(2,462)	(13,649)	22
7,054	<b>NET COST OF SERVICE</b>	4,356	185	(2,225)	2,316	(47)
2,171	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
2,171	<b>TOTAL APPROPRIATIONS</b>	2,171	-	(2,171)	-	(100)
9,225	<b>TOTAL NET EXPENDITURE</b>	6,527	185	(4,396)	2,316	(65)

## FINANCE AND ASSETS

## FINANCIAL SERVICES TEAM

## COST CENTRE: C1230F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,183	Employees	3,375	31	(727)	2,679	(21)
-	- Premises related expenditure	-	-	-	-	n/a
306	Supplies and Services	196	-	(45)	151	(23)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
3,489	<b>TOTAL EXPENDITURE</b>	3,571	31	(772)	2,830	(21)
-	- Government Grants	-	-	-	-	n/a
(113)	Other Grants, reimbursements and contributions	(113)	(3)	-	(116)	3
(361)	Fees and Charges	(361)	(6)	121	(246)	(32)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(474)	<b>TOTAL INCOME</b>	(474)	(9)	121	(362)	(24)
3,015	<b>NET CONTROLLABLE COST</b>	3,097	22	(651)	2,468	(20)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(3,430)	Corporate support services bought in	(3,430)	-	2,581	(849)	(75)
(3,430)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,430)	-	2,581	(849)	(75)
(415)	<b>NET COST OF SERVICE</b>	(333)	22	1,930	1,619	(586)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(415)	<b>TOTAL NET EXPENDITURE</b>	(333)	22	1,930	1,619	(586)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(700)
Restructure of Finance Team						(700)
<u>Other resource changes</u>						2,581
Corporate support services bought in						(15)
Centralisation of L&D budgets						69
Transfer of two FTE from CALAT to Finance						(5)
Minor Variations (net)						2,630
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,930</b>

## FINANCE AND ASSETS

## GOVERNANCE TEAM

C1231F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
737	Employees	732	7	(115)	624	(15)
-	- Premises related expenditure	-	-	-	-	n/a
349	Supplies and Services	364	5	1	370	2
741	Third Party Payments	741	10	(139)	612	(17)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,827	<b>TOTAL EXPENDITURE</b>	1,837	22	(253)	1,606	(13)
-	- Government Grants	-	-	-	-	n/a
(10)	Other Grants, reimbursements and contributions	(10)	-	(41)	(51)	410
(330)	Fees and Charges	(330)	(8)	-	(338)	2
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(340)	<b>TOTAL INCOME</b>	(340)	(8)	(41)	(389)	14
1,487	<b>NET CONTROLLABLE COST</b>	1,497	14	(294)	1,217	(19)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,507)	Corporate support services bought in	(1,507)	-	208	(1,299)	(14)
(1,507)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,507)	-	208	(1,299)	(14)
(20)	<b>NET COST OF SERVICE</b>	(10)	14	(86)	(82)	720
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(20)	<b>TOTAL NET EXPENDITURE</b>	(10)	14	(86)	(82)	720
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Single Fraud Investigation Service - legal costs						(60)
Single Fraud Investigation Service - Mazars						(30)
Single Fraud Investigation Service - Staff						(100)
Junior auditor work for Schools						(18)
Housing work with Registered Social Landlords						(40)
Reduction in Internal Audit Days						(50)
						(298)
<u>Other resource changes</u>						
Corporate support services bought in						208
Minor Variations (net)						4
						212
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(86)</b>

## FINANCE AND ASSETS

## TREASURY &amp; PENSIONS

COST CENTRE: C1235F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
512	Employees	412	2	-	414	0
-	- Premises related expenditure	-	-	-	-	n/a
70	Supplies and Services	70	-	-	70	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
582	<b>TOTAL EXPENDITURE</b>	482	2	-	484	0
-	- Government Grants	-	-	-	-	n/a
(213)	(213) Other Grants, reimbursements and contributions	(113)	(3)	(6)	(122)	8
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(73)	(73) Recharges to other services	(73)	-	3	(70)	(4)
(286)	<b>TOTAL INCOME</b>	(186)	(3)	(3)	(192)	3
296	<b>NET CONTROLLABLE COST</b>	296	(1)	(3)	292	(1)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
158	158 Corporate support services bought in	158	-	2	160	1
158	<b>TOTAL UNCONTROLLABLE COST</b>	158	-	2	160	1
454	<b>NET COST OF SERVICE</b>	454	(1)	(1)	452	(0)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
454	<b>TOTAL NET EXPENDITURE</b>	454	(1)	(1)	452	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						2
Minor Variations (net)						(3)
						(1)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1)</b>

## FINANCE AND ASSETS

## ASSET MANAGEMENT AND ESTATE

## COST CENTRE: C1240F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
331	Employees	331	3	1	335	1
602	Premises related expenditure	602	-	218	820	36
61	Supplies and Services	61	-	161	222	264
24	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
81	Recharges from other services	81	-	247	328	305
1,100	<b>TOTAL EXPENDITURE</b>	1,100	3	627	1,730	57
-	Government Grants	-	-	-	-	n/a
(59)	Other Grants, reimbursements and contributions	(59)	(1)	(164)	(224)	280
(78)	Fees and Charges	(78)	(2)	1	(79)	1
(610)	Customer and Client Receipts	(560)	(14)	(798)	(1,372)	145
-	Interest Receivable	-	-	-	-	n/a
(35)	Recharges to other services	(35)	-	-	(35)	-
(782)	<b>TOTAL INCOME</b>	(732)	(17)	(961)	(1,710)	134
318	<b>NET CONTROLLABLE COST</b>	368	(14)	(334)	20	(95)
450	Capital Charges	450	-	(66)	384	(15)
100	Deferred/Intangible Charges	100	-	(1)	99	(1)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,012	1,012	n/a
550	<b>TOTAL UNCONTROLLABLE COST</b>	550	-	945	1,495	172
868	<b>NET COST OF SERVICE</b>	918	(14)	611	1,515	65
2,171	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
2,171	<b>TOTAL APPROPRIATIONS</b>	2,171	-	(2,171)	-	(100)
3,039	<b>TOTAL NET EXPENDITURE</b>	3,089	(14)	(1,560)	1,515	(51)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
Community Asset Transfer						(85)
Corporate Landlord Model						(100)
Income from Corporate Estate						(250)
						(435)
<u>Other resource changes</u>						
Corporate support services bought in						1,012
Movement in Capital Charges						(66)
Loss of Lease Income due to disposal of Addington Palace Golf Club						95
Minor Variations (net)						5
Removal of contribution to Reserves						(2,171)
						(1,125)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,560)</b>

## FINANCE AND ASSETS

## HR AND FINANCE SERVICE CENTRE

## COST CENTRE: C1242F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,481	Employees	2,446	23	(198)	2,271	(7)
-	Premises related expenditure	-	-	-	-	n/a
737	Supplies and Services	607	6	128	741	22
1,739	Third Party Payments	885	2	904	1,791	102
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
4,957	<b>TOTAL EXPENDITURE</b>	3,938	31	834	4,803	22
-	Government Grants	-	-	-	-	n/a
(1,034)	Other Grants, reimbursements and contributions	(1,034)	(26)	(251)	(1,311)	27
(55)	Fees and Charges	(20)	(1)	(499)	(520)	2,500
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(434)	Recharges to other services	(434)	-	145	(289)	(33)
(1,523)	<b>TOTAL INCOME</b>	(1,488)	(27)	(605)	(2,120)	42
3,434	<b>NET CONTROLLABLE COST</b>	2,450	4	229	2,683	10
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,602)	Corporate support services bought in	(2,602)	-	(479)	(3,081)	18
(2,602)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,602)	-	(479)	(3,081)	18
832	<b>NET COST OF SERVICE</b>	(152)	4	(250)	(398)	162
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
832	<b>TOTAL NET EXPENDITURE</b>	(152)	4	(250)	(398)	162
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Restructure Accounts Payable team						(48)
Cash and Control changes						(28)
Shared Applications Support (One Oracle)						(60)
Procurement - Payroll Contract						(200)
Prompt Payment Discount						(250)
						(586)
<u>Other resource changes</u>						
Removal of Talent Pool Income through agency contract rebate (page RED 8.3)						100
Transfer of Schools Payroll income from HR to shared service centre (page RED 2.3)						(249)
Transfer of One Oracle from ICT to shared service centre (page RED 6.9)						984
Budget realignment HR						(20)
Corporate support services bought in						(479)
						336
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(250)</b>

## FINANCE AND ASSETS

## RISK INSURANCE AND BUSINESS CONTINUITY

## COST CENTRE: C1232F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
531	Employees	516	5	(5)	516	-
-	Premises related expenditure	-	-	-	-	n/a
(829)	Supplies and Services	(814)	-	(77)	(891)	9
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
-	Recharges from other services	-	-	-	-	n/a
(297)	<b>TOTAL EXPENDITURE</b>	(297)	5	(82)	(374)	26
-	Government Grants	-	-	-	-	n/a
(105)	Other Grants, reimbursements and contributions	(105)	(3)	-	(108)	3
(212)	Fees and Charges	(212)	(5)	-	(217)	2
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(317)	<b>TOTAL INCOME</b>	(317)	(8)	-	(325)	3
(614)	<b>NET CONTROLLABLE COST</b>	(614)	(3)	(82)	(699)	14
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
532	Corporate support services bought in	532	-	162	694	30
532	<b>TOTAL UNCONTROLLABLE COST</b>	532	-	162	694	30
(82)	<b>NET COST OF SERVICE</b>	(82)	(3)	80	(5)	(94)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(82)	<b>TOTAL NET EXPENDITURE</b>	(82)	(3)	80	(5)	(94)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(80)
Insurance Joint Vehicle						(80)
<u>Other resource changes</u>						162
Corporate support services bought in						(2)
Minor Variations (net)						160
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>80</b>



## FINANCE AND ASSETS

## FACILITIES MANAGEMENT

## COST CENTRE: C1205F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
811	Employees	90	1	811	902	902
7,679	Premises related expenditure	6,636	-	576	7,212	9
1,537	Supplies and Services	1,445	-	482	1,927	33
1,682	Third Party Payments	1,682	172	(538)	1,316	(22)
-	Transfer Payments	-	-	-	-	n/a
123	Transport related expenditure	123	-	-	123	-
-	Recharges from other services	73	-	50	123	68
<b>11,832</b>	<b>TOTAL EXPENDITURE</b>	<b>10,049</b>	<b>173</b>	<b>1,381</b>	<b>11,603</b>	<b>15</b>
-	Government Grants	-	-	-	-	n/a
(72)	Other Grants, reimbursements and contributions	(72)	(2)	-	(74)	3
(32)	Fees and Charges	(32)	(1)	-	(33)	3
(262)	Customer and Client Receipts	(262)	(7)	(9)	(278)	6
-	Interest Receivable	-	-	-	-	n/a
(1,161)	Recharges to other services	(1,234)	-	-	(1,234)	-
<b>(1,527)</b>	<b>TOTAL INCOME</b>	<b>(1,600)</b>	<b>(10)</b>	<b>(9)</b>	<b>(1,619)</b>	<b>1</b>
<b>10,305</b>	<b>NET CONTROLLABLE COST</b>	<b>8,449</b>	<b>163</b>	<b>1,372</b>	<b>9,984</b>	<b>18</b>
5,309	Capital Charges	5,309	-	(917)	4,392	(17)
10	Deferred/Intangible Charges	10	-	(10)	-	(100)
-	REFCUS	-	-	-	-	n/a
(10,207)	Corporate support services bought in	(10,207)	-	(4,954)	(15,161)	49
<b>(4,888)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(4,888)</b>	<b>-</b>	<b>(5,881)</b>	<b>(10,769)</b>	<b>120</b>
<b>5,417</b>	<b>NET COST OF SERVICE</b>	<b>3,561</b>	<b>163</b>	<b>(4,509)</b>	<b>(785)</b>	<b>(122)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>5,417</b>	<b>TOTAL NET EXPENDITURE</b>	<b>3,561</b>	<b>163</b>	<b>(4,509)</b>	<b>(785)</b>	<b>(122)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Procurement - Energy Bureau (IFM alternative)						(100)
FM contractor fixed fee reduction						(95)
Mail service - Postage reductions						(60)
Procurement - Print Review						(300)
REFIT project						(67)
Community Space income generation						(30)
Solar Panels income						(20)
						(672)
<u>Other resource changes</u>						
Re-alignment of Corporate Services (page RED 6.9)						1,242
Transfer of Clocktower budget from CFL to FM						802
Corporate support services bought in						(4,954)
Movement in capital charges						(927)
						(3,837)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4,509)</b>



**CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**

**SERVICE DESCRIPTION**

**CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**  
 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 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.

The division is also responsible for,

- the organisations transformation agenda; as well as leading on the key Croydon Challenge program 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.
- all the council's external communications service and the delivery of the council's 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.
- 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.
- 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.

**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

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

**Division's Service Priorities**  
 Lead the ongoing development of the welfare and benefits service as reform changes continue to develop; Deliver service efficiencies identified through digital service options; 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; Drive and support service transformation across the organisation including the Croydon Challenge program;

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
C1245F	Revenue and Benefits	8,319	75	(2,091)	6,303	(24)
C1270F	Contact Centre Division	329	11	(373)	(33)	(110)
C1265F	Strategy and Development Division	39	11	(3,215)	(3,165)	(8,215)
C1277F	Transformation	403	4	177	584	45
C1250F	Housing Benefits	-	-	80	80	n/a
C1315F	Business Support	1,544	114	(1,479)	179	(88)
C1290F C1295F	Information Communication Technology	5,050	34	(7,957)	(2,873)	(157)
	<b>TOTAL NET SPEND</b>	15,684	249	(14,858)	1,075	(93)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2014/15 FTE STAFF	2015/16 FTE STAFF	FTE STAFF
Revenue and Benefits	240.5	229.7	(10.8)
Contact Centre Division	81.9	75.6	(6.3)
Strategy and Development Division	22.6	28.8	6.2
Transformation	4.0	6.0	2.0
Housing Benefits	-	-	-
Business Support	235.7	254.0	18.3
Information Communication Technology	36.0	35.0	(1.0)
<b>TOTAL FTE STAFF</b>	620.7	629.1	8.4

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## COST CENTRE: C1240E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
22,231	Employees	21,710	250	111	22,071	2
17	Premises related expenditure	17	-	(1)	16	(6)
4,061	Supplies and Services	4,175	16	547	4,738	13
11,551	Third Party Payments	14,566	10	(3,854)	10,722	(26)
266,350	Transfer Payments	266,350	-	11,581	277,931	4
27	Transport related expenditure	27	-	9	36	33
114	Recharges from other services	114	-	(16)	98	(14)
<b>304,351</b>	<b>TOTAL EXPENDITURE</b>	<b>306,959</b>	<b>276</b>	<b>8,377</b>	<b>315,612</b>	<b>3</b>
(265,678)	Government Grants	(265,678)	-	(11,126)	(276,804)	4
(4,192)	Other Grants, reimbursements and contributions	(3,692)	(6)	(550)	(4,248)	15
(3,393)	Fees and Charges	(3,408)	(27)	(206)	(3,641)	7
188	Customer and Client Receipts	203	6	(4,455)	(4,246)	(2,192)
-	Interest Receivable	-	-	-	-	n/a
(5,211)	Recharges to other services	(5,211)	-	(1,153)	(6,364)	22
<b>(278,286)</b>	<b>TOTAL INCOME</b>	<b>(277,786)</b>	<b>(27)</b>	<b>(17,490)</b>	<b>(295,303)</b>	<b>6</b>
<b>26,065</b>	<b>NET CONTROLLABLE COST</b>	<b>29,173</b>	<b>249</b>	<b>(9,113)</b>	<b>20,309</b>	<b>(30)</b>
11	Capital Charges	11	-	-	11	-
4,425	Deferred/Intangible Charges	4,425	-	(365)	4,060	(8)
-	REFCUS	-	-	-	-	n/a
(17,925)	Corporate support services bought in	(17,925)	-	(5,380)	(23,305)	30
<b>(13,489)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(13,489)</b>	<b>-</b>	<b>(5,745)</b>	<b>(19,234)</b>	<b>43</b>
<b>12,576</b>	<b>NET COST OF SERVICE</b>	<b>15,684</b>	<b>249</b>	<b>(14,858)</b>	<b>1,075</b>	<b>(93)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>12,576</b>	<b>TOTAL NET EXPENDITURE</b>	<b>15,684</b>	<b>249</b>	<b>(14,858)</b>	<b>1,075</b>	<b>(93)</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## REVENUE AND BENEFITS

## COST CENTRE: C1245F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,169	Employees	7,201	74	(109)	7,166	(0)
2	Premises related expenditure	2	-	(1)	1	(50)
1,552	Supplies and Services	1,602	-	(26)	1,576	(2)
874	Third Party Payments	874	10	(199)	685	(22)
-	Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	12	-	-	12	-
60	Recharges from other services	60	-	(16)	44	(27)
9,669	<b>TOTAL EXPENDITURE</b>	9,751	84	(351)	9,484	(3)
-	Government Grants	-	-	-	-	n/a
(1,635)	Other Grants, reimbursements and contributions	(1,635)	(6)	(550)	(2,191)	34
(2,484)	Fees and Charges	(2,484)	(3)	(95)	(2,582)	4
(68)	Customer and Client Receipts	(68)	-	-	(68)	-
-	Interest Receivable	-	-	-	-	n/a
(68)	Recharges to other services	(68)	-	-	(68)	-
(4,255)	<b>TOTAL INCOME</b>	(4,255)	(9)	(645)	(4,909)	15
5,414	<b>NET CONTROLLABLE COST</b>	5,496	75	(996)	4,575	(17)
-	Capital Charges	-	-	-	-	n/a
46	Deferred/Intangible Charges	46	-	(46)	-	(100)
-	REFCUS	-	-	-	-	n/a
2,777	Corporate support services bought in	2,777	-	(1,049)	1,728	(38)
2,823	<b>TOTAL UNCONTROLLABLE COST</b>	2,823	-	(1,095)	1,728	(39)
8,237	<b>NET COST OF SERVICE</b>	8,319	75	(2,091)	6,303	(24)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,237	<b>TOTAL NET EXPENDITURE</b>	8,319	75	(2,091)	6,303	(24)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
ICT Contract						(200)
Process review and automation						(70)
Debt fees (Corporate debt)						(15)
Corporate debt income						(80)
Free school meal charges						(50)
Land charges						(500)
						(915)
<u>Other resource changes</u>						
Corporate support services bought in						(1,049)
Removing Intangible Amortisation 2014/15						(46)
Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)						(82)
Minor Variations (net)						1
						(1,176)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,091)</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## CONTACT CENTRE DIVISION

## COST CENTRE: C1270F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,870	Employees	2,670	21	(378)	2,313	(13)
3	Premises related expenditure	3	-	-	3	-
649	Supplies and Services	713	-	-	713	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
3,522	<b>TOTAL EXPENDITURE</b>	3,386	21	(378)	3,029	(11)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(370)	Fees and Charges	(385)	(10)	6	(389)	1
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(592)	Recharges to other services	(592)	-	185	(407)	(31)
(962)	<b>TOTAL INCOME</b>	(977)	(10)	191	(796)	(19)
2,560	<b>NET CONTROLLABLE COST</b>	2,409	11	(187)	2,233	(7)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(2,080)	Corporate support services bought in	(2,080)	-	(186)	(2,266)	9
(2,080)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,080)	-	(186)	(2,266)	9
480	<b>NET COST OF SERVICE</b>	329	11	(373)	(33)	(110)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
480	<b>TOTAL NET EXPENDITURE</b>	329	11	(373)	(33)	(110)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Change to Monday to Friday 9am-4pm opening						(120)
Change to Monday to Friday 9am-4pm phone service						(50)
Contract reduction - Veolia Integration						(58)
Interpreting Service - 1fte reduction						(40)
						(268)
<u>Other resource changes</u>						
Transfer of 2.89 FTE from Revenue & Benefits to Contact Centre (page RED 6.3)						82
Minor Variations (net)						(1)
Corporate support services bought in						(186)
						(105)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(373)</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## STRATEGY AND DEVELOPMENT DIVISION

## COST CENTRE: C1265F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,459	Employees	1,452	14	(9)	1,457	0
-	Premises related expenditure	-	-	-	-	n/a
931	Supplies and Services	931	-	(69)	862	(7)
-	Third Party Payments	-	-	367	367	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
54	Recharges from other services	54	-	-	54	-
2,444	<b>TOTAL EXPENDITURE</b>	2,437	14	289	2,740	12
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	(5)	(5)	n/a
(129)	Customer and Client Receipts	(114)	(3)	(3,620)	(3,737)	3,178
-	Interest Receivable	-	-	-	-	n/a
(987)	Recharges to other services	(987)	-	(1)	(988)	0
(1,116)	<b>TOTAL INCOME</b>	(1,101)	(3)	(3,626)	(4,730)	330
1,328	<b>NET CONTROLLABLE COST</b>	1,336	11	(3,337)	(1,990)	(249)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,297)	Corporate support services bought in	(1,297)	-	122	(1,175)	(9)
(1,297)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,297)	-	122	(1,175)	(9)
31	<b>NET COST OF SERVICE</b>	39	11	(3,215)	(3,165)	(8,215)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
31	<b>TOTAL NET EXPENDITURE</b>	39	11	(3,215)	(3,165)	(8,215)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Webcasting for Cabinet Meetings						29
						29
<u>Strategic budget - agreed additional income / savings</u>						
Web Cloud Hosting						(33)
Advertising income from Billboards						(32)
Additional income through Advertising on intranet (net income)						(5)
Increase Croydon Film Office net income						(5)
Diversify offering and increase external design income and subsequent profit						(3)
Advertising on dot gov site (net income)						(20)
Reduce Corporate campaign budget						(20)
Review of management structure						(58)
Digital and Enabling Croydon Challenge Programme						(3,560)
						(3,736)
<u>Other resource changes</u>						
Corporate support services bought in						122
Transfer of web contract from ICT to Strategy and Development (page RED 6.9)						400
Centralise L&D budgets						(15)
Transfer of internal comms staff						(15)
						492
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3,215)</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## TRANSFORMATION

## COST CENTRE: C1277F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
363	Employees	403	4	(46)	361	(10)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	6	6	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
363	<b>TOTAL EXPENDITURE</b>	403	4	(40)	367	(9)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

363	<b>NET CONTROLLABLE COST</b>	403	4	(40)	367	(9)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	217	217	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	217	217	n/a

363	<b>NET COST OF SERVICE</b>	403	4	177	584	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

363	<b>TOTAL NET EXPENDITURE</b>	403	4	177	584	45
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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> Reduction in Department Support	(40)
	(40)
<u>Other resource changes</u> Corporate support services bought in	217
	217
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>177</b>



## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## HOUSING BENEFITS

## COST CENTRE: C1250F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (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
266,350	Transfer Payments	266,350	-	11,581	277,931	4
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
267,622	<b>TOTAL EXPENDITURE</b>	267,622	-	11,581	279,203	4
(265,565)	Government Grants	(265,565)	-	(11,126)	(276,691)	4
(2,557)	Other Grants, reimbursements and contributions	(2,057)	-	0	(2,057)	(0)
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(375)	(375)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(268,122)	<b>TOTAL INCOME</b>	(267,622)	-	(11,501)	(279,123)	4
(500)	<b>NET CONTROLLABLE COST</b>	-	-	80	80	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(500)	<b>NET COST OF SERVICE</b>	-	-	80	80	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(500)	<b>TOTAL NET EXPENDITURE</b>	-	-	80	80	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(375)
Welfare reform						(375)
<u>Other resource changes</u>						455
Increase in Local Welfare provision						455
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>80</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## BUSINESS SUPPORT

## COST CENTRE: C1315F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,154	Employees	8,196	114	409	8,719	6
-	- Premises related expenditure	-	-	-	-	n/a
27	Supplies and Services	27	-	49	76	181
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	10	10	n/a
-	- Recharges from other services	-	-	-	-	n/a
8,181	<b>TOTAL EXPENDITURE</b>	8,223	114	468	8,805	7
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Fees and Charges	(1)	-	-	(1)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(3,090)	Recharges to other services	(3,090)	-	(434)	(3,524)	14
(3,091)	<b>TOTAL INCOME</b>	(3,091)	-	(434)	(3,525)	14
5,090	<b>NET CONTROLLABLE COST</b>	5,132	114	34	5,280	3
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(3,588)	Corporate support services bought in	(3,588)	-	(1,513)	(5,101)	42
(3,588)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,588)	-	(1,513)	(5,101)	42
1,502	<b>NET COST OF SERVICE</b>	1,544	114	(1,479)	179	(88)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,502	<b>TOTAL NET EXPENDITURE</b>	1,544	114	(1,479)	179	(88)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(131)
Deploy technology refresh and expand scanning						(131)
<u>Other resource changes</u>						
Transfer of 3 FTE from HR to Business Support (pages RED 2.4 & 2.7)						99
Increase in Supplies & Services						70
Increase in Corporate Support Services Bought in						(1,513)
Minor Variations						(4)
						(1,348)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,479)</b>

## CUSTOMER, TRANSFORMATION &amp; COMMUNICATION SERVICE

## INFORMATION COMMUNICATION TECHNOLOGY

## COST CENTRE: C1290F, C1295F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,216	Employees	1,788	23	244	2,055	15
12	Premises related expenditure	12	-	-	12	-
(370)	Supplies and Services	(370)	16	587	233	(163)
10,677	Third Party Payments	13,692	-	(4,022)	9,670	(29)
	Transfer Payments	-	-	-	-	n/a
15	Transport related expenditure	15	-	(1)	14	(7)
-	Recharges from other services	-	-	-	-	n/a
12,550	<b>TOTAL EXPENDITURE</b>	15,137	39	(3,192)	11,984	(21)
(113)	Government Grants	(113)	-	-	(113)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(538)	Fees and Charges	(538)	(14)	(112)	(664)	23
385	Customer and Client Receipts	385	9	(460)	(66)	(117)
-	Interest Receivable	-	-	-	-	n/a
(474)	Recharges to other services	(474)	-	(903)	(1,377)	191
(740)	<b>TOTAL INCOME</b>	(740)	(5)	(1,475)	(2,220)	200

11,810	<b>NET CONTROLLABLE COST</b>	14,397	34	(4,667)	9,764	(32)
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11	Capital Charges	11	-	-	11	-
4,379	Deferred/Intangible Charges	4,379	-	(319)	4,060	(7)
-	REFCUS	-	-	-	-	n/a
(13,737)	Corporate support services bought in	(13,737)	-	(2,971)	(16,708)	22
(9,347)	<b>TOTAL UNCONTROLLABLE COST</b>	(9,347)	-	(3,290)	(12,637)	35

2,463	<b>NET COST OF SERVICE</b>	5,050	34	(7,957)	(2,873)	(157)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,463	<b>TOTAL NET EXPENDITURE</b>	5,050	34	(7,957)	(2,873)	(157)
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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>	
10% p.a. Reduction in PC's	(58)
Cancel Professional Services Training	(100)
Cancel Netloan Licence	(47)
Reduce Pre-Paid Days Budget (£1,050 p.a.)	(464)
Renegotiate connectIT contracts and service towers	(250)
Increase HRA recharge	(100)
	(1,019)
<u>Other resource changes</u>	
Transfer Budget for Vacant Director post in RED to PLACE	(150)
Transfer of One Oracle from ICT to shared Service Centre (page RED 5.7)	(984)
Transfer of web contract from ICT to Strategy and Development (page RED 6.5)	(400)
Re-alignment of Corporate Services (page RED 5.9)	(1,242)
Corporate Support Services bought in	(2,971)
Variation in Capital Asset Charges	(319)
Decrease in direct recharges to other services	574
Re-alignment of Corporate Services Supplies and Services	(70)
Minor Variations (net)	1
Additional proposed costs of administering Selective Landlord Licensing Scheme*	(810)
Costs charged to proposed Selective Landlord Licensing Scheme*	(567)
	(6,938)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(7,957)</b>

\* Subject to Cabinet's consideration of the outcomes of public consultation.

SUBSIDISED TRAVEL

SERVICE DESCRIPTION

<p><b>SUBSIDISED TRAVEL</b></p> <p><b>Freedom Pass Scheme</b>                  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.</p> <p><b>London Taxicard Scheme</b>                  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.</p> <p><b>Blue Badge Scheme</b>                  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.</p>
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MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1600E	Subsidised Travel	14,714	0	699	15,413	5
	<b>TOTAL NET SPEND</b>	14,714	0	699	15,413	5

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
	-	-	
	-	-	
	-	-	
<b>TOTAL FTE STAFF</b>	-	-	-

## SUBSIDISED TRAVEL

## COST CENTRE: C1600E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (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	-
14,682	Third Party Payments	14,666	-	699	15,365	5
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
14,730	<b>TOTAL EXPENDITURE</b>	14,714	-	699	15,413	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
14,730	<b>NET CONTROLLABLE COST</b>	14,714	-	699	15,413	5
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
14,730	<b>NET COST OF SERVICE</b>	14,714	-	699	15,413	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
14,730	<b>TOTAL NET EXPENDITURE</b>	14,714	-	699	15,413	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increased provision for Freedom Passes						699
						699
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>699</b>

STRATEGY, COMMUNITIES and COMMISSIONING

SERVICE DESCRIPTION

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

- Support the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory
- Provide partnership and corporate policy and strategy development and implementation working with the local strategic partnership and across the organisation
- Provide equality policy, strategy and best practice advice and guidance across the organisation and with partners from the public, private, community, faith and voluntary sector
- Provide policy, strategy and best practice advice and guidance on working innovatively with the community, faith and voluntary sector encouraging community development, participation and engagement as well as managing a wide range of community relations
- Provide strategic support, intelligence and challenge to decision-makers across the Council
- Develop strategic commissioning across the organisation;
- Provide a professional focus for procurement activities;
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract performance management

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1275F	Directorate projects	(2,064)	(6)	(2,992)	(5,062)	145
C1285F	SCPP - Division	(162)	41	(148)	(269)	66
C1286F	Equalities and Social Inclusion	6	7	1,383	1,396	23,167
C1400F	Corporate Planning	21	-	156	177	743
	<b>TOTAL NET SPEND</b>	<b>(2,199)</b>	<b>42</b>	<b>(1,601)</b>	<b>(3,758)</b>	<b>71</b>

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Directorate Projects	1.0	-	(1.0)
SCPP - Division	59.0	61.2	2.2
Equalities and Social Inclusion	13.0	-	(13.0)
Corporate Planning	-	-	-
<b>TOTAL FTE STAFF</b>	<b>73.0</b>	<b>61.2</b>	<b>(11.8)</b>

## STRATEGY, COMMUNITIES and COMMISSIONING

## COST CENTRE: C1250E

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,357	Employees	4,052	44	(259)	3,837	(5)
1	Premises related expenditure	5	-	(5)	-	(100)
(2,294)	Supplies and Services	(1,597)	(2)	(3,011)	(4,610)	189
270	Third Party Payments	527	-	4	531	1
-	Transfer Payments	-	-	-	-	n/a
(1)	Transport related expenditure	1	-	(1)	-	(100)
130	Recharges from other services	27	-	(6)	21	(22)
2,463	<b>TOTAL EXPENDITURE</b>	3,015	42	(3,278)	(221)	(107)
(104)	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(25)	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,031)	Recharges to other services	(267)	-	(99)	(366)	37
(1,167)	<b>TOTAL INCOME</b>	(267)	-	(99)	(366)	37
1,296	<b>NET CONTROLLABLE COST</b>	2,748	42	(3,377)	(587)	(121)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(4,106)	Corporate support services bought in	(4,947)	-	1,776	(3,171)	(36)
(4,106)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,947)	-	1,776	(3,171)	(36)
(2,810)	<b>NET COST OF SERVICE</b>	(2,199)	42	(1,601)	(3,758)	71
(173)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(173)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,983)	<b>TOTAL NET EXPENDITURE</b>	(2,199)	42	(1,601)	(3,758)	71

DIRECTORATE PROJECTS

COST CENTRE: C1275F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
108	Employees	374	(4)	(450)	(80)	(121)
-	Premises related expenditure	4	-	(4)	-	(100)
(2,548)	Supplies and Services	(1,839)	(2)	(2,993)	(4,834)	163
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
63	Recharges from other services	27	-	(6)	21	(22)
(2,377)	<b>TOTAL EXPENDITURE</b>	(1,434)	(6)	(3,453)	(4,893)	241
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
1	Recharges to other services	-	-	-	-	n/a
1	<b>TOTAL INCOME</b>	-	-	-	-	n/a
(2,376)	<b>NET CONTROLLABLE COST</b>	(1,434)	(6)	(3,453)	(4,893)	241
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(630)	Corporate support services bought in	(630)	-	461	(169)	(73)
(630)	<b>TOTAL UNCONTROLLABLE COST</b>	(630)	-	461	(169)	(73)
(3,006)	<b>NET COST OF SERVICE</b>	(2,064)	(6)	(2,992)	(5,062)	145
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,006)	<b>TOTAL NET EXPENDITURE</b>	(2,064)	(6)	(2,992)	(5,062)	145
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Procurement Taskforce - Contract Management Review						(2,000)
Removal of Executive Director Post (1 fte)						(196)
Enabling Services Consolidation						(200)
Increased income from agency contract rebate						(750)
Consolidation of Data Analytics capability across the Council						(100)
						(3,246)
<u>Other resource changes</u>						
Removal of talent pool income through agency contract rebate (page RED 5.7)						(100)
Centralise L&D budgets						(54)
Agency Contract Officer funded from agency rebate (page RED 8.4)						(41)
Minor Variations (net)						(12)
Corporate support services bought in						461
						254
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,992)</b>



**RESOURCES**  
**STRATEGY, COMMUNITIES and COMMISSIONING**  
**SCPP - DIVISION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1285F**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,168	Employees	3,147	41	(43)	3,145	(0)
1	Premises related expenditure	1	-	(1)	-	(100)
304	Supplies and Services	210	-	12	222	6
242	Third Party Payments	223	-	3	226	1
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
66	Recharges from other services	-	-	-	-	n/a
4,781	<b>TOTAL EXPENDITURE</b>	<b>3,581</b>	<b>41</b>	<b>(29)</b>	<b>3,593</b>	<b>0</b>
(104)	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(25)	Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(1,020)	Recharges to other services	(267)	-	(99)	(366)	37
(1,156)	<b>TOTAL INCOME</b>	<b>(267)</b>	<b>-</b>	<b>(99)</b>	<b>(366)</b>	<b>37</b>
3,625	<b>NET CONTROLLABLE COST</b>	<b>3,314</b>	<b>41</b>	<b>(128)</b>	<b>3,227</b>	<b>(3)</b>
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(3,476)	Corporate support services bought in	(3,476)	-	(20)	(3,496)	1
(3,476)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(3,476)</b>	<b>-</b>	<b>(20)</b>	<b>(3,496)</b>	<b>1</b>
149	<b>NET COST OF SERVICE</b>	<b>(162)</b>	<b>41</b>	<b>(148)</b>	<b>(269)</b>	<b>66</b>
(173)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(173)	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
(24)	<b>TOTAL NET EXPENDITURE</b>	<b>(162)</b>	<b>41</b>	<b>(148)</b>	<b>(269)</b>	<b>66</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Consolidation of Data Analytics capability across the Council						(50)
Performance Team Data Warehousing						(85)
						(135)
<u>Other resource changes</u>						
Move 1fte from SCPP to Leader's Office (page RED 1.9)						(56)
Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)						(130)
Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)						41
EMS from SEN to SCPP (funding for 3 fte)						142
Minor Variations (net)						10
Corporate support services bought in						(20)
						(13)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(148)</b>

## STRATEGY, COMMUNITIES and COMMISSIONING

## EQUALITIES AND SOCIAL INCLUSION

COST CENTRE: C1286F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
64	Employees	531	7	103	641	21
-	- Premises related expenditure	-	-	-	-	n/a
(51)	Supplies and Services	32	-	(30)	2	(94)
18	Third Party Payments	284	-	(14)	270	(5)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
32	<b>TOTAL EXPENDITURE</b>	847	7	59	913	8
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	-	-	-	-	n/a
(12)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
20	<b>NET CONTROLLABLE COST</b>	847	7	59	913	8
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	(841)	-	1,324	483	(157)
-	<b>TOTAL UNCONTROLLABLE COST</b>	(841)	-	1,324	483	(157)
20	<b>NET COST OF SERVICE</b>	6	7	1,383	1,396	23,167
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
20	<b>TOTAL NET EXPENDITURE</b>	6	7	1,383	1,396	23,167
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 1.2 fte from PEOPLE - Adults						53
Minor Variations (net)						6
Corporate support services bought in						1,324
						1,383
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,383</b>

## STRATEGY, COMMUNITIES and COMMISSIONING

## CORPORATE PLANNING

COST CENTRE: C1400F

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
17	Employees	-	-	131	131	n/a
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	-	-	n/a
10	Third Party Payments	20	-	15	35	75
-	Transfer Payments	-	-	-	-	n/a
(1)	Transport related expenditure	1	-	(1)	-	(100)
-	Recharges from other services	-	-	-	-	n/a
27	<b>TOTAL EXPENDITURE</b>	21	-	145	166	690
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
27	<b>NET CONTROLLABLE COST</b>	21	-	145	166	690
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	11	11	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	11	11	n/a
27	<b>NET COST OF SERVICE</b>	21	-	156	177	743
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
27	<b>TOTAL NET EXPENDITURE</b>	21	-	156	177	743
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased contribution to South London Partnership to reflect Cabinet decision of the 15th December						20
						20
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer Strategy & Planning staff from SCPP Division (page RED 8.4)						130
Minor Variations (net)						(5)
Corporate support services bought in						11
						136
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>156</b>



## 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, drug and alcohol services, physical activity, and obesity initiatives are not nationally prescribed and enable local flexibility to deliver service based on local need.

Additional funding is in place for the transfer of responsibility from NHS England for Health improvement 0-5 years which takes place 1<sup>st</sup> October 2015.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
	Mandatory Services	-	8	(8)	-	n/a
	Non- Mandatory Services	-	18	(18)	-	n/a
	<b>TOTAL NET SPEND</b>	-	26	(26)	-	n/a

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Public Health	-	-	-
Mandatory Services	17.1	14.9	(2.2)
Non- Mandatory Services	37.1	22.3	(14.8)
<b>TOTAL FTE STAFF</b>	54.2	37.2	(17.0)

RESOURCES

DIVISION SUBJECTIVE SUMMARY

PUBLIC HEALTH

COST CENTRE: C1030D

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,082	Employees	3,082	26	(663)	2,445	(21)
-	Premises related expenditure	-	-	2	2	n/a
423	Supplies and Services	423	-	24	447	6
12,791	Third Party Payments	13,792	-	858	14,650	6
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	6	-	-	6	-
3,313	Recharges from other services	3,393	-	890	4,283	26
19,615	<b>TOTAL EXPENDITURE</b>	20,696	26	1,111	21,833	5
(18,825)	Government Grants	(18,825)	-	(2,723)	(21,548)	14
(582)	Other Grants, reimbursements and contributions	(1,583)	-	1,583	-	(100)
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(208)	Recharges to other services	(288)	-	3	(285)	(1)
(19,615)	<b>TOTAL INCOME</b>	(20,696)	-	(1,137)	(21,833)	5
-	<b>NET CONTROLLABLE COST</b>	-	26	(26)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	26	(26)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	26	(26)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						(26)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(26)</b>

MANDATORY SERVICES

COST CENTRE:

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
988	Employees	988	8	(21)	975	(1)
-	Premises related expenditure	-	-	1	1	n/a
46	Supplies and Services	46	-	100	146	217
5,905	Third Party Payments	5,825	-	36	5,861	1
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	(2)	-	(100)
205	Recharges from other services	205	-	342	547	167
7,146	<b>TOTAL EXPENDITURE</b>	7,066	8	456	7,530	7
(7,146)	Government Grants	(7,066)	-	(464)	(7,530)	7
-	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
(7,146)	<b>TOTAL INCOME</b>	(7,066)	-	(464)	(7,530)	7
-	<b>NET CONTROLLABLE COST</b>	-	8	(8)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	8	(8)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	8	(8)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Staffing Changes						-
Net decrease in staffing is 2.2 FTE which is made up of :						
Transfer of staff to Business Support -5.2 FTE						
Reallocation of staff from Non-Mandatory Services 3.0 FTE						
Other resource changes						
Increase in expenditure for sexual health, public health advice, and health protection services						456
Reallocation of Public Health funding from Non-Mandatory Services						(464)
						(8)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(8)</b>

RESOURCES  
PUBLIC HEALTH

SERVICE SUBJECTIVE SUMMARY

NON-MANDATORY SERVICES

COST CENTRE:

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,094	Employees	2,094	18	(642)	1,470	(30)
-	Premises related expenditure	-	-	1	1	n/a
377	Supplies and Services	377	-	(76)	301	(20)
6,886	Third Party Payments	7,967	-	822	8,789	10
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	2	6	50
3,108	Recharges from other services	3,188	-	548	3,736	17
12,469	<b>TOTAL EXPENDITURE</b>	13,630	18	655	14,303	5
(11,679)	Government Grants	(11,759)	-	(2,259)	(14,018)	19
(582)	Other Grants, reimbursements and contributions	(1,583)	-	1,583	-	(100)
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(208)	Recharges to other services	(288)	-	3	(285)	(1)
(12,469)	<b>TOTAL INCOME</b>	(13,630)	-	(673)	(14,303)	5
-	<b>NET CONTROLLABLE COST</b>	-	18	(18)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	18	(18)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	18	(18)	-	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>Staffing Changes</u>	-
Net decrease in staffing is 14.8 FTE which is made up of:	
- Transfer of staff to Business Support -6.6 FTE	
- Reallocation of staff to Mandatory Services -3.0 FTE	
- Transfer of staff to new provider of drug and alcohol treatment services -2.4 FTE	
- Reduction in staffing due change in drug and alcohol treatment services -2.8 FTE	
<u>Other resource changes</u>	
Additional expenditure for Health Improvement 0-5 years	2,723
Additional funding for Health Improvement 0-5 years	(2,723)
Reallocation of Public Health funding to Mandatory Services	464
Reduced contribution from the South London and South West London HIV consortium. Both the consortiums will be dissolved in 2015-16	1,352
Reduction in recharges relating to South London and South West London HIV consortium. The service will be directly commissioned the Council from 2015-16	288
Reablement funding for Drug and Alcohol Treatment services	(54)
Reduction in expenditure South London and South West London HIV Consortium	(1,586)
Reduction in expenditure on miscellaneous Public Health services	(482)
	(18)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(18)</b>







# HOUSING REVENUE ACCOUNT

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**HOUSING REVENUE ACCOUNT**
**DEPARTMENT OVERVIEW**
**KEY SERVICE TARGETS / PRIORITIES FOR 2015/16**

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

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

**FINANCIAL PERFORMANCE**

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	% CHANGE
	2013/14	2014/15	2014/15	2015/16	
	£000	£000	£000	£000	
Employees	13,799	14,471	13,704	14,500	6
Premises related expenditure	21,760	21,573	21,512	22,812	6
Supplies and Services	3,873	5,140	4,642	5,852	26
Third Party Payments	1,043	678	583	717	23
Transfer Payments	148	1,627	1,627	175	(89)
Transport related expenditure	284	266	261	239	(8)
Capital Charges	37,006	39,080	39,287	39,902	2
Deferred/Intangible Charges	-	-	-	-	n/a
Corporate support services bought in	4,890	5,154	5,154	6,333	23
Recharges from other services	6,793	5,848	5,868	4,596	(22)
<b>TOTAL EXPENDITURE</b>	<b>89,596</b>	<b>93,837</b>	<b>92,638</b>	<b>95,126</b>	<b>3</b>
Government Grants	(37)	(40)	(37)	-	(100)
Other Grants, reimbursements and contributions	(192)	(180)	(180)	(185)	3
Fees and Charges	(11,133)	(12,639)	(14,307)	(13,440)	(6)
Other Customer and Client Receipts	(77,101)	(79,068)	(78,602)	(79,696)	1
Interest Receivable	(32)	(4)	(4)	(3)	(25)
Recharges to other services	(2,547)	(1,906)	(1,725)	(1,802)	4
<b>TOTAL INCOME</b>	<b>(91,042)</b>	<b>(93,837)</b>	<b>(94,855)</b>	<b>(95,126)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(1,446)</b>	<b>-</b>	<b>(2,217)</b>	<b>-</b>	
Contributions to / (from) Reserves	1,446	-	2,217	-	(100)
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**TOP FINANCIAL RISKS 2015/16**

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

## HOUSING REVENUE ACCOUNT

## SERVICE SUMMARY

## CABINET MEMBER

Councillor Alison Butler	Deputy Leader (Statutory) - Homes and Regeneration
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## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Place	61325
Peter Brown	Director of Housing Needs and Strategy	65474
Dave Sutherland	Managing Director Croydon Landlord Services	65675

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2014/15 £000's	SERVICE	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
12,259	Repairs and Maintenance	12,259	241	148	12,648	3
21,889	Supervision and Management-General	22,728	75	1,945	24,748	9
8,789	Supervision and Management-Special	7,307	51	(999)	6,359	(13)
39,287	Capital Financing	39,080	-	822	39,902	2
(82,224)	Income	(81,374)	(1,898)	(385)	(83,657)	3
-	<b>TOTAL NET SPEND</b>	-	(1,531)	1,531	-	n/a

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

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Repairs & Maintenance	13.6	16.6	3.0
Supervision and Management - General Expenses	238.9	232.9	(6.0)
Supervision and Management - Special Expenses	91.0	91.0	-
<b>TOTAL FTE STAFF</b>	<b>343.5</b>	<b>340.5</b>	<b>(3.0)</b>

**HOUSING REVENUE ACCOUNT**

**SUBJECTIVE SUMMARY**

**SUBJECTIVE SUMMARY**

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,704	Employees	14,471	159	(130)	14,500	0
21,512	Premises related expenditure	21,573	381	858	22,812	6
4,642	Supplies and Services	5,140	17	695	5,852	14
583	Third Party Payments	678	-	39	717	6
1,627	Transfer Payments	1,627	-	(1,452)	175	(89)
261	Transport related expenditure	266	-	(27)	239	(10)
5,868	Recharges from other services	5,848	7	(1,259)	4,596	(21)
48,197	<b>TOTAL EXPENDITURE</b>	49,603	564	(1,276)	48,891	(1)
(37)	Government Grants	(40)	-	40	-	(100)
(180)	Other Grants, reimbursements and contributions	(180)	(5)	-	(185)	3
(14,307)	Fees and Charges	(12,639)	(303)	(498)	(13,440)	6
(78,602)	Other Customer and Client Receipts	(79,068)	(1,740)	1,112	(79,696)	1
(4)	Interest Receivable	(4)	-	1	(3)	(25)
(1,725)	Recharges to other services	(1,906)	(47)	151	(1,802)	(5)
(94,855)	<b>TOTAL INCOME</b>	(93,837)	(2,095)	806	(95,126)	1
(46,658)	<b>NET CONTROLLABLE COST</b>	(44,234)	(1,531)	(470)	(46,235)	5
39,287	Capital Charges	39,080	-	822	39,902	2
-	Deferred/Intangible Charges	-	-	-	-	n/a
5,154	Corporate support services bought in	5,154	-	1,179	6,333	23
44,441	<b>TOTAL UNCONTROLLABLE COST</b>	44,234	-	2,001	46,235	5
(2,217)	<b>NET COST OF SERVICE</b>	-	(1,531)	1,531	-	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
2,217	Contribution to / (from) General Balances	-	-	-	-	n/a
2,217	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	(1,531)	1,531	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						1,531
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,531</b>

**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 a long term partnering contract.

The total planned expenditure on revenue and capital repairs within the H.R.A is circa £40m

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
		2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
	Responsive Repairs	11,267	221	149	11,637	3
	Cyclical Works	992	20	(1)	1,011	2
	<b>TOTAL NET SPEND</b>	<b>12,259</b>	<b>241</b>	<b>148</b>	<b>12,648</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Responsive Repairs	13.6	16.6	3.0
Cyclical Works	-	-	-
<b>TOTAL FTE STAFF</b>	<b>13.6</b>	<b>16.6</b>	<b>3.0</b>



## HOUSING REVENUE ACCOUNT

## REPAIRS AND MAINTENANCE

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
527	Employees	527	7	151	685	30
11,676	Premises related expenditure	11,676	234	(3)	11,907	2
26	Supplies and Services	26	-	-	26	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	-	30	-
-	- Recharges from other services	-	-	-	-	n/a
12,259	<b>TOTAL EXPENDITURE</b>	12,259	241	148	12,648	3
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Fees and Charges	-	-	-	-	n/a
-	- Other Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
12,259	<b>NET CONTROLLABLE COST</b>	12,259	241	148	12,648	3
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
12,259	<b>NET COST OF SERVICE</b>	12,259	241	148	12,648	3
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,259	<b>TOTAL NET EXPENDITURE</b>	12,259	241	148	12,648	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Additional staffing requirement to ensure delivery of efficiencies within the responsive repairs contract						145
Other minor variations						3
						148
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>148</b>

## HOUSING REVENUE ACCOUNT

## SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

### SERVICE DESCRIPTION

This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting. There is 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	%
		2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
	Supervision and management - General expenses	22,728	75	1,945	24,748	9
	<b>TOTAL NET SPEND</b>	<b>22,728</b>	<b>75</b>	<b>1,945</b>	<b>24,748</b>	<b>9</b>

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Supervision and management - General expenses	238.9	232.9	(6.0)
<b>TOTAL FTE STAFF</b>	<b>238.9</b>	<b>232.9</b>	<b>(6.0)</b>

**HOUSING REVENUE ACCOUNT**
**SUPERVISION AND MANAGEMENT -  
GENERAL EXPENSES**
**SUBJECTIVE SUMMARY**

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,607	Employees	11,007	116	(230)	10,893	(1)
900	Premises related expenditure	945	-	468	1,413	50
3,326	Supplies and Services	3,824	-	718	4,542	19
573	Third Party Payments	668	-	49	717	7
-	Transfer Payments	-	-	-	-	n/a
100	Transport related expenditure	105	-	1	106	1
3,011	Recharges from other services	2,991	7	(425)	2,573	(14)
18,517	<b>TOTAL EXPENDITURE</b>	19,540	123	581	20,244	4
(37)	Government Grants	(40)	-	40	-	(100)
(20)	Other Grants, reimbursements and contributions	(20)	(1)	(4)	(25)	25
-	Fees and Charges	-	-	(2)	(2)	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,725)	Recharges to other services	(1,906)	(47)	151	(1,802)	(5)
(1,782)	<b>TOTAL INCOME</b>	(1,966)	(48)	185	(1,829)	(7)
16,735	<b>NET CONTROLLABLE COST</b>	17,574	75	766	18,415	5
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
5,154	Corporate support services bought in	5,154	-	1,179	6,333.0	23
5,154	<b>TOTAL UNCONTROLLABLE COST</b>	5,154	-	1,179	6,333	23
21,889	<b>NET COST OF SERVICE</b>	22,728	75	1,945	24,748	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
21,889	<b>TOTAL NET EXPENDITURE</b>	22,728	75	1,945	24,748	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Corporate support services bought in						1,179
Increase in Corporate and Democratic core recharge to the HRA						337
Reduction in recharges from other services - ICT						(474)
Reduction in recharges to capital						151
One-off costs of reprocurring the Planned Maintenance improvements contracts						363
One-off costs of new technology to improve service delivery to tenants						200
Increase in Investment Fund						132
Reduction in staffing establishment						(230)
Net increase in recharges to the HRA						96
Net increase in premises costs						84
Other minor variations						107
						1,945
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,945</b>

**HOUSING REVENUE ACCOUNT**

**SUPERVISION AND MANAGEMENT -  
SPECIAL EXPENSES**

**SERVICE DESCRIPTION**

This part of the Housing Revenue Account includes any expenditure which relates only to specific estates rather than the general housing stock. This includes services such as Caretaking, Neighbourhood Wardens and grounds maintenance. The income from the charges made for central heating is credited directly to income and the full cost of the standard space water heating provided will be recovered from tenants. There is a service charge for the following services:  
 Caretaking £7.93  
 Grounds Maintenance £2.05

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
	Caretakers Service	2,037	20	(34)	2,023	(1)
	Neighbourhood Wardens Service	1,254	16	(51)	1,219	(3)
	Utilities	650	(19)	(185)	446	(31)
	Estate Services	3,229	34	(621)	2,642	(18)
	Other	137	-	(108)	29	(79)
	<b>TOTAL NET SPEND</b>	<b>7,307</b>	<b>51</b>	<b>(999)</b>	<b>6,359</b>	<b>(13)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
Neighbourhood Services	91.0	91.0	-
<b>TOTAL FTE STAFF</b>	<b>91.0</b>	<b>91.0</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
SPECIAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,570	Employees	2,937	36	(51)	2,922	(1)
6,919	Premises related expenditure	7,069	147	180	7,396	5
279	Supplies and Services	279	17	(23)	273	(2)
10	Third Party Payments	10	-	(10)	-	(100)
2	Transfer Payments	2	-	2	4	100
131	Transport related expenditure	131	-	(28)	103	(21)
2,857	Recharges from other services	2,857	-	(834)	2,023	(29)
12,768	<b>TOTAL EXPENDITURE</b>	13,285	200	(764)	12,721	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(6,196)	Fees and Charges	(5,978)	(149)	(235)	(6,362)	6
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(6,196)	<b>TOTAL INCOME</b>	(5,978)	(149)	(235)	(6,362)	6
6,572	<b>NET CONTROLLABLE COST</b>	7,307	51	(999)	6,359	(13)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
6,572	<b>NET COST OF SERVICE</b>	7,307	51	(999)	6,359	(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
2,217	Contribution to / (from) General Balances	-	-	-	-	n/a
2,217	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,789	<b>TOTAL NET EXPENDITURE</b>	7,307	51	(999)	6,359	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in recharges from other services						(928)
Additional recovery of water costs due to increased costs of water supply						(214)
Net increase in premises costs						180
Other minor variations						(37)
						(999)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(999)</b>

## 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	%
		2014/15	Inflation	Other	2015/16	CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Major Repairs Allowance	16,983	-	359	17,342	2
	Interest Charges	11,763	-	463	12,226	4
	Debt Management Expenses	50	-	-	50	-
	Premium	98	-	-	98	-
	Discount	-	-	-	-	n/a
	Financing of Capital Expenditure	10,186	-	-	10,186	-
	<b>TOTAL NET SPEND</b>	<b>39,080</b>	<b>-</b>	<b>822</b>	<b>39,902</b>	<b>2</b>

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE STAFF
			-
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

## CAPITAL FINANCING

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	- Employees	-	-	-	-	n/a
	- Premises related expenditure	-	-	-	-	n/a
	- Supplies and Services	-	-	-	-	n/a
	- Third Party Payments	-	-	-	-	n/a
	- Transfer Payments	-	-	-	-	n/a
	- Transport related expenditure	-	-	-	-	n/a
	- Recharges from other services	-	-	-	-	n/a
	- <b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
	- Government Grants	-	-	-	-	n/a
	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
	- Fees and Charges	-	-	-	-	n/a
	- Other Customer and Client Receipts	-	-	-	-	n/a
	- Interest Receivable	-	-	-	-	n/a
	- Recharges to other services	-	-	-	-	n/a
	- <b>TOTAL INCOME</b>	-	-	-	-	n/a
	- <b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
39,287	Capital Charges	39,080	-	822	39,902.0	2
	- Deferred/Intangible Charges	-	-	-	-	n/a
	- Corporate support services bought in	-	-	-	-	n/a
39,287	<b>TOTAL UNCONTROLLABLE COST</b>	<b>39,080</b>	-	<b>822</b>	<b>39,902</b>	<b>2</b>
39,287	<b>NET COST OF SERVICE</b>	<b>39,080</b>	-	<b>822</b>	<b>39,902</b>	<b>2</b>
	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	- Financing of Capital Expenditure	-	-	-	-	n/a
	- Provision for Repayment of External Loans	-	-	-	-	n/a
	- Contribution to / (from) General Balances	-	-	-	-	n/a
	- <b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
39,287	<b>TOTAL NET EXPENDITURE</b>	<b>39,080</b>	-	<b>822</b>	<b>39,902</b>	<b>2</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Major Repairs Allowance						359
Increase in interest payable on HRA debt due to additional borrowing						463
						822
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>822</b>

**HOUSING REVENUE ACCOUNT**

**INCOME**

**SERVICE DESCRIPTION**

Income to the Housing Revenue Account derives from four main sources:  
 1) Rental income due from the letting of 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
2015-16	£111.66	£9.98

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	
	Dwellings Rents and Service Charges	(78,595)	(1,778)	(250)	(80,623)	3
	Doubtful Debt Provision	1,000	-	-	1,000	-
	Garages	(1,312)	(46)	100	(1,258)	(4)
	Heating and insurance	(560)	(18)	33	(545)	(3)
	Interest	(4)	-	1	(3)	(25)
	Service Charges - Leaseholders	(1,760)	(44)	(84)	(1,888)	7
	Other Income	(143)	(12)	(185)	(340)	138
	Contributions to / (from) Earmarked Reserves	-	-	-	-	
	<b>TOTAL NET SPEND</b>	<b>(81,374)</b>	<b>(1,898)</b>	<b>(385)</b>	<b>(83,657)</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2014/15 FTE STAFF	ORIGINAL BUDGET 2015/16 FTE STAFF	CHANGE IN FTE FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-



## HOUSING REVENUE ACCOUNT

## INCOME

## SUBJECTIVE SUMMARY

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
2,017	Premises related expenditure	1,883	-	213	2,096	11
1,011	Supplies and Services	1,011	-	-	1,011	-
-	Third Party Payments	-	-	-	-	n/a
1,625	Transfer Payments	1,625	-	(1,454)	171	(89)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
4,653	<b>TOTAL EXPENDITURE</b>	4,519	-	(1,241)	3,278	(27)
-	Government Grants	-	-	-	-	n/a
(160)	Other Grants, reimbursements and contributions	(160)	(4)	4	(160)	-
(8,111)	Fees and Charges	(6,661)	(154)	(261)	(7,076)	6
(78,602)	Other Customer and Client Receipts	(79,068)	(1,740)	1,112	(79,696)	1
(4)	Interest Receivable	(4)	-	1	(3)	(25)
-	Recharges to other services	-	-	-	-	n/a
(86,877)	<b>TOTAL INCOME</b>	(85,893)	(1,898)	856	(86,935)	1
(82,224)	<b>NET CONTROLLABLE COST</b>	(81,374)	(1,898)	(385)	(83,657)	3
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(82,224)	<b>NET COST OF SERVICE</b>	(81,374)	(1,898)	(385)	(83,657)	3
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(82,224)	<b>TOTAL NET EXPENDITURE</b>	(81,374)	(1,898)	(385)	(83,657)	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Additional income resulting from removal of two rent free weeks						(1,481)
Impact of increased voids including garages						231
Increased recovery of costs from leaseholders due increased major works						(194)
Loss of rent income due to increased Right to Buy sales						1,016
Other minor variations						43
						(385)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(385)</b>







# CAPITAL PROGRAMME

## CONTENTS

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FUNDING	CP1
DETAILED PROGRAMME	CP2

**Capital Programme Resourcing 2015/16 to 2017/18**

<b>Funding</b>	<b>Budget 2015/16 £</b>	<b>Budget 2016/17 £</b>	<b>Budget 2017/18 £</b>	<b>Total £</b>
Capital Receipts	10,200,000	7,000,000		17,200,000
Targeted Basic Needs	11,547,982	-	-	11,547,982
Basic Need Funding	22,939,064	32,982,648	32,000,000	87,921,712
TFL	3,336,000	3,336,000	3,336,000	10,008,000
NHB	500,000	500,000	500,000	1,500,000
NHB - Top slice	264,000	2,158,000	-	2,422,000
Earmarked reserve contribution	233,000	-	-	233,000
Better Care Fund	900,000	900,000	900,000	2,700,000
GLA	4,353,919	-	-	4,353,919
Borrowing	61,226,552	38,460,700	28,510,000	128,197,252
<b>GENERAL FUND</b>	<b>116,500,517</b>	<b>85,337,348</b>	<b>65,246,000</b>	<b>266,083,865</b>
HRA				
Major Repairs Allowance	17,342,000	17,342,000	17,342,000	52,026,000
HRA - Revenue Contribution	10,186,000	10,186,000	10,186,000	30,558,000
HRA - Use Of Reserves	7,093,000	1,606,000	9,093,000	17,792,000
HRA - Unsupported Borrowing	6,000,000	7,487,000	-	13,487,000
HRA FUNDING	40,621,000	36,621,000	36,621,000	113,863,000
<b>TOTAL FUNDING</b>	<b>156,121,517</b>	<b>121,958,348</b>	<b>101,867,000</b>	<b>379,946,865</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL PROGRAMME 2015/16 to 2017/18**

These pages show details of the proposed capital programme for 2015/16 and draft programme for 2016/18

<b>Description</b>	<b>Budget 2015/16 £</b>	<b>Budget 2016/17 £</b>	<b>Budget 2017/18 £</b>	<b>Total £</b>
Corporate Property Maintenance Programme	2,530,000	2,100,000	2,000,000	6,630,000
Disabled Facilities Grant	1,600,000	1,600,000	1,600,000	4,800,000
Education - Fixed Term Expansions	3,250,000	750,000		4,000,000
Education - Primary Estate	47,507,286	52,403,348	37,650,000	137,560,634
Education - Major Maintenance	3,125,000	2,000,000		5,125,000
Education - Secondary Estate	15,151,922			15,151,922
Education - SEN	15,874,389			15,874,389
New Salt Barn	750,000			750,000
Empty Homes Grant	500,000	500,000	500,000	1,500,000
ICT	1,500,000	1,500,000	1,500,000	4,500,000
Don't Mess with Croydon - Investment	2,160,000	2,160,000	160,000	4,480,000
Fairfield Halls	3,000,000	4,000,000	5,000,000	12,000,000
Highways	6,000,000	5,000,000	5,000,000	16,000,000
New Addington Regeneration	670,000	7,830,000	8,500,000	17,000,000
Connected Croydon	7,428,919			7,428,919
TFL - LIP	3,336,000	3,336,000	3,336,000	10,008,000
Measures to mitigate travellers in parks and open spaces - funded through New Admin Priorities Reserve	233,000			233,000
Thornton Heath Public Realm	264,000	2,158,000		2,422,000
Old Ashburton Library	500,000			500,000
Ward Based Programme	120,000			120,000
<b>General Fund</b>	<b>115,500,517</b>	<b>85,337,348</b>	<b>65,246,000</b>	<b>266,083,865</b>

<b>Description</b>	<b>Budget 2015/16 £</b>	<b>Budget 2016/17 £</b>	<b>Budget 2017/18 £</b>	<b>Total £</b>
Assisted Private Purchase Scheme (APPS)	500,000	500,000	500,000	1,500,000
Special Transfer Payments	250,000	250,000	250,000	750,000
Larger Homes	100,000	100,000	100,000	300,000
New Build Council Housing	10,000,000	6,000,000	6,000,000	22,000,000
<b>Sub-Total</b>	<b>10,850,000</b>	<b>6,850,000</b>	<b>6,850,000</b>	<b>24,550,000</b>
Repair and Improvements	29,771,000	29,771,000	29,771,000	89,313,000
<b>HRA</b>	<b>40,621,000</b>	<b>36,621,000</b>	<b>36,621,000</b>	<b>113,863,000</b>

<b>TOTAL CAPITAL EXPENDITURE</b>	<b>156,121,517</b>	<b>121,958,348</b>	<b>101,867,000</b>	<b>379,946,865</b>
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