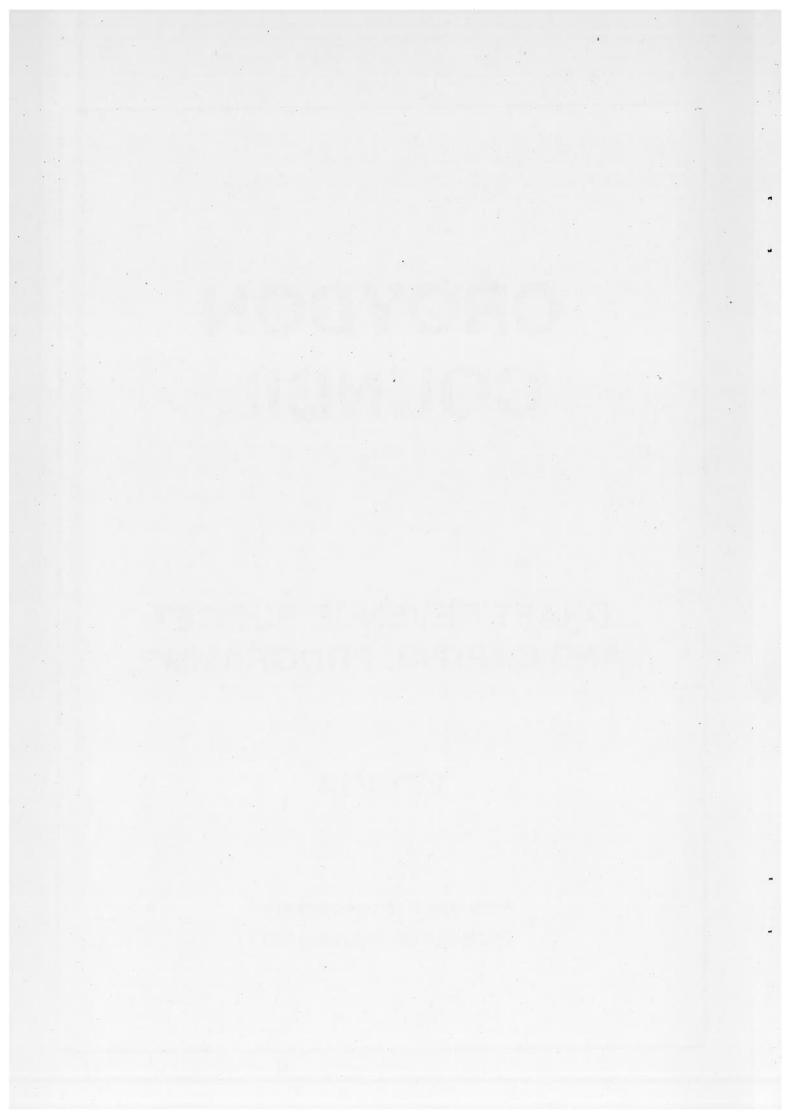
CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

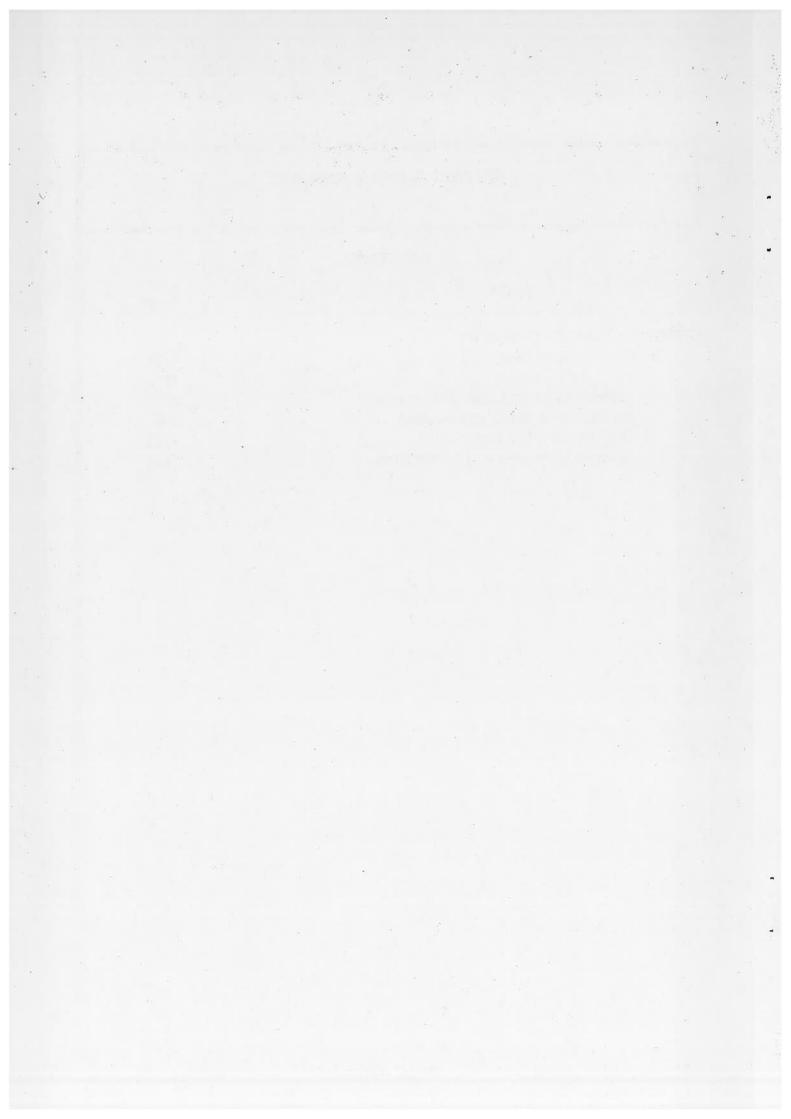
2013/14

Appendix F to agenda item 6 Cabinet, 26th February 2013



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| | | |



GENERAL FUND SUMMARY

| ACTUAL | | ORIGINAL | , | in Level of | ORIGINAL | |
|-------------------|---|-------------------|------------------|-----------------|-------------------|-----------|
| 2011/12 | DESCRIPTION | BUDGET 2012/13 | | ure on (A) | BUDGET | % |
| | | (A) | Inflation (B) | Other | 2013/14 | CHANGE |
| £000's | | £000's | £000's | (C) £000's | (D) £000's | (E) |
| | SERVICE BUDGETS | W | | | | |
| 118,866 | Department of Adult Services, Housing and Health | 117,760 | 2,130 | (5,460) | 114,430 | (|
| | Children, Families and Learners | 111,465 | 653 | (7,489) | | i i |
| | Planning and Environment | 75,248 | 751 | (6,757) | 69,242 | i |
| 26,674 | Corporate Resources and Customer Services | 29,227 | 1,312 | 7,100 | 37,640 | 2 |
| | Chief Executive's Office | 5,539 | 91 | (1,678) | 3,952 | (2 |
| | Contribution to Provision for Doubtful Debts | 180 | - | - | 180 | |
| | Layers and Spans Business Support | (300) | - | 300 | - | (10 |
| | Redundancy | (400) | - | 400 | - | (10 |
| | Carbon Credits | - 190 | - | 1,000 | 1,000 | n |
| 320 530 | NET COST OF SERVICES | 338,906 | 4,937 | (12,518) | 255 331,328 | 3 |
| | NET COST OF SERVICES | , | ., | (12,010) | 001,020 | , |
| | Core Grants | (41,043) | - | 27,790 | (13,253) | (6 |
| | Contingency / Unallocated Provision Levies from Other Bodies | 1,000 | - | - | 1,000 | (0 |
| 252 | Environment Agency | 272 | - | - | 272 | |
| 378 | Lee Valley Regional Park Authority | 407 | - | - | 407 | |
| 706 | London Boroughs Grants Committee | 507 | - | (100) | | (2 |
| 349 | London Pensions Fund Authority | 438 | - | - | 438 | |
| (6,953) | Interest and Investment Income | (1,911) | _ | (60) | (1,971) | |
| 9,924 | Interest Payable | 11,389 | - | 2,321 | 13,710 | 2 |
| 283,974 | NET OPERATING EXPENDITURE | 309,966 | 4,937 | 17,433 | 332,336 | |
| | APPROPRIATIONS | | | | | |
| | Contributions to / (from) Earmarked Reserves | 3,241 | | 3,876 | 7 447 | 10 |
| (27,026) | Provision for Repayment of External Loans | (27,526) | | 1,423 | 7,117 (26,103) | 12 |
| | Revenue Expenditure Funded from Capital under | (,00) | | 1,420 | (20,100) | |
| | Statute (REFCUS) | (14,825) | - | (1,851) | (16,676) | 1 |
| (1,878) | Deferred / Intangible Charges Written Off | (3,149) | - | (809) | (3,958) | 2 |
| - | Contribution to / (from) General Balances | · – | - | - | | г |
| 273,815 | BUDGET REQUIREMENT | 267,707 | 4,937 | 20,072 | 292,716 | 15 |
| | FINANCED BY | | | | | |
| | Revenue Support Grant | 2,206 | | 05.000 | 07 000 | 4.00 |
| 3,345 | Collection Fund surplus / (deficit) | 3,166 | | 95,023 1,365 | 97,229 4,531 | 4,30 |
| | Business Rates Top Up Grant | - | _ | 31,722 | 31,722 | .4 n |
| 94,221 | Business Rates Income | 113,800 | - | (80,628) | 33,172 | (7 |
| 147,125 (| Council Tax - Band D Equivalent | 148,535 | - | (22,473) | 126,062 | (i |
| 273,815 | TOTAL FINANCING | 267,707 | | - <u>-</u> - | 292,716 | |
| | | | | | | |
| 2011/12 Band D | | | 2012/13 | 2013/14 | | Change |
| Band D | COUNCIL TAX SUMMARY | | Band D | Band D | | Band D |
| £.pp | SCONCIL TAX SUMMARY | · | Equivalent | Equivalent | | Equivalen |
| | London Borough of Croydon | 148,535 | £.pp 1,150.11 | £.pp | 100.000 | % |
| | | 140,000 | 1.130.11 | 1,171.39 | 126,062 | 1.85 |
| 1,150.11 L | Greater London Authority | 39,612 | 306.72 | 303.00 | 32,608 | -1.21 |

SUBJECTIVE ANALYSIS

.

| £000's EXP 323,991 Emp 37,069 Pren 87,208 Supp | CRIPTION ENDITURE loyees nises related expenditure | 2012/13 (A) £000's 140,977 | Expenditur Inflation (B) £000's | Other (C) £000's | 2013/14 (D) £000's | CHANGE (E) |
|--|---|-------------------------------------|--|------------------------|--------------------------|---------------|
| £000's EXP 323,991 Emp 37,069 Pren 87,208 Supp | ENDITURE loyees | (A) £000's | (B) | (C) | (D) | |
| 323,991 Emp 37,069 Prem 87,208 Supp | loyees | £000's | | | | () |
| 323,991 Emp 37,069 Prem 87,208 Supp | loyees | | | | | |
| 323,991 Emp 37,069 Prem 87,208 Supp | loyees | 140,977 | | | | |
| 37,069 Pren 87,208 Supp | | 1 100011 | 1,085 | (8,814) | 133,248 | (5 |
| 87,208 Supp | | 21,642 | 212 | 4,290 | 26,144 | 21 |
| OID OOT Third | blies and Services | 39,531 | 1,698 | (3,577) | 37,652 | (5 |
| 213,331 Third | i Party Payments | 205,377 | 2,465 | 16,072 | 223,914 | 9 |
| 288,629 Tran | sfer Payments | 594,175 | 16 | (4,243) | 589,948 | (1 |
| 8,472 Tran | sport related expenditure | 8,305 | 145 | (706) | 7,745 | (7 |
| 71,581 Capi | tal Charges | 36,742 | | 141 | 36,883 | 0 |
| | rred/Intangible Charges | 3,148 | - | 630 | 3,778 | 20 |
| - REF | CUS | 14,825 | - | 5,224 | 20,049 | 35 |
| 45,332 Corp | orate support services bought in | (5,073) | - | (2,997) | (8,070) | 59 |
| 78,425 Rech | narges from other services | 81,670 | 1,348 | (7,208) | 75,810 | (7 |
| 1,154,039 TOT | | 1,141,319 | 6,968 | (1,187) | 1,147,101 | 1 |
| INCO | DME | | | | | |
| (381,928) Gove | ernment Grants | (649,195) | - | (6,894) | (656,089) | 1 |
| (243,459) Othe | r Grants, reimbursements and contributions | (11,758) | (88) | (1,271) | (13,118) | 12 |
| (42,292) Fees | and Charges | (35,688) | (471) | (1,654) | (37,812) | 6 |
| (25,926) Othe | r Customer and Client Receipts | (16,666) | (36) | (5,553) | (22,256) | 34 |
| (5) Inter | est Receivable | (147) | (1) | 120 | (28) | (81 |
| (139,898) Rech | narges to other services | (88,626) | (0) | 2,157 | (86,470) | (2 |
| (833,508) TOT | AL INCOME | (802,080) | (596) | (13,096) | (815,772) | 2 |

| | | ORIGINAL | ORIGINAL | CHANGE |
|---|------|-----------|-----------|-----------|
| DESCRIPTION | Note | BUDGET | BUDGET | IN |
| | | 2012/13 | 2013/14 | FTE |
| | 4 | FTE STAFF | FTE STAFF | FTE STAFF |
| Chief Executive's Office | | 155.7 | 138.5 | (17.2) |
| Children, Families and Learners | | 1,104.6 | 833.4 | (271.3) |
| Planning and Environment | | 567.4 | 521.6 | (45.8) |
| Department of Adult Services and Housing and Health | | 620.4 | 560.4 | (60.0) |
| Corporate Resources and Customer Services | | 702.0 | 881.7 | 179.7 |
| TOTAL FTE STAFF | | 3,150.2 | 2,935.5 | (214.6) |

CORPORATE SUPPORT SERVICES BROUGHT IN

•

| DESCRIPTION | Executive's | Resources | Environment | Families | ЧН * | Of Adult Serv. | |
|--------------------------------------|-------------|-----------|-------------|-------------|---------|------------------|----------------|
| | Ballo | | | and Leamers | 4 | Housing & Health | TOTAL |
| Ľ | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Central Finance | 19 | 54 | 403 | 626 | 129 | 588 | 1.819 |
| Finance Unitication | 0 | 0 | 485 | 711 | 0 | 479 | 1.675 |
| Treasury and Pensions | - | 4 | 31 | 49 | 10 | | 142 |
| Audit and Fraud | 15 | 44 | 329 | 512 | 106 | | |
| Strategy and Performance | 26 | 74 | 551 | 857 | | | 004/1 7 400 |
| Procurement and Commissioning | | 08 | acc | 200 | | 200 | 2,490 |
| Risk and CPO | (c) | 86 | 720 | 200 | 5/ | LSS . | 1,023 |
| SCPP - Services | | S | (ne) | (8/) | (16) | (74) | (228) |
| Cornorate Diaming | <u> </u> | 5 0 | 687. | 311 | 0 | (63) | 538 |
| | וכ | <u> </u> | ō | 0 | 0 | 0 | |
| | 15 | 47 | 169 | 152 | 26 | 377 | 785 |
| | 0 | 266 | 58 | 0 | 176 | 0 | 499 |
| Customer Strategy and Development | ŝ | 14 | 108 | 168 | 35 | 158 | 489 |
| Contact Centre | 13 | 9 | 753 | 371 | 1,109 | 914 | 3.166 |
| Communications | 6 | 24 | 182 | 284 | 59 | 266 | 824 |
| FM Services - Soft | 112 | 591 | 672 | 660 | 474 | 864 | 3.373 |
| FM Services - Hard | 0 | 880 | 595 | 1,708 | 221 | 379 | 3.784 |
| ST and ICT Strategy | e | 22 | 64 | 136 | 36 | 76 | 337 |
| Information Communication Technology | 16 | 139 | 397 | 845 | 221 | 473 | 2.091 |
| Telephony Service | 0 | 0 | 0 | 0 | 0 | 0 | |
| Service Transformation Program | 0 | 0 | 0 | 0 | 0 | 0 | |
| CT Contract | 104 | 914 | 2,614 | 5,562 | 1.453 | 3.115 | 13.763 |
| Health and Safety Team | 0 | 0 | 0 | 0 | 0 | 0 | |
| Property Team | 0 | 0 | 0 | 0 | ē | | |
| Step Change PMO | 0 | 0 | 0 | 0 | 0 0 | | |
| HR Consultancy Summary | 11 | 159 | 393 | 842 | 236 | 301 | 2 031 |
| Health and Wellbeing | Ŧ | 20 | 50 | 107 | 06 | 20 | 250 |
| Health and Safety Team | 0 | 0 | | - | | 3 - | |
| Business Development Information | 7 | 102 | 253 | 542 | 152 | 251 | 1.306 |
| Organisational Effectiveness | 4 | 53 | 132 | 282 | 79 | 131 | 680 |
| Corporate Learning and Development | N | 31 | 76 | 163 | 46 | 76 | 393 |
| Equalities and Social Inclusion | Ø | 25 | 188 | 292 | 90 | 274 | 848 |
| Total | | | | | | | |

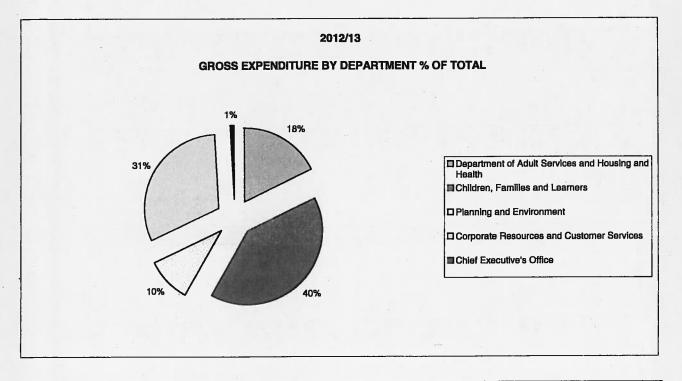
* Non general fund support charge

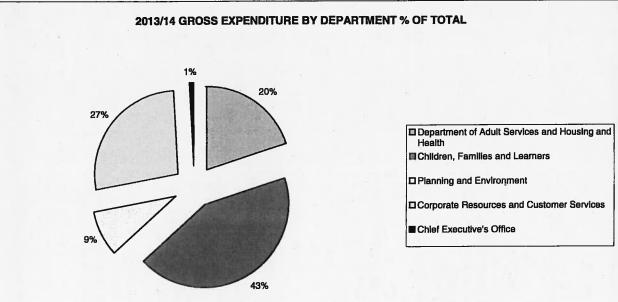
RS3

1

DEPARTMENTAL GROSS EXPENDITURE

| ACTUAL | | ORIGINAL BUDGET | Variations Expenditu | in Level of ure on (A) | ORIGINAL BUDGET | % |
|---------|---|--------------------|-------------------------|---------------------------|--------------------|--------|
| 2011/12 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | |
| | SERVICE BUDGETS | | | | | |
| 9,969 | Department of Adult Services Housing and Health | 204,214 | 2,602 | 21,563 | 228,380 | 12 |
| 17,765 | Children, Families and Learners | 458,712 | 677 | 34,125 | 493,514 | 8 |
| | Planning and Environment | 110,395 | 837 | (8,848) | 102,384 | (7) |
| 308,929 | Corporate Resources and Customer Services | 358,274 | 1,326 | (46,353) | 313,246 | (13) |
| 8,909 | Chief Executive's Office | 9,724 | 91 | (1,674) | 8,141 | (16) |
| 5 | Contribution to Provision for Doubtful Debts | 180 | - | | 180 | - |
| | Layers and Spans | (300) | - | 300 | - | (100) |
| - | Business Support | (400) | - | 400 | - | (100) |
| - | Redundancy | - | - | 1,000 | 1,000 | п/а |
| | Carbon Credits | 190 | . * | 65 | 255 | 34 |
| 461,400 | GROSS DEPARTMENTAL COST OF SERVICE | 1,140,989 | 5,533 | 578 | 1,147,101 | 1 |

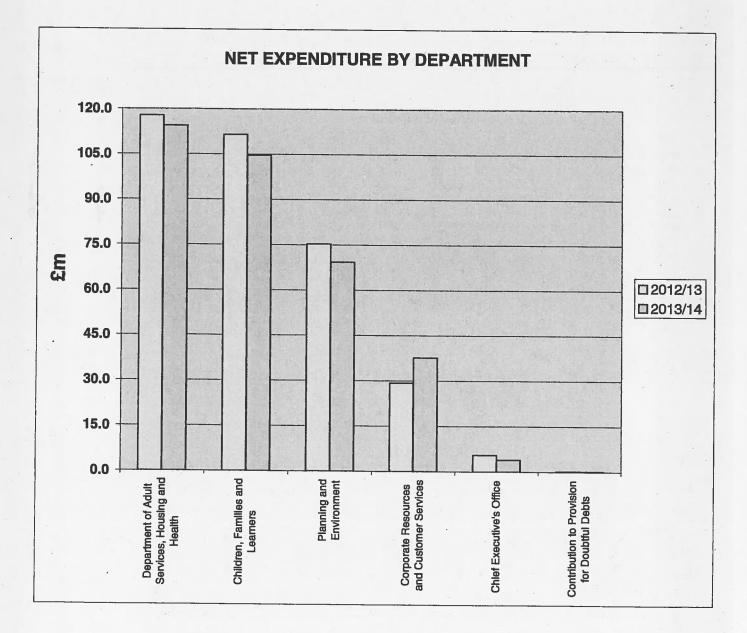




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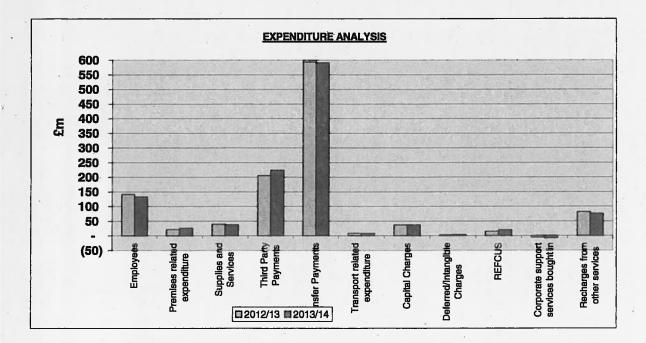
DEPARTMENTAL NET EXPENDITURE

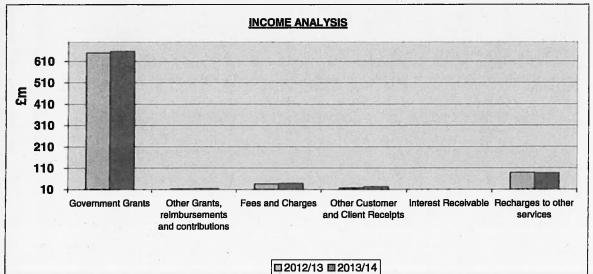
| ACTUAL | | ORIGINAL BUDGET | Variations Expenditu | in Level of are on (A) | ORIGINAL BUDGET | % |
|----------|--|--------------------|-------------------------|---------------------------|--------------------|--|
| 201 1/12 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1 |
| | SERVICE BUDGETS | | | | | |
| (35,781) | Department of Adult Services, Housing and Health | 117,760 | 2,130 | (5,460) | 114,430 | (3) |
| | Children, Families and Learners | 111,465 | 653 | (7,489) | | (6) |
| 67,337 | Planning and Environment | 75,248 | 751 | (6,757) | | (8) |
| | Corporate Resources and Customer Services | 29,227 | 1,312 | 7,100 | 37,640 | 29 |
| 6,014 | Chief Executive's Office | 5,539 | 91 | (1,678) | | (29) |
| - 1 | Contribution to Provision for Doubtful Debts | 180 | - | - | 180 | (|
| | Layers and Spans | (300) | | 300 | | (100) |
| - | Business Support | (400) | - | 400 | - | (100) |
| · · · | Redundancy | - 1 | | 1,000 | 1,000 | (|
| · · · | Carbon Credits | 190 | | , 65 | 255 | 34 |
| 165,883 | NET COST OF SERVICES | 338,909 | 4,937 | (12,518) | 331,328 | (2) |



ANALYSIS OF INCOME AND EXPENDITURE

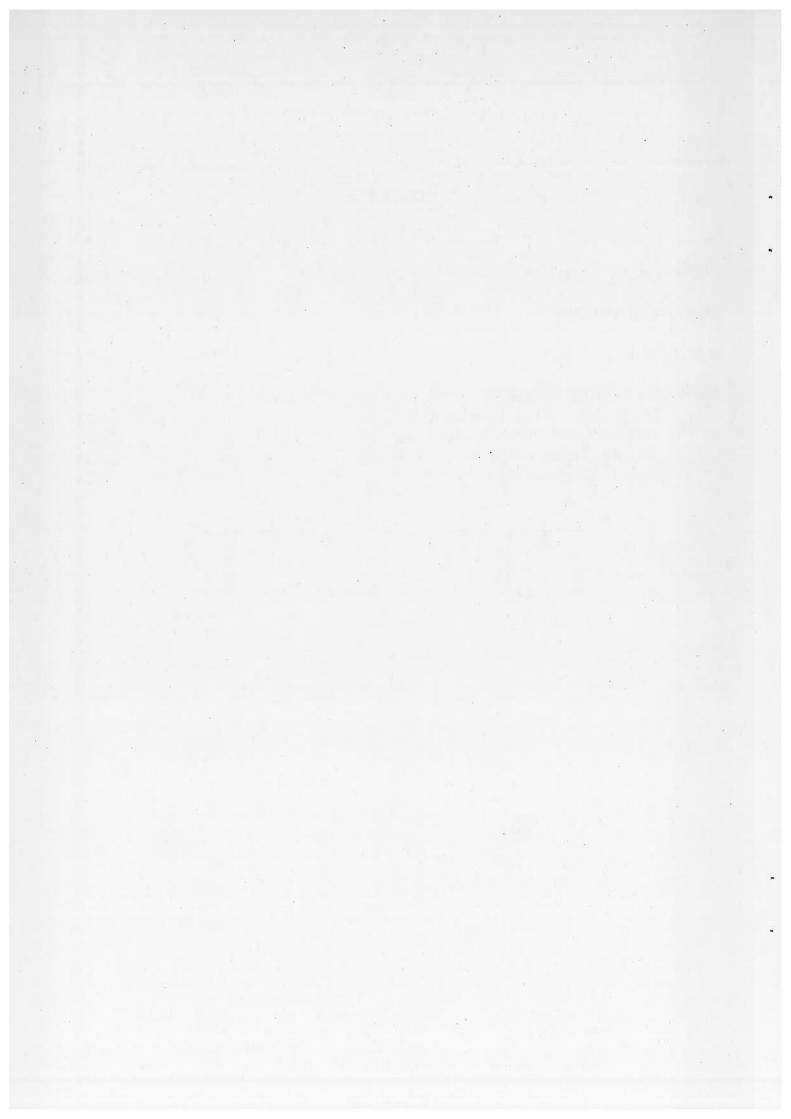
| ACTUAL 2011/12 | | ORIGINAL BUDGET | Variations I Expenditu | | ORIGINAL BUDGET | % |
|----------------|--|--------------------|---------------------------|----------|--------------------|--------|
| 2010/12 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | |
| - 1410 - F | EXPENDITURE | | | | 1 4 | |
| 338,909 | Empioyees | 140,977 | 1,085 | (8,814) | 133,248 | (5 |
| 58,727 | Premises related expenditure | 21,642 | 212 | 4,290 | 26,144 | , 21 |
| 97,013 | Supplies and Services | 39,531 | 1,698 | (3,577) | 37,652 | (5 |
| 229,898 | Third Party Payments | 205,377 | 2,465 | 16,072 | 223,914 | 9 |
| 288,784 | Transfer Payments | 594,175 | 16 | (4,243) | 589,948 | - 1 (1 |
| 8,718 | Transport related expenditure | 8,305 | 145 | (706) | 7,745 | (7 |
| 85,550 | Capital Charges | 36,742 | | 141 | 36,883 | 0 |
| | Deferred/Intangible Charges | 3,148 | | 630 | 3,778 | 20 |
| - | REFCUS | 14,825 | - . | 5,224 | 20,049 | 35 |
| 50,453 | Corporate support services bought in | (5,073) | | (2,997) | (8,070) | . 59 |
| 78,425 | Recharges from other services | 81,670 | 1,348 | (7,208) | 75,810 | (7 |
| 1,236,478 | TOTAL EXPENDITURE | 1,141,319 | 6,968 | (1,187) | 1,147,101 | 1 |
| | INCOME | | | | | |
| (381,954) | Government Grants | (649,195) | - | (6,894) | (656,089) | 1 |
| (238,817) | Other Grants, reimbursements and contributions | (11,758) | (88) | (1,271) | (13,118) | 12 |
| (51,758) | Fees and Charges | (35,688) | (471) | (1,654) | (37,812) | 6 |
| (100,575) | Other Customer and Client Receipts | (16,666) | (36) | (5,553) | (22,256) | 34 |
| • • • | Interest Receivable | (147) | (1) | 120 | (28) | (81 |
| | Recharges to other services | (88,626) | (0) | 2,157 | (86,470) | (2 |
| | TOTAL INCOME | (802,080) | (596) | (13,096) | (815,773) | 2 |
| | | | | | | |
| 320,530 | NET EXPENDITURE | 339,239 | 6,372 | (14,283) | 331,328 | (2 |





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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

1. Develop partnerships focusing on community empowerment and review Voluntary Sector strategy

2. Trade more services with schools and other Local Authorities

- 3. Review external legal services to achieve further savings and work to achieve more effective use of legal support
- 4. Review Occupational Health services to achieve savings
- 5. Support full implementation of One Oracle
- 6. Introduce and implement online L&D and PDCS system

7. Conduct annual client surveys to ensure legal services are tailored to meet Council's needs

KEY VOLUME INDICATORS

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | | % |
|---------------------------------|-----------|-----------|-----------|-----------|--------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| Registration of Births | 4,607 | 4,400 | 4,620 | 4,630 | 0.2 |
| Registration of Deaths | 1,750 | 2,000 | 1,800 | 1,850 | 2.8 |
| Number of marriages | 1,114 | 700 | 1,130 | 1,200 | 6.2 |
| Certificates from archives | 4,307 | 3,600 | 4,200 | 4,100 | (2.4) |
| No. of visits to croydon.gov.uk | 2,300,000 | 2,650,000 | 2,650,000 | 3,250,000 | 22.6 |
| | | | | | |
| Average sick days per FTE | 7.2 | 6.0 | 6.2 | 6.0 | |

FINANCIAL PERFORMANCE

| ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|---------|---|---|--|--|
| 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| £000 | £000 | £000 | £000 | |
| 9,591 | 8,128 | 7,977 | 7,771 | (3) |
| 6 | 10 | 10 | 10 | (0) |
| 4,208 | 2,840 | 2,752 | 2.900 | 5 |
| 3,165 | 3,382 | | | 0 |
| 124 | 134 | 134 | | (100) |
| 31 | 46 | 46 | 42 | (9) |
| 1,310 | - | - | - | n/a |
| | 123 | 123 | 153 | 25 n/a |
| 592 | (4 944) | (4 944) | (5 517) | 12 |
| | | | | (0) |
| 8,909 | 7,765 | 6,215 | 5,490 | (12) |
| (152) | - | | - | n/a |
| (33) | (39) | (39) | (18) | (54) |
| (2,549) | | | | (2) |
| (161) | (369) | (142) | (136) | (4) n/a |
| (2,895) | (2,226) | (1,597) | (1,538) | (4) |
| 6,014 | 5,539 | 4,618 | 3,952 | (14) |
| - | 75 | 75 | | (100) |
| 6 728 | | | | (150) |
| | | | | |
| | 2011/12 £000 9,591 6 4,208 3,165 124 31 1,310 - 592 (10,118) 8,909 (152) (33) (2,549) (161) - (2,895) - 6,014 | $\begin{array}{c ccccccccccccccccccccccccccccccccccc$ | $\begin{array}{c c c c c c c c c c c c c c c c c c c $ | $\begin{array}{c c c c c c c c c c c c c c c c c c c $ |

TOP FINANCIAL RISKS 2013/14

1. Failure to promote equality and eliminate unlawful discrimination

2. Risk of non-compliance with contract and statutory obligations may result in substantial financial and reputational loss and potential for legal challenge

3. Risk that planned efficiency targets will not be achieved

CABINET MEMBERS

| Councillor Sara Bashford | Cabinet Member for Corporate & Voluntary Services |
|--------------------------|--|
| Councilior Vidhi Mohan | Cabinet Member for Communities & Economic Development |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|--------------|---|----------|
| Jon Rouse | Chief Executive | 61429 |
| Julie Belvir | Director of Democratic & Legal Services | 64985 |
| Pam Parkes | Director of Workforce & Community Relations | 47090 |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST | | ORIGINAL | Variations Expenditu | in Level of are on (A) | ORIGINAL BUDGET | % |
|----------|------------------------------------|----------|-------------------------|---------------------------|--------------------|--------|
| 2012/13 | SERVICE | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 3,223 | Democratic and Legal Services | 3,463 | 25 | (403) | 3,085 | (11) |
| | Workforce and Community Relations | (442) | 61 | (719) | (1,100) | 149 |
| | Voluntary Sector Funding | 1,538 | - | (302) | 1,236 | (20) |
| | Chief Executive's Office | 980 | 5 | (254) | 731 | (25) |
| | | | | | | |
| 4,618 | TOTAL NET SPEND | 5,539 | 91 | (1,678) | 3,952 | (29) |
| 75 | Contributions to / (from) Reserves | 75 | - | (75) | - | (100) |

| | ORIGINAL | ORIGINAL | CHANGE |
|-----------------------------------|-----------|-----------|-----------|
| SERVICE | BUDGET | BUDGET | IN . |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Democratic and Legal Services | 59.9 | 56.9 | (3.0) |
| Workforce and Community Relations | 87.8 | 73.6 | (14.2) |
| Voluntary Sector Funding | - | - | - 1 |
| Chief Executive's Office | 8.0 | 8.0 | |
| | | | |
| | | | |
| | | | |
| | A. A | | |
| | 4. | | |
| | | - | |
| TOTAL FTE STAFF | 155.7 | 138.5 | (17.2) |

SUBJECTIVE SUMMARY

| ORECAST | (m) | ORIGINAL | Variations | | ORIGINAL | |
|---------------|--|----------|------------|---------|----------|--------|
| | | BUDGET | Expenditu | | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| 000.01- | | (A) | (B) | (C) | (D) | · (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 7,977 | Employees | 8,128 | 65 | (422) | 7,771 | . (|
| . 10 | Premises related expenditure | 10 | | | 10 | |
| 2,752 | Supplies and Services | 2,840 | 3 | 57 | 2,900 | |
| 2,764 | Third Party Payments | 3,382 | 23 | (628) | 2,777 | (1 |
| 134 | Transfer Payments | 134 | - | (134) | _, | (10 |
| 46 | Transport related expenditure | 46 | - 1 | (4) | 42 | (10 |
| 5 | Recharges from other services | 5 | | - | 5 | |
| 13,688 | TOTAL EXPENDITURE | 14,545 | 91 | (1,131) | 13,505 | |
| - | Government Grants | | - | (1,101) | 10,000 | (|
| | Other Grants, reimbursements and contributions | (20) | - | - | - | n |
| (1 416) | Fees and Charges | (39) | | 21 | (18) | (5 |
| (1,410) | Other Oustances and Other Devices | (1,818) | · · · · · | 434 | (1,384) | (2 |
| (142) | Other Customer and Client Receipts | (369) | | 233 | (136) | (6 |
| | Interest Receivable | | - | - | - | 'n |
| (2,651) | Recharges to other services | (1,959) | | (692) | (2,651) | 3 |
| (4,248) | TOTAL INCOME | (4,185) | - | (4) | (4,189) | |
| | | | | | | |
| 9,440 | NET CONTROLLABLE COST | 10,360 | 91 | (1,135) | 9,316 | (1 |
| | | | | | | |
| | Capital Charges | | - | - | - | × n |
| 123 | Deferred/Intangible Charges | 123 | - | 30 | 153 | 2 |
| | REFCUS | | | | - | . n |
| | Corporate support services bought in | (4,944) | | (573) | (5,517) | 1 |
| (4,821) | TOTAL UNCONTROLLABLE COST | (4,821) | | (543) | (5,364) | . 1 |
| | | | | | | |
| 4,618 | NET COST OF SERVICE | 5,539 | 91 | (1,678) | 3,952 | (2) |
| 75 | Contributions to / (from) Earmarked Reserves | 701 | | | | |
| | Contributions to / (Irom) Casital Reserves | 75 | - | (75) | - | (10 |
| | Contributions to / (from) Capital Reserves: | - | - | - | - | n |
| - | Financing of Capital Expenditure | - | - | - | | n |
| | Provision for Repayment of External Loans | | - | - | | n, |
| | Contribution to / (from) General Balances | - | | - | | n |
| 75 | TOTAL APPROPRIATIONS | 75 | - | (75) | - | (10 |
| 4,694 | TOTAL NET EXPENDITURE | 5,614 | 91 | (1,753) | 3,952 | (0) |
| 31 | | 0,014 | | (1,753) | 3,952 | (3) |
| DIHER VAP | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| rategic budg | get - agreed pressures / service demands | | | | - | |
| rategic budg | get - agreed additional income / savings | | | | | (51) |
| | | | | | F | |
| | | | | | | (51) |
| | | | | | | |
| ther resource | e changes | | | | 1 | (1,23) |

DEMOCRATIC AND LEGAL SERVICES

SERVICE DESCRIPTION

Legal Services

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for CFL and DASHH and internal legal support to major projects across all departments. New contracts for the external provision of legal services commenced in April 2011 and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. The Corporate Legal Team have contract management responsibility for that arrangement, providing dedicated support to instructing officers to ensure the cost effectiveness of legal services from the external firms. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the internal legal services costs. The Legal teams in the Division have continued to develop their use of an IT based file management system while local quality initiatives benefit from the wider departmental quality network and the corporate Investors in People project.

Democratic Services and Scrutiny

Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Coopted 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, Parilamentary, 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 261,900 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.

| | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|--|--------------------------|--|------------------------|--------------------------|--------------------|
| | 2012/13 (A) £000's | Inflation (B) £000's | Other (C) £000's | 2013/14 (D) £000's | CHANGE (E) % |
| Legal | (186) | 11 | (189) | (364) | 96 |
| Democratic | 2,607 | 9 | 109 | 2,725 | 5 5 |
| Electoral | 531 | 1 | (225) | 307 | (42) |
| Mayoral | 313 | -1 | (5) | 309 | (1) |
| Registrars | (63) | 3 | (83) | | 127 |
| Contribution to Coroner's Court | 261 | | (10) | 251 | (4) |
| Contribution to the Local Election's Reserve | 75 | - | (75) | - | (100) |
| TOTAL NET SPEND | 3,538 | 25 | (478) | 3,085 | (13) |

MOVEMENT IN NET EXPENDITIBE

| ar an | ORIGINAL ORIGINAL | CHANGE |
|---|------------------------|-----------|
| | BUDGET BUDGET | IN |
| | 2012/13 2013/14 | FTE |
| | FTE STAFF FTE STAFF | FTE STAFF |
| Legal | 25.9 25.3 | (0.6) |
| Democratic | 12.9 13.3 | 0.4 |
| Electoral | 5.7 6.0 | 0.3 |
| Mayoral | 4.4 4.4 | - |
| Registrars | 11.0 8.0 | (3.0) |
| | | |
| | | |
| TOTAL FTE STAFF | 59.9 56.9 | (3.0) |

DEMOCRATIC AND LEGAL SERVICES

| 004040 | | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|---|--|--------------------|--|----------------|--------------------|--|
| 2012/13 | DESCRIPTION | 2012/13 (A) | Inflation (B) | * Other (C) | 2013/14 (D) | CHANGE (E) |
| £000's | Employees | £000's | £000's | £000's | £000's | % |
| | Premises related expenditure | 3,132 | 25 | (169) | 2,988 | (! |
| 2,008 | Supplies and Services | 1,993 | | - | 10 1,993 | |
| | Third Party Payments | 559 | s | (221) | 338 | (4 |
| - | Transfer Payments | - | - | | - | n |
| 30 | Transport related expenditure Recharges from other services | 30 | - | - | 30 | |
| 5,590 | | 5 | 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | - | 5 | |
| 5,580 | Government Grants | 5,729 | 25 | (390) | 5,364 | (|
| (39) |) Other Grants, reimbursements and contributions | (39) | - | - 21 | | n |
| (540 |) Fees and Charges | (500) | | 1 | (18) (499) | (5 |
| (142 |) Other Customer and Client Receipts | (142) | | 6 | (136) | (|
| - 1 | Interest Receivable | - | | - | (100) | n |
| (1,939 | Recharges to other services | (1,939) | | - | (1,939) | |
| (2,660) |) TOTAL INCOME | (2,620) | | 28 | (2,592) | (|
| | | | | | | · · · · · · · · · · · · · · · · · · · |
| 2,930 | NET CONTROLLABLE COST | 3,109 | 25 | (362) | 2,772 | (1 |
| | Capital Charges | - 1 | - 1 | - | - 1 | n |
| - | Deferred/Intangible Charges | - | | - | - | n |
| - | REFCUS | - | | - | - | п |
| | Corporate support services bought in | 354 | | (41) | 313 | (1 |
| . 292 | TOTAL UNCONTROLLABLE COST | 354 | - | (41) | 313 | (1 |
| 3,223 | NET COST OF SERVICE | | | | | |
| 5,223 | NET COST OF SERVICE | 3,463 | 25 | (403) | 3,085 | (1 |
| 75 | | 75 | - 1 | (75) | | (10 |
| | Contributions to / (from) Capital Reserves: Financing of Capital Expenditure | | - | - | | n |
| | Provision for Repayment of External Loans | | - | - | | n |
| - | Contribution to / (from) General Balances | | | - | | n n |
| 75 | TOTAL APPROPRIATIONS | 75 | × | (75) | - | (10 |
| | | | | | | |
| 3,298 | | 2 5 2 0 | 05 | (470) | 0.000 | |
| 3,298 | | 3,538 | 25 | (478) | 3,085 | |
| OTHER VA | TOTAL NET EXPENDITURE | 3,538 | 25 | (478) | 3,085 | (1) £000's |
| OTHER VA | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | |
| OTHER VA Strategic buc | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services | 3,538 | 25 | (478) | 3,085 | £000's |
| OTHER VA Strategic buc Strategic buc Increased eff Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 |
| OTHER VA Strategic buc Strategic buc Increased eff Reduction in Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 |
| OTHER VA Strategic buc Increased eff Reduction in Reduction in Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 |
| OTHER VA Strategic buc Increased eff leduction in leduction in leduction in leduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 |
| OTHER VA | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 |
| OTHER VA Strategic buc Increased eff leduction in leduction in leduction in leduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1) (1) (1) |
| OTHER VA Strategic buc increased eff leduction in leduction in leduction in leduction in leduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1) (1) |
| OTHER VA Strategic buc Increased eff Reduction in Reduction in Reduction in Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1 (43 |
| OTHER VA Strategic buc Acreased eff Reduction in Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1 (1 (1) (1) (1) (1) (2) (2) |
| OTHER VA Strategic buc Acreased eff Reduction in Reduction in | ARIATIONS IN LEVEL OF EXPENDITURE | 3,538 | 25 | (478) | 3,085 | £000's |
| OTHER VA Strategic buc increased eff leduction in leduction in | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments ce changes udget back to Corporate pet for design studio to Corporate ining budget transferred from WCR ustments | 3,538 | 25 | (478) | 3,085 | £000's (31 (7 (1 (1) (1) (1) (1) (1) (1) (1) (1) (1) |
| OTHER VA Strategic buc Increased eff leduction in leduction in leduce buck leduce bu | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 | | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1 (1) (4 (43) (2) (1) (1) (4 (1) (4) (1) |
| OTHER VA itrategic buc itrategic buc itrategic buc increased eff leduction in leduction in leduction in leduction in leduction in leduction in leduction in leduction in leduction strai var buc educe budg embers trai VACOP adj ontingency usiness sup | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 port - Transfer to Corporate Services as part of Con | | 25 | (478) | 3,085 | £000's £000's (31 (7 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 |
| OTHER VA Strategic buc Active states of the second Active | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 | | 25 | (478) | 3,085 | £000's £000's (31 (7 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 |
| OTHER VA Strategic buc Ancreased eff Reduction in Reduction in Reducti | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 port - Transfer to Corporate Services as part of Con | | 25 | (478) | 3,085 | £000's (31 (7 (1 (1) (1) (1) (43) (2) (2) (1) (1) (1) |
| OTHER VA itrategic buc itrategic buc icreased eff leduction in leduction in leduction in leduction in leduction in leduction in leduction in leduction in leduction strai vay award bu embers trai VACOP adj ontingency usiness sup | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 port - Transfer to Corporate Services as part of Con | | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1) (1) |
| OTHER VA trategic buc creased eff eduction in eduction in eduction in eduction in eduction in eduction s eduction in eduction in eduction in eductor in eduction in eduction in eductor in | ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings ficiencies in legal services contributions to election reserves contributions to Coroners Court supplies and services professional training third-party payments Ce changes udget back to Corporate get for design studio to Corporate ining budget transferred from WCR ustments adjustment - rolling budget saving 2012/13 port - Transfer to Corporate Services as part of Con | | 25 | (478) | 3,085 | £000's (31 (7 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1 (1) (1) |

WORKFORCE AND COMMUNITY RELATIONS

Mission: SERVICE DESCRIPTION

The Workforce and Community Relations (WCR) Division provides a range of services designed to enable the delivery of the 'people' elements of serving our customers well through skilled and well-led staff. The team also leads the approach the council takes to the local strategic partnership, congress, equality, community empowerment and relations, localism, the Big Society and the community and voluntary sector by working with colleagues at all levels across the council and partners. The work of the division involves the determination of corporate policy and objectives in these areas as well as strategy development and review.

Key Objectives:

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL Variations in Level of BUDGET Expenditure on (A) | | ORIGINAL | 4 | |
|---|--|-----------|------------|---------|--------|
| | | | ire on (A) | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| HR Consultancy | (422) | 13 | (256) | (665) | 58 |
| Recruitment | (153) | 2 | (280) | (431) | 182 |
| Business Development and Information | 19 | 29 | 159 | 207 | 989 |
| Organisational Development | 90 | 5 | (120) | (25) | (128) |
| Health and Well-Being | (72) | 2 | 117 | 47 | (165) |
| Corporate Learning and Member Development | 32 | 3 | (282) | (247) | (872) |
| Corporate Equalities and Communities | 215 | 7 | (228) | (6) | (103) |
| Local Strategic Partnership | (151) | - | 171 | 20 | (113) |
| TOTAL NET SPEND | (442) | 61 | (719) | (1,100) | 149 |

| | ORIGINAL | ORIGINAL | CHANGE |
|--------------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| HR Consultancy | 29.0 | 28.6 | (0.4) |
| Recruitment | 6.2 | 6.2 | - |
| Business Development and information | 11.8 | 8.0 | (3.8) |
| Organisational Development | 9.0 | 10.0 | 1.0 |
| Health and Well-Being | 3.8 | 4.8 | 1.0 |
| Health and Safety | 8.0 | - | (8.0) |
| Corporate Learning and Development | 8.0 | 6.0 | (2.0) |
| Corporate Equalities and Communities | 10.0 | 10.0 | - |
| Local Strategic Partnership | 2.0 | | (2.0) |
| TOTAL FTE STAFF | 87.8 | 73.6 | (14.2) |

WORKFORCE AND COMMUNITY RELATIONS

| FORECAS | | ORIGINAL BUDGET | Variations I Expenditu | re on (A) | ORIGINAL BUDGET | % |
|--|--|--------------------|---------------------------|----------------|-------------------------------|-----------------|
| 2012/13 | DESCRIPTION | 2012/13 (A) | Inflation (B) | * Other (C) | 2013/14 (D) | CHANGE (E) |
| £000's | Employees | £000's | £000's | £000's | £000's | % |
| - | Premises related expenditure | 4,426 | 35 | (242) | 4,219 | (1 |
| 641 | Supplies and Services | 745 | 3 | 49 | 797 | n |
| 1,186 | Third Party Payments | 1,174 | 23 | 6 | 1,203 | |
| 5 | Transport related expenditure | 5 | : | - (4) | 8 - ST | n |
| | Recharges from other services | - | | (4) | 1 | (80 |
| 6,152 | TOTAL EXPENDITURE | 6,350 | 61 | (191) | 6,220 | (1 |
| • | Government Grants | - | | - | • | n |
| (876 | Other Grants, reimbursements and contributions | | - | - | - | n, |
| - | Other Customer and Client Receipts | (1,318) (227) | | 433 227 | (885) | (3 |
| - | Interest Receivable | - | | - | - | (10) n |
| |) Recharges to other services | - | - | (692) | (692) | n |
| (1,568 |) TOTAL INCOME | (1,545) | - | (32) | (1,577) | |
| 4.583 | NET CONTROLLABLE COST | 4.805 | 61 | (000) | | |
| ., | | 4,805 | 61 | (223) | 4,643 | (; |
| 100 | Capital Charges Deferred/intangible Charges | - 1 | • | - | • | n/ |
| 123 | IREFCUS | 123 | | 30 | 153 | 24 |
| | Corporate support services bought in | (5,370) | | (526) | (5,896) | n/ 10 |
| (5,247 |) TOTAL UNCONTROLLABLE COST | (5,247) | - | (496) | (5,743) | |
| | | 3 | | | | |
| (664 | NET COST OF SERVICE | (442) | 61 | (719) | (1,100) | 14 |
| • | Contributions to / (from) Earmarked Reserves | | - 1 | 1 | | n |
| | Contributions to / (from) Capital Reserves: | - | - | | • | n |
| | Financing of Capital Expenditure Provision for Repayment of External Loans | - | - | • | | n |
| | Contribution to / (from) General Balances | | | | - | n n |
| • | TOTAL APPROPRIATIONS | | | - | - | |
| (664) | TOTAL NET EXPENDITURE | (440) | | | | |
| | | (442) | 61 | (719) | (1,100) | 14 |
| | ARIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| itrategic du | dget - agreed pressures / service demands | | · · · | | | |
| | | | | | | |
| | | | | | | |
| | | | | | - | |
| trategic but | dget - agreed additional income / savings | | | | - F | |
| leduction In | trade union support | | | | | (15 |
| leauce by I | FTR the support function to the Equality and Commu | inity Relations | Team | | | (35 |
| | | | | | L L | |
| ther resour | ce changes | | | | | (50 |
| CT restructu | re - budget transferred to CR&CS | | | | | /160 |
| ay award bi | udget back to Corporate | | | | | (158 (37 |
| ealignment | of ICT budget - Midland Trent to CR&CS to Equalities from DASHH | | | | | (99 |
| | to Staff Engagement from CR&CS | | | | | 31 |
| aff transfer | ining budget transferred to Democratic and Legal | | | | | 58 (15 |
| aff transfer embers trai | | | | | | 30 |
| taff transfer embers trai ayroll syste | m amortisation | | | | | (477 |
| aff transfer embers trai ayroll syste VACOP adj | m amortisation | | | | | |
| aff transfer embers trai ayroll syste /ACOP adj usiness sup | m amortisation ustments oport - Transfer to Corporate Services as part of Cor | solidation | | | It is a set of the set of the | (63 |
| aff transfer embers trai ayroll syste VACOP adj usiness sup brary outso | m amortisation ustments oport - Transfer to Corporate Services as part of Cor | solidation | | | | (63 (9 |
| taff transfer embers trai ayroll syste VACOP adj usiness sup brary outso | m amortisation ustments oport - Transfer to Corporate Services as part of Cor- urcing | solidation | | | | (63 (§ 70 |
| aff transfer embers trai ayroll syste VACOP adj usiness sup brary outso | m amortisation ustments oport - Transfer to Corporate Services as part of Cor- urcing | solidation | | | | (63 (9 |
| aff transfer ambers tra lyroll syste /ACOP adj usiness sup prary outso pency staff | m amortisation ustments oport - Transfer to Corporate Services as part of Cor- urcing | solidation | | | | (6) (1 |

VOLUNTARY SECTOR FUNDING

SERVICE DESCRIPTION

Corporate Voluntary Sector Support

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

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

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | | | ORIGINAL BUDGET | % |
|--------------------------|--------------------|-----------|--------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Voluntary Sector Funding | 1,538 | - | (302) | 1,236 | (20) |
| | | | | | |
| | | | | | |
| TOTAL NET SPEND | 1,538 | 0 | (302) | 1,236 | (20) |

| | | | ORIGINAL BUDGET 2012/13 FTE STAFF | ORIGINAL BUDGET 2013/14 FTE STAFF | CHANGE IN FTE FTE STAFF |
|-----------------|--|---|--|--|----------------------------------|
| Nil Staff | | | | - | - |
| | | | | | |
| | | • | | | |
| TOTAL FTE STAFF | | | - | • | - |

VOLUNTARY SECTOR FUNDING

| FORECAST | | ORIGINAL BUDGET | Variations Expenditu | re on (A) | ORIGINAL BUDGET | % |
|-----------------------------|---|--------------------------|----------------------------|--------------------------|--|---------------|
| 2012/13 £000's | DESCRIPTION | 2012/13 (A) £000's | Inflation (B) £000's | * Other (C) £000's | 2013/14 (D) £000's | CHANGE (E) |
| - | Employees | - | - | £000 s | ±000'S - | <u>%</u> |
| | Premises related expenditure | - | | | - | n/ |
| 1.132 | Supplies and Services Third Party Payments | - 1,404 | - | - | - | n/ |
| 134 | Transfer Payments | 134 | - | (168) (134) | 1,236 | (12 |
| - | Transport related expenditure | - | - | - | | (100 n/ |
| - | Recharges from other services | | <u> </u> | | - | n/ |
| 1,266 | TOTAL EXPENDITURE | 1,538 | | (302) | 1,236 | (20 |
| - | Government Grants | | | - | - | n/ |
| - | Other Grants, reimbursements and contributions | - | | - | | n/ |
| - | Fees and Charges Other Customer and Client Receipts | - | | - | - | n/ |
| | Interest Receivable | | - | - | - | n/ |
| - | Recharges to other services | | | | - | n/ n/ |
| - | TOTAL INCOME | - | - | | | |
| . e., | | | | | | n/ |
| 1,266 | NET CONTROLLABLE COST | 1,538 | - | (302) | 1,236 | (20 |
| - | Capital Charges | - 1 | - 1 | - | | n/ |
| - | Deferred/Intangible Charges | 8. I I I I I | | | | n/ |
| | REFCUS | - | | | - | n/ |
| | Corporate support services bought in | | | - | | n/ |
| - | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/ |
| 1,266 | NET COST OF SERVICE | 1,538 | - | (000) | 4 000 | |
| | | 1,000 | | (302) | 1,236 | (20 |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/ |
| - | Contributions to / (from) Capital Reserves: Financing of Capital Expenditure | - | - | | - | n/ |
| | Provision for Repayment of External Loans | | | - | - | n/ |
| - | Contribution to / (from) General Balances | | | | - | n/ |
| | TOTAL APPROPRIATIONS | x 12 - | - | - | - | |
| 1 000 | | | L | | | n/ |
| 1,266 | TOTAL NET EXPENDITURE | 1,538 | - | (302) | 1,236 | (20 |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| trategic bud | get - agreed pressures / service demands | | | | 4 | |
| | | | | | | - |
| | | | | | | - |
| trategic bud | get - agreed additional income / savings | | | | - | |
| eduction in r | rent subsidy and rate relief | | | | | (30 |
| | | | | | | |
| | | | | | | (30 |
| ther resourc | e changes | | | | - | (50 |
| | Service funding to DASHH | | | | | (149 |
| ousing Aid S | Inding to CFL | | | | | (123 |
| ousing Aid S ommunity fu | • | | | | | |
| ousing Aid S ommunity fu | | | 5 | | le l | |
| ousing Aid S ommunity fu | | | 1 | | | |
| ousing Aid S ommunity fu | | | | | - | (272 |
| ommunity fu | ER VARIATIONS IN RESOURCE | | 4 1 | | - | (272 |

SERVICE DESCRIPTION

•

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

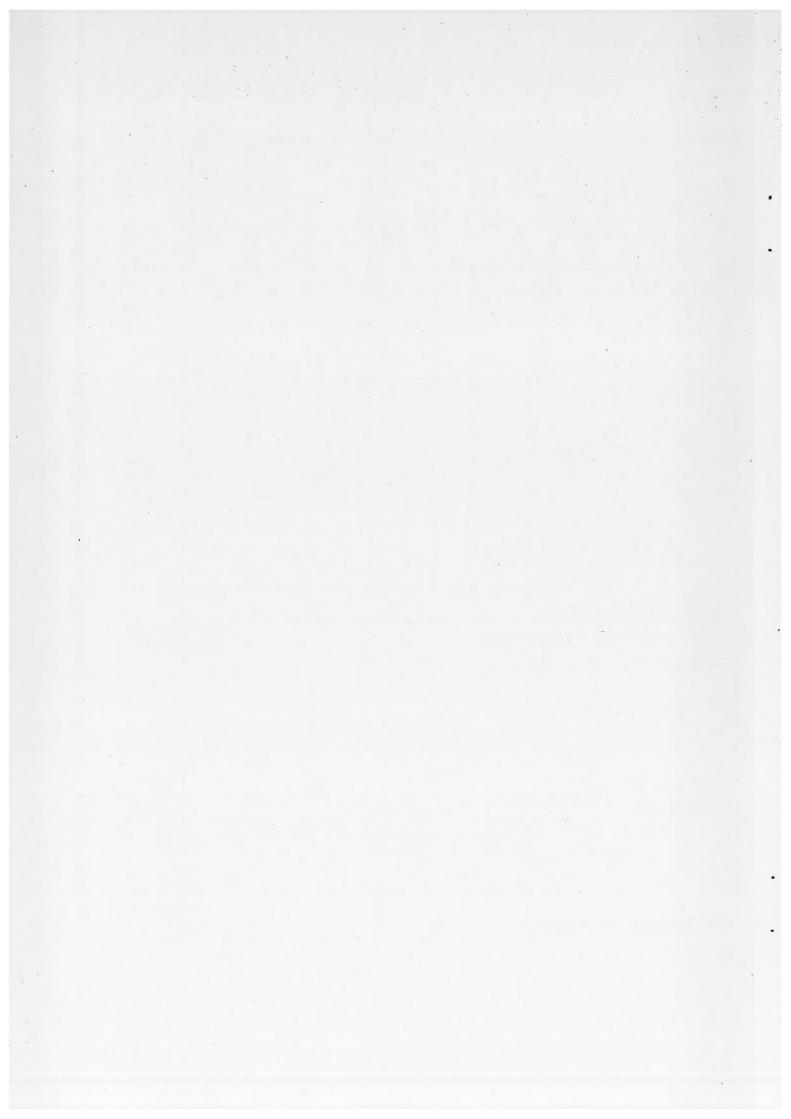
MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | | in Level of ure on (A) | ORIGINAL BUDGET | % |
|--------------------------|--------------------|-----------|---------------------------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Chief Executive's Office | 980 | 5 | (254) | 731 | (25) |
| | | | | | |
| | | ÷. | | | |
| | | | | | |
| TOTAL NET SPEND | 980 | 5 | (254) | 731 | . (25) |

| 10 III III III III III III III III III I | | ORIGINAL | ORIGINAL | CHANGE |
|--|--|-----------|-----------|-----------|
| | | BUDGET | BUDGET | IN |
| | | 2012/13 | 2013/14 | FTE |
| | | FTE STAFF | FTE STAFF | FTE STAFF |
| Chief Executive's Office | 3 | . 8.0 | 8.0 | - |
| | 1. A A A A A A A A A A A A A A A A A A A | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | 1.2.2 | |
| TOTAL FTE STAFF | | 8.0 | 8.0 | - |

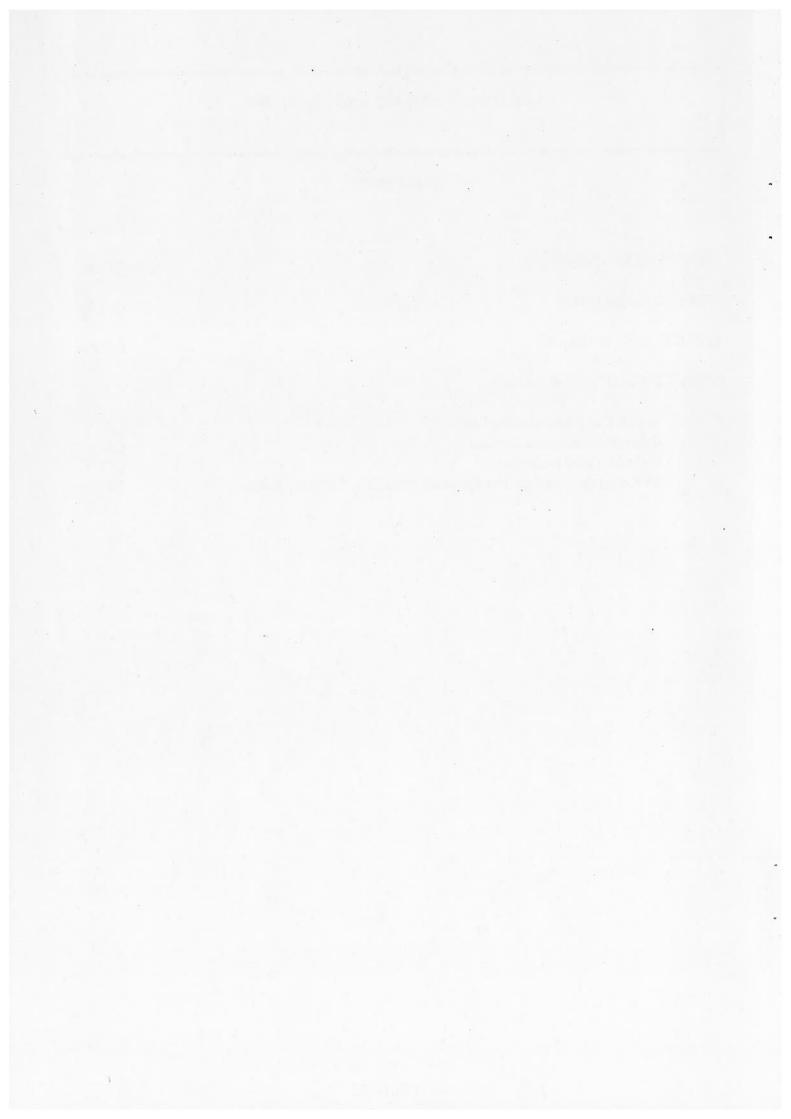
CHIEF EXECUTIVE'S OFFICE

| FORECAST | | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|--|--|--------------------|--|----------------|--------------------|------------------|
| 2012/13 | DESCRIPTION | 2012/13 (A) | Inflation (B) | * Other (C) | 2013/14 (D) | CHANGE (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 567 | | 570 | 5 | (11) | 564 | (|
| 102 | Premises related expenditure Supplies and Services | 024 - | - | | - | n/ |
| 102 | Third Party Payments | 102 | | 8 | 110 | 1 |
| - | Transfer Payments | 245 | - | (245) | - | (100 |
| 11 | | 11 | - [| - | | n |
| - | Recharges from other services | | | - | 11 | |
| 680 | | 000 | | - | | <u>n</u> |
| | | 928 | 5 | (248) | 685 | (2) |
| - | Government Grants | | - | - | - | n |
| - | Other Grants, reimbursements and contributions | | | - | - | n |
| - | Fees and Charges | - | - 1 | - 1 | - | n/ |
| - | Other Customer and Client Receipts | - | - | - | | n |
| - | Interest Receivable | - | - | - | - | n/ |
| (20) | Recharges to other services | (20) | - 1 | | (20) | _ |
| (20) | TOTAL INCOME | (20) | | | (20) | |
| | | (20) | | | (20) | • |
| 661 | NET CONTROLLABLE COST | 908 | 5 | (248) | 665 | (2 |
| | | | | (/ | | |
| • | Capital Charges | - | | - | | n/ |
| - | Deferred/Intangible Charges | | - | - | | n |
| - | REFCUS | | - [| - | - | n |
| | Corporate support services bought in | 72 | | (6) | 73 | |
| 133 | TOTAL UNCONTROLLABLE COST | 72 | - | (6) | 66 | (1 |
| | | | | | | |
| 794 | NET COST OF SERVICE | 980 | 5 | (254) | 731 | (2 |
| - | Contributions to / (from) Earmarked Reserves | - 1 | - 1 | - 1 | | |
| - | Contributions to / (from) Capital Reserves: | | | - 1 | - | . n/ |
| - | Financing of Capital Expenditure | - | | - | | n |
| - | Provision for Repayment of External Loans | | - | - | | |
| - | Contribution to / (from) General Balances | - | - | - | - | n |
| - | TOTAL APPROPRIATIONS | - | - | - | | |
| | <i>2</i> | | | | | n |
| 794 | TOTAL NET EXPENDITURE | 980 | 5 | (254) | 731 | (2 |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| | <u>aet - agreed pressures / service demands</u> | | 8 | | | 20005 |
| | | | | | ŀ | _ |
| trategic bud | get - agreed additional income / savings | | | | | |
| | | | | | | |
| ther resourc | | | | | ŀ | |
| ay award bu ocal authorit /ACOP adju | idget back to Corporate ies association budgets transfer to CR&CS ustments | | | | | (1 (24! (1 |
| | | | | | | |
| | | | | | | |
| | | | | | | (254 |
| | R VARIATIONS IN RESOURCE | | | | ŀ | (25 |



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| SUBJECTIVE SUMMARY | CFLS3 |
| SERVICE REVENUE BUDGETS | |
| Social Care and Family Support Dedicated Schools Budget Learning and Inclusion Community and Support Services and CFL Central Costs | CFL1 CFL2 CFL3 CFL4 |



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

1) Improve the quality of children's social care (particularly Children in Need (CIN) and child protection work) & complete the reorganisation of children's social care services.

2) Redesign and restructure services for early Intervention and family support and youth support services, maintaining progress on the delivery of joint work with health services through Family Engagement Partnerships, and ensuring sufficient places to meet the new entitlement to early education for disadvantaged 2 year olds.

3) Continue to improve the school admissions service and ensure sufficient school places to meet demand.

Transfer library service to new contractor, and finalise and implement arrangements for Upper Norwood Joint Library.
 Secure a workable culture strategy, including arrangements for Fairfield Halls and London Mozart Players.

6) Agree and pilot a model for a sustainable school improvement service.

7) Continue to improve school standards & secure sufficient and appropriate places to deliver the requirements of the Raising of the Participation age.

8) Continue to improve provision for Special Educational Needs (SEN) / Learning Difficulties and Disabilities (LDD), Implementing both national changes and local strategy.

9) Further strengthen joint commissioning with Health services.

KEY VOLUME INDICATORS

| DESCRIPTION | ACTUAL 2011/12 | RESTATED ORIGINAL 2012/13 | FORECAST 2012/13 | FORECAST 2013/14 | % CHANGE |
|--|-------------------|---------------------------------|---------------------|---------------------|-------------|
| Early Years | 2,489 | 2,766 | 2,766 | 3,586 | 30 |
| Primary pupils (including nursery classes) | 28,883 | 31,122 | 31,122 | | |
| Secondary pupils | 15,983 | 16,268 | 16,268 | | |
| High Needs | 3,515 | | 3,575 | • | |
| | | | | | |

FINANCIAL PERFORMANCE

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|--|-----------|-----------|-----------|-----------|--------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| | £000 | £000 | £000 | £000 | |
| Employees | 49,006 | 51,444 | 52,658 | 41,590 | (21) |
| Premises related expenditure | 7,108 | 3,047 | 3,199 | 2,295 | (28) |
| Supplies and Services | 22,125 | 8,591 | 8,676 | 6,011 | (31) |
| Third Party Payments | 64,294 | 57,239 | 60,337 | 57,936 | (4) |
| Transfer Payments | 227,400 | 278,116 | 278,637 | 329,122 | 18 |
| Transport related expenditure | 6,359 | 6,615 | 6,700 | 6,164 | (8) |
| Capital Charges | 29,409 | 14,574 | 14,555 | 13,306 | (9) |
| Deferred/Intangible Charges | 180 | 150 | 9,875 | 122 | (99) |
| REFCUS | 12,000 | 9,725 | - | 14,276 | n/a |
| Corporate support services bought in | 17,765 | 18,718 | 18,717 | 17,706 | (5) |
| Recharges (to) / from other services | 3,721 | 2,704 | (677) | 1,207 | (278) |
| TOTAL EXPENDITURE | 439,367 | 450,923 | 452,679 | 489,735 | 8 |
| Government Grants | (102,019) | (333,388) | (336,190) | (376,793) | 12 |
| Other Grants, reimbursements and contributions | (219,806) | (1,955) | (2,896) | (2,561) | (12) |
| Fees and Charges | (8,257) | (3,340) | (3,304) | (3,955) | 20 |
| Other Customer and Client Receipts | (7,646) | (775) | (546) | (1,798) | 230 |
| Interest Receivable | | - 1 | - | - | n/a |
| TOTAL INCOME | (337,728) | (339,459) | (342,936) | (385,107) | 12 |
| NET EXPENDITURE | 101,640 | 111,464 | 109,743 | 104,628 | (5) |
| Contributions to / (from) Reserves | | | 1000 | - | (100) |
| | | | | | (100) |
| CURRENT BUDGET | 102,585 | | 110,629 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (946) | | 114 | | |

TOP FINANCIAL RISKS 2013/14

1) Delivery of savings targets and transformation plans.

2) Children's Social Care Placements - Demand led volatility could lead to budget pressures, and lack of clarity around the level of future Unaccompanied Asylum Seeking Children (UASC) grant.

3) Changes to Dedicated Schools Grant (DSG) funding resulting in a reduction in the level of funding retained by the Local Authority (LA) for education provision.

4) The demand for school places remains very high and the level of future government funding remains unknown.

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-----------------|---|----------|
| Paul Greenhalgh | Executive Director of Children, Families and Learning | 65729 |
| Sylvia McNamara | Director - Learning and Inclusion | 65690 |
| David Worlock | Director - Social Care and Family Support | 65452 |
| Jane Doyle | Director - Community and Support Services | 65671 |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST | | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|----------|---|--------------------|--|---------|--------------------|--------|
| 2012/13 | SERVICE | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| | Social Care and Family Support | 63,555 | 390 | (6,800) | 57,145 | (10) |
| - | Dedicated Schools Budget * | - | | - | - | n/a |
| | Learning and Inclusion | 8,356 | 93 | (1,414) | 7,035 | (16) |
| | Community and Support Services and CFL Central Costs | 39,553 | 170 | 725 | 40,448 | 2 |
| | | | | | | |
| 109,743 | TOTAL NET SPEND | 111,464 | 653 | (7,489) | 104,628 | (6) |

STAFF ESTABLISHMENT NUMBERS

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| SERVICE | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Social Care and Family Support ** | 614.5 | 484.2 | (130.3) |
| Dedicated Schools Budget * | N/A | N/A | |
| Learning and Inclusion | 317.7 | 297.1 | (20.6) |
| Community and Support Services and CFL Central Costs ** | 172.5 | 52.1 | (120.4) |
| | | | |
| TOTAL FTE STAFF ** | 1,104.6 | 833.4 | (271.3) |

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

** The reduction in FTE staffing reflects the proposed outsourcing of the borough's Library Service and restructuring of the Social Care and Family Support Service.

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

| FORECAST | | ORIGINAL | Variations in Level of | | ORIGINAL | |
|------------------------------|--|---------------|------------------------|------------------|-------------------------|-------------|
| 2012/13 | DESCRIPTION | BUDGET | Expenditu | | BUDGET | % |
| 2012110 | | 2012/13 | Inflation | * Other | 2013/14 | CHANG |
| £000's | | (A) £000's | (B) £000's | (C) | (D) | (E) |
| 52,658 | Employees | 51,444 | 380 | £000's | £000's | % |
| | Premises related expenditure | 3,047 | 300 | (10,234) | 41,590 2,295 | (1 |
| 8,676 | Supplies and Services | 8,591 | | (752) (2,580) | 2,295 6,011 | (2 |
| | Third Party Payments | 57,239 | 152 | (2,500) | 57,936 | (3 |
| | Transfer Payments | 278,116 | | 51,006 | 329,122 | 1 |
| | Transport related expenditure | 6,615 | 145 | (596) | 6,164 | |
| 6,449 | Recharges from other services | 10,493 | - | (5,507) | 4,986 | (5 |
| 416,658 | TOTAL EXPENDITURE | 415,545 | 677 | 31,882 | 448,104 | (0 |
| (336,190) | Government Grants | (333,388) | - | (43,405) | (376,793) | 1 |
| (2,896) | Other Grants, reimbursements and contributions | (1,955) | | (606) | (2,561) | |
| | Fees and Charges | (3,340) | (24) | (591) | | 3 |
| | Other Customer and Client Receipts | (775) | (24) | | (3,955) | 1 |
| - | Interest Receivable | (113) | | (1,023) | (1,798) | 13 |
| (7.126) | Recharges to other services | (7,789) | | 4.014 | - | r (F |
| | TOTAL INCOME | | | 4,011 | (3,778) | (5 |
| (350,002) | | (347,248) | (24) | (41,614) | (388,885) | 1 |
| 66,596 | NET CONTROLLABLE COST | 68,297 | 653 | (9,732) | 59,218 | (1 |
| 14,555 | Capital Charges | 14 574 | | (4.000) | 10.000 | |
| | Deferred/Intangible Charges | 14,574 150 | - | (1,268) | 13,306 | - (|
| | REFCUS | 9,725 | - | (28) | 122 | (1 |
| | Corporate support services bought in | 18,718 | _ | 4,551 | 14,276 | 4 |
| | TOTAL UNCONTROLLABLE COST | 43,167 | - | (1,012) 2,243 | <u>17,706</u> 45,410 | (|
| | | | | | | * |
| 109,743 | NET COST OF SERVICE | 111,464 | 653 | (7,489) | 104,628 | (|
| | Contributions to / (from) Earmarked Reserves | | - 1 | | | |
| | Contributions to / (from) Capital Reserves: | | | | | n |
| 1,000 | Financing of Capital Expenditure | | - | | | <u>,</u> n |
| | Provision for Repayment of External Loans | | - | | | n n |
| - | Contribution to / (from) General Balances | - 1 C | _ | | _ | n |
| 1,000 | TOTAL APPROPRIATIONS | | - | - | - | n |
| 110 749 | | | | | | |
| 110,743 | TOTAL NET EXPENDITURE | 111,464 | 653 | (7,489) | 104,628 | (|
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | [| £000's |
| trategic bud trategic bud | get - agreed pressures / service demands get - agreed additional income / savings | | | | | 44 (6,83 |
| | | | | | | (6,39 |
| ther resourc | ce changes | | | | | (1,09 |
| | | | | | 1 | |

SOCIAL CARE AND FAMILY SUPPORT

SERVICE DESCRIPTION

1) The work in the Early Intervention and Family Support Service comprises a range of activities from ensuring the sufficiency and quality of early years and child care to ensuring families can access children's centre services in their community. A range of family support services is commissioned from local and national organisations and the Croydon Information Support Service (CRISS) team also offers support and information to practitioners working with more vulnerable children including young children with Special Educational Needs (SEN).

2) The Safeguarding and Looked After Children Quality Assurance service is responsible for ensuring that the borough's looked after children have appropriate care plans and work with social work teams to secure the best outcomes for this vulnerable group. They are also responsible for supporting the Croydon's Safeguarding Children board to ensure that everyone in Croydon who comes into contact with children understands their responsibilities in relation to safeguarding, and that the appropriate action is taken where safeguarding concerns are raised. The service oversees the operation of the child protection process in Croydon.

3) The Children in Need service is responsible for initial assessments, core assessments, child protection investigations and direct short term work with children and their families as well as medium term social work with children in need including children with a child protection plan and some children looked after. This service also includes the Emergency Duty Team and all services for disabled children.

4) The Looked After Children service is responsible for the planning and delivery of care services for looked after children and care leavers. These are children and young people placed in adoption, fostering and residential children's homes, or placed with family and friends, and young people who are care leavers. Many looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Access to Resources Team supports the care planning and placement needs of the child by identifying an appropriate in-house placement with our own foster carers or by commissioning from the independent sector.

5) Integrated Youth support brings together a range of integrated and targeted youth support services delivered by Council staff and through commissioned services.

6) The Youth Offending Service works with children and young people who are known to the criminal justice system. The Intensive Supervision & Surveillance Programme (ISSP) is funded by the Youth Justice Board and provides programmes for young offenders for 7 London Boroughs which Croydon hosts.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations | in Level of | ORIGINAL | |
|--|----------|------------|-------------|----------|--------|
| | BUDGET | Expenditu | ire on (A) | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Early Intervention and Family Support | 12,892 | 38 | (4,239) | 8,691 | (33) |
| Safeguarding and Looked After Children Quality Assurance | 2,348 | 19 | 347 | 2,714 | 16 |
| Children in Need Service | 17,417 | 58 | (722) | 16,753 | (4) |
| Looked After Children | 22,734 | 233 | (1,373) | 21,594 | (5) |
| Youth Services | 7,835 | 42 | (926) | 6,951 | (11) |
| Directorate Support | 329 | - | 113 | 442 | 34 |
| TOTAL NET SPEND | 63,555 | 390 | (6,800) | 57,145 | (10) |

| | ORIGINAL | ORIGINAL | CHANGE |
|--|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Early Intervention and Family Support | 75.0 | 74.5 | (0.5) |
| Safeguarding and Looked After Children Quality Assurance | 44.1 | 30.0 | (14.1) |
| Children in Need Service | 155.3 | 128.4 | (26.9) |
| Looked After Children | 229.6 | 141.0 | (88.6) |
| Youth Services | 110.4 | 110.3 | (0.1) |
| Directorate Support | | | - |
| | | | |
| TOTAL FTE STAFF | 614.5 | 484.2 | (130.3) |

| FORECAST | | ORIGINAL BUDGET | Variations I | | ORIGINAL | |
|---|--|---|------------------------------------|------------------------|-------------------|--|
| 2012/13 | DESCRIPTION | 2012/13 | Expenditu Inflation | re on (A) * Other | BUDGET 2013/14 | % CHANGE |
| £000's | | (A) | (B) | (C) | (D) | (E) |
| | Employees | £000's 26,584 | £000's 238 | £000's (2,303) | £000's 24.519 | . %. |
| 445 | Premises related expenditure | 460 | - 230 | (2,303) | 24,519 | (3 |
| 3,710 | Supplies and Services Third Party Payments | 3,704 | - | (913) | 2,791 | (2 |
| 978 | Transfer Payments | 42,328 | 152 | (1,933) 4,672 | 40,547 5,783 | (|
| 195 | Transport related expenditure | 248 | | (33) | 215 | 42 (1 |
| | Recharges from other services | 5,713 | <u></u> | (1,927) | 3,786 | (3 |
| | TOTAL EXPENDITURE | 80,148 | 390 | (2,603) | 77,935 | (|
| | Government Grants | (23,993) | | (4,661) | (28,654) | 1 |
| | Other Grants, reimbursements and contributions | 465 | - | (1,533) | (1,068) | (33 |
| | Other Customer and Client Receipts | (5) | | (40) | (45) | 80 |
| | Interest Receivable | (32) | | (1,299) | (1,351) | 2,49 N |
| (3,473) | Recharges to other services | (4,136) | _ | 2,271 | (1,865) | (5 |
| (29,247) | TOTAL INCOME | (27,721) | | (5,262) | (32,983) | 1 |
| | | г | | | | |
| 50,810 | NET CONTROLLABLE COST | 52,427 | 390 | (7,865) | 44,952 | (1 |
| | Capital Charges | 238 | • | (59) | 179 | (2 |
| - | Deferred/intangible Charges | - | - | · - ' | - | 'n |
| 10.890 | Corporate support services bought in | 10,890 | | 1,124 | - | n |
| | TOTAL UNCONTROLLABLE COST | 11,128 | | 1,065 | <u> </u> | 1 |
| | | , | | 1,000 [| 12,155 | 1 |
| 61,918 | NET COST OF SERVICE | 63,555 | 390 | (6,800) | 57,145 | (1 |
| • | Contributions to / (from) Earmarked Reserves | • | - 1 | | | n |
| - | Contributions to / (from) Capital Reserves: | | | • | | n |
| | Financing of Capital Expenditure Provision for Repayment of External Loans | • | - | | | n |
| | Contribution to / (from) General Balances | | | : | 1 | n |
| - | TOTAL APPROPRIATIONS | • | - | | • | n |
| 61,918 | TOTAL NET EXPENDITURE | 00 555 | | (0.000) | | |
| 01,010 | TOTAL NET EXPENDITORE | 63,555 | 390 | (6,800) | 57,145 | . (1 |
| Strategic bud | RIATIONS IN LEVEL OF EXPENDITURE | · · · · · | | | | £000's |
| Strategic bud Social Care - Children Loo | | ment and traini n need cases | ng | | | £000's 52 80 110 242 |
| Strategic bud Social Care - Children Lool Quality Assur Strategic bud Children Lool Children Lool | Iget - agreed pressures / service demands Service re-modelling ked After - Supporting access to education, employ rance & Safeguarding - Ongoing review of children i lget - agreed additional income / savings ked After - Reduction in fostering costs ked After - Reduction in number of children looked i | n need cases | iated placem | ent costs | | 5: 8 11: 24; (6) (36- |
| Strategic bud Social Care - Children Looi Quality Assur Strategic bud Children Looi Children In N Children Looi | taet - agreed pressures / service demands Service re-modelling ked After - Supporting access to education, employ rance & Safeguarding - Ongoing review of children i laet - agreed additional income / savings ked After - Reduction in fostering costs ked After - Reduction in number of children looked <i>i</i> eed - Efficiencies in short breaks and residential pro- ked After - Closure of Internal residential homes | n need cases after and assoc ovision for child | iated placem | ent costs billities | | 5: 8(11) 24; (6) (36) (40) |
| trategic bud octal Care - children Lool auality Assur trategic bud children Lool children Lool children Lool children Lool | Iget - agreed pressures / service demands Service re-modelling ked After - Supporting access to education, employ rance & Safeguarding - Ongoing review of children i Iget - agreed additional income / savings ked After - Reduction in fostering costs ked After - Reduction in number of children looked a eed - Efficiencies in short breaks and residential pro ked After - Closure of Internal placement procureme | n need cases after and assoc svision for child nt | iated placem | ent costs billties | | 5 8 11 24 (6 (36 (40 (37 |
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| trategic bud oclal Care - hildren Looi uality Assur trategic bud hildren Looi hildren Looi hildren Looi hildren Looi hildren Looi hildren Looi hildren Looi hildren Looi hildren Looi hildren Service buth Service bu | dat - agreed pressures / service demands Service re-modelling ked After - Supporting access to education, employ, rance & Safeguarding - Ongoing review of children in dat - agreed additional income / savings ked After - Reduction In fostering costs ked After - Reduction in number of children looked a eed - Efficiencies in short breaks and residential proceed - Efficiencies in short breaks and residential nomes ked After - Reduction in expenditure on external fos eed - Reduction following employment based cost r - Supplies and Services reduction as - Bringing Not in Employment Education or Train as - Reduction in local commissioning programme as - Reduction in local commissioning programme as - Increased income generated from youth activity as - Embed new youth model at locality level riy intervention & Family Support & Integrated Yout Efficiencies in commissioning fficiency post to 2 year old funding n Staff Review ntion - Reduction In staff // course Cost Reduction increase in secure remand budget follow changes of corporate, departmentai and capital charges port - Transfer to corporate Services as part of Contry <td< td=""><td>n need cases after and assoc ovision for child tering eview ing (NEET) trad rervice rervices n Support Serv</td><td>cking into LA</td><td>ent costs bilities</td><td></td><td>5 8 111 24 (66 (36 (40 (37 (4 (38 (22 (12 (5 (2 (12 (5 (2 (12 (12 (12 (12) (12) (12) (12) (12)</td></td<> | n need cases after and assoc ovision for child tering eview ing (NEET) trad rervice rervices n Support Serv | cking into LA | ent costs bilities | | 5 8 111 24 (66 (36 (40 (37 (4 (38 (22 (12 (5 (2 (12 (5 (2 (12 (12 (12 (12) (12) (12) (12) (12) |

SERVICE DESCRIPTION

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

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

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

ii) **Schools** block – this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, 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) **High Needs** block – this includes the funding for the education for all Croydon responsible children and young adults with high needs from birth until age 25.

Other funding streams from the EFA include:

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

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

i) PVIs - 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 (8 maintained and 1 academy, 8 of these with nursery provision)

v) Junior Schools - 10 schools (9 maintained and 1 academy)

vi) Primary Schools (Infant and Junior schools) - 62 (50 maintained, 12 academy. 36 of these are with nursery provision) vii) Secondary Schools - 21 schools for ages from 11 to 16/18 (11 maintained, and 10 academies (1 academy has provision from age 3 to 18)

viii) Special Schools - 6 schools

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

Note numbers above are projected as at 1 April 2013 and are subject to change due to academy conversions.

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

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

7) DSG income is shown after the deduction of Academy recoupment, estimated at £-61.7m. Total DSG before recoupment is estimated at £278.544m for Croydon Council. Other specific grant funding received for education is the Pupil Premium. This is estimated to be £15.059m for 2013/14.

8) Total education grant funding available to be allocated is £293.603m. £235.743m is allocated to primary, secondary schools and early years settings. The allocation for High Needs, other Early Years and central schools expenditure is shown within government grants of the relevant divisions' pages as follows: CFL2.2 (£8.812m), CFL3.2 (£48.126m) and CFL4.2 (0.922m).

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations | in Level of | ORIGINAL | |
|--------------------------|-----------|------------|-------------|-----------|--------|
| | BUDGET | Expenditu | ure on (A) | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Schools Delegated budget | 236,491 | | (748) | 235,743 | - |
| Dedicated Schools Grant | (226,342) | - | 5,658 | (220,684) | (2) |
| Pupil Premium | (10,149) | - | (4,910) | (15,059) | 48 |
| TOTAL NET SPEND | - | - | - | - | n/a |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| The budgets are delegated and information on staffing levels is not available | N/A | N/A | N/A |
| TOTAL FTE STAFF | - | - | - |

DEDICATED SCHOOLS BUDGET

| SUBJE | CTIVE | SUMMARY |
|-------|-------|---------|
| | | |

| ORECAST | | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|-----------|-------------------------|--------------------|-------------------------|---|--------------------|--------------|
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (_/ |
| | Schools | | | | | ^n/ |
| 123,289 | - Primary | 123,289 | | 3,347 | 126,636 | 3 |
| 87,324 | - Secondary | 87,324 | | 2,195 | 89,519 | |
| | - Growth Fund | | | 3,250 | 3,250 | n/ |
| | - Central | | | 2,374 | 2,374 | n/ |
| | High Needs | | | _,011 | 2,0.4 | n/ |
| 44,973 | - Provision | 44,973 | | 580 | 45,553 | 10 |
| - | - Support | - | | - | 40,000 | n/ |
| 3,015 | - Central | 3,015 | | (76) | 2,939 | (3 |
| | Early Years | -, | | (70) | 2,000 | n/ |
| - | - 2 yr Old | | - | 5,078 | 5,078 | n/ |
| 15,729 | - 3 & 4 yr Old | 15,729 | | 236 | 15,965 | 2 |
| 2,289 | - Central | 2,289 | · · · · · · | - | 2,289 | 4 |
| | | | | | 2,200 | |
| 276,619 | TOTAL EXPENDITURE | 276,619 | | 16,984 | 293,603 | e |
| (266,470) | Dedicated Schools Grant | (266,470) | - | (12,074) | (278,544) | 5 |
| (10,149) | Pupil Premium | (10,149) | _ | (4,910) | (15,059) | 48 |
| | | | | (,,_,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | (,, | - |
| (276,619) | TOTAL INCOME | (276,619) | | (16,984) | (293,603) | |
| | | (270,013) | | (10,904) | (253,003) | |
| - | NET EXPENDITURE | - | - | - | - | n/ |

LEARNING AND INCLUSION

SERVICE DESCRIPTION

 Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs or other alternative provision, pupils with poor school attendance and young people excluded from school and education in pupil referral units.

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

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

4) 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 will operate from 3 core sites across the borough from April 2013.

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

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations | in Level of | ORIGINAL | |
|---|----------|------------|-------------|----------|--------|
| | BUDGET | Expenditu | ure on (A) | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| School Improvement | 6,843 | 24 | (2,220) | 4,647 | (32) |
| Inclusion, Learning Access and SEN | (1,858) | 19 | 1,980 | 141 | (108) |
| Central Learning and Inclusion School costs | 3,306 | 50 | (2,404) | 952 | (71) |
| Adult Learning | 65 | | 1,230 | 1,295 | 1,892 |
| TOTAL NET SPEND | 8,356 | 93 | (1,414) | 7,035 | (16) |

| | ORIGINAL | ORIGINAL | CHANGE |
|------------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| School Improvement | 92.1 | 85.4 | (6.7) |
| Inclusion, Learning Access and SEN | 88.1 | 82.8 | (5.3) |
| Adult Learning | 137.5 | 128.9 | (8.6) |
| TOTAL FTE STAFF | 317.7 | 297.1 | (20.6) |

LEARNING AND INCLUSION

| SUBJECTIVE SUMMARY |
|--------------------|
|--------------------|

| FORECAST | | ORIGINAL | Variations i | | ORIGINAL | |
|--------------|---|-----------------|------------------|-----------------|------------------|--------------|
| | DESCRIPTION | BUDGET 2012/13 | Expenditu | | BUDGET | % CHANGE |
| 2012/10 | | (A) | Inflation (B) | * Other (C) | 2013/14 (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| | Employees | 19,285 | 117 | (4,825) | 14,577 | (2 |
| | Premises related expenditure | 1,610 | - [| (400) | 1,210 | (2 |
| | Supplies and Services Third Party Payments | 3,651 | | (728) | 2,923 | (2) |
| | Transfer Payments | 13,629 284 | | (939) 29,350 | 12,690 29,634 | (10,33 |
| | Transport related expenditure | 93 | | 29,330 | 23,034 | 10,33 |
| 870 | Recharges from other services | 3,599 | - | (3,081) | 518 | (8 |
| 42,474 | TOTAL EXPENDITURE | 42,151 | 117 | 19,377 | 61,645 | 4 |
| (33,865) | Government Grants | (32,265) | | (21,350) | (53,615) | 6 |
| | Other Grants, reimbursements and contributions | (2,420) | - | 1,408 | (1,012) | (5 |
| (3,082) | Fees and Charges | (3,124) | (24) | (762) | (3,910) | 2 |
| | Other Customer and Client Receipts | (378) | - | 71 | (307) | (1 |
| | Interest Receivable | - | - | - | - | n |
| | Recharges to other services | (1,129) | - | 381 | (748) | (3 |
| (40,628) | TOTAL INCOME | (39,316) | (24) | (20,252) | (59,592) | 5 |
| | | | | | | |
| 1,846 | NET CONTROLLABLE COST | 2,835 | 93 | (875) | 2,053 | (2 |
| 797 | Capital Charges | 737 | T | (404) | A.8.6 | |
| | Deferred/Intangible Charges | /3/ | - | (461) | 276 | (8 |
| | REFCUS | _ | | | _ | . II |
| 4,784 | Corporate support services bought in | 4,784 | - | (78) | 4,706 | |
| 5,521 | TOTAL UNCONTROLLABLE COST | 5,521 | | (539) | 4,982 | (1 |
| | | <u>.</u> | | 3 | | |
| 7,367 | NET COST OF SERVICE | 8,356 | 93 | (1,414) | 7,035 | (1 |
| | | | _ | | | |
| | Contributions to / (from) Earmarked Reserves | - | | - | - | r |
| 1,000 | Contributions to / (from) Capital Reserves: | | • | - | - | n |
| | Financing of Capital Expenditure Provision for Repayment of External Loans | | - | - | • | n |
| | Contribution to / (from) General Balances | | | | | n n |
| | TOTAL APPROPRIATIONS | - | | | | |
| | | | 1 | | | <u> </u> |
| 8,367 | TOTAL NET EXPENDITURE | 8,356 | 93 | (1,414) | 7,035 | (1 |
| | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| | | | | V. III | | 20008 |
| trategic bud | <u>get - agreed pressures / service demands</u> | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | <u>get - agreed additional income / savings</u> ership recommissioning | | | | | |
| | e running costs funded from DSG | | | | | (1 (3 |
| educe the fu | unding for supplementary education, mentoring and | d community lar | nquages | | | (7 |
| ducation We | elfare - Traded Service Income | | | | | (20 |
| ducation Ps | ychology Service - Traded Service income | | | | | (5 |
| | vement - Traded Service income | | | | _ | (10 |
| chool Impro | elfare Service - Reduction in staff vement - Reduction in staff | | | | | (4 |
| SG funding | - Additional SEN provision | | | | | (18 (1,00 |
| ep Change | - Supplies & Services reduction | | | | 21 J. T. | (1,00 |
| | | | | | | |
| | | | | | | (1,81 |
| ther resourc | e changes | | | | | (., |
| | Named in case | | | | | |
| | tioned in year | | | | | (1 |
| ealignment | of corporate, departmental and capital charges | a a lide ti | | | | (53 |
| | port - Transfer to corporate Services as part of Cor | solidation | | | | (14 |
| SG funding | changes Service Transfers | | | | | 1,02 |
| er or mina S | JEIVICE 14151815 | | | | | E |
| | | | 14 | | | 40 |
| | | | | | | |
| | | | | | | |

TOTAL OTHER VARIATIONS IN RESOURCE

(1,414)

SERVICE DESCRIPTION

School Places & Admissions

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

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

Libraries & Culture

This service is responsible for the provision of the Borough's library service through the Central library and 12 community libraries. It also includes the Borough's Archive service and management of the Clocktower museum and arts complex. Following a competitive Official Journal of the European Union (OJEU) compliant tendering exercise, the Libraries service is expected to be provided by an external provider from April 2013.

Partnership & Business Development

This service is responsible for managing the Croydon Children and Families Partnership and providing the strategic lead for the commissioning cycle, including the needs analysis and preparation of the Children and Young People's Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities. This service area contains the cross departmental support for responding to complex enquiries and embedding learning from customer feedback and specific support for school admissions in managing appeals. Responsibility for the central CFL business support team who provide business support to heads of service and the Learning and Inclusion managers has moved to the corporate business support team.

Central Costs

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | Variations in Expenditure | | ORIGINAL BUDGET | % |
|--|--------------------|------------------------------|---------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| School Places and Admissions | 16,700 | 155 | (9,606) | 7,249 | (57) |
| Libraries and Culture | 8,686 | 4 | (1,424) | 7,266 | (16) |
| Partnerships and Business Development | 293 | 2 | (23) | 272 | (7) |
| Children Families and Learning central costs | 13,874 | 9 | 11,778 | 25,661 | 85 |
| TOTAL NET SPEND | 39,553 | 170 | 725 | 40,448 | 2 |

| | ORIGINAL | ORIGINAL | CHANGE |
|---------------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| School Places and Admissions | 30.1 | 37.5 | 7.4 |
| Libraries and Culture | 113.9 | 9.9 | (104.0) |
| Partnerships and Business Development | 28.4 | 4.7 | (23.7) |
| TOTAL FTE STAFF | 172.5 | 52.1 | (120.4) |

CHILDREN, FAMILIES AND LEARNING

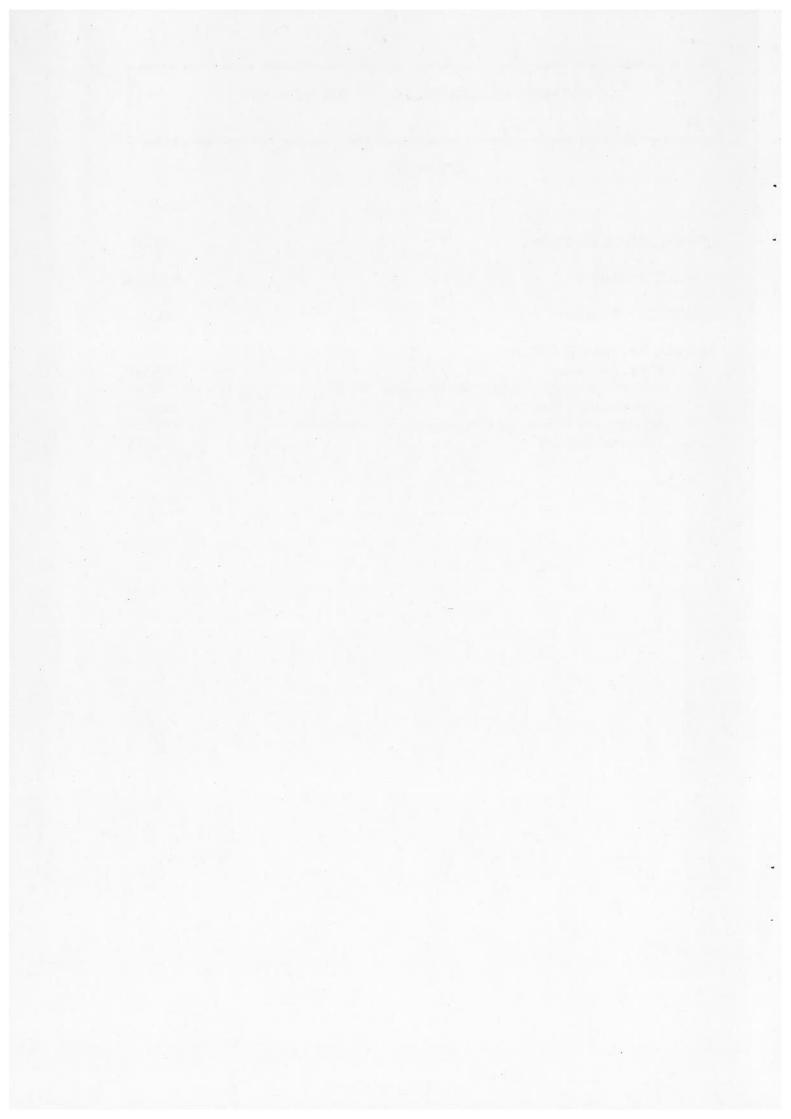
COMMUNITY AND SUPPORT SERVICES AND CFL CENTRAL COSTS

| | | ORIGINAL | Variations | n Level of | ORIGINAL | - |
|--|--|----------|------------|------------|-------------------|---|
| FORECAST | | BUDGET | Expenditu | | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGI |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 6,100 | Employees | 5,575 | 25 | (3,106) | 2,494 | (5 |
| 1,077 | Premises related expenditure | 977 | | (186) | 791 | (1 |
| 1,417 | Supplies and Services | 1,236 | - | (939) | 297 | (7 |
| 1,141 | Third Party Payments | 1,283 | - | 3,417 | 4,700 | 26 |
| 149 | Transfer Payments | 102 | - | - | 102 | |
| 0,412 | Transport related expenditure | 6,274 | . 145 | (563) | 5,856 | (|
| | Recharges from other services | 1,181 | | (499) | 682 | |
| 17,508 | TOTAL EXPENDITURE | 16,628 | 170 | (1,876) | 14,922 | (1 |
| (560) | Government Grants | (512) | - | (410) | (922) | |
| - | Other Grants, reimbursements and contributions | | - | (481) | (481) | r |
| (218) | Fees and Charges | (211) | | 211 | (401) | |
| (266) | Other Customer and Client Receipts | (345) | | | (140) | (10 |
| | Interest Receivable | (343) | - | 205 | (140) | (5 |
| (2 524) | Recharges to other services | (0 504) | | 1 0 0 0 | - | r |
| | | (2,524) | | 1,359 | (1,165) | |
| (3,568) | TOTAL INCOME | (3,592) | - | 884 | (2,708) | (2 |
| | | | | | · · · · · · · · · | |
| 13,940 | NET CONTROLLABLE COST | 13,036 | 170 | (992) | 12,214 | |
| 13,599 | Capital Charges | 13,599 | | (740) | 10.054 | |
| | Deferred/Intangible Charges | 150 | | (748) | 12,851 | |
| | REFCUS | 9,725 | - | (28) | 122 | (1 |
| | Corporate support services bought in | 3,043 | | 4,551 | 14,276 | 4 |
| | | | | (2,058) | 985 | |
| 20,510 | TOTAL UNCONTROLLABLE COST | 26,517 | - | 1,717 | 28,234 | |
| 40,458 | NET COST OF SERVICE | 39,553 | 170 | 725 | 40,448 | |
| | | 00,000 | | 725 | 40,440 | _ |
| - | Contributions to / (from) Earmarked Reserves | - | - | - | - | r |
| | Contributions to / (from) Capital Reserves: | - | - | - | | r |
| - | Financing of Capital Expenditure | - | 1 | | | r |
| | Provision for Repayment of External Loans Contribution to / (from) General Balances | - | | - | - | r |
| | | | | - | | r |
| | TOTAL APPROPRIATIONS | - | - | • | - | <u> </u> |
| 40,458 | TOTAL NET EXPENDITURE | 39,553 | 170 | 725 | 40,448 | _ |
| | TOTAL NET EXPENDITORE | 00,000 | | | | |
| OTHER VAL | | 00,000 | | | Г | 00001- |
| | RIATIONS IN LEVEL OF EXPENDITURE | 00,000 | | | | £000's |
| rategic bud | RIATIONS IN LEVEL OF EXPENDITURE | | | | [| |
| rategic bud | RIATIONS IN LEVEL OF EXPENDITURE | 00,000 | | | | 20 |
| rategic bud creased fun | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands inding to Fairfield Halls | 00,000 | | | | £000's 20 20 |
| rategic bud creased fun rategic bude | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Hails get - agreed additional income / savings | | | | | 20 |
| rategic bud creased fun rategic bud chool Trave | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Halls get - agreed additional income / savings I Plans - increasing Independent Travel | | | | | 20 |
| rategic bude creased fun rategic bude chool Travel oper Norwoo | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Halls get - agreed additional income / savings I Plans - Increasing Independent Travel od Joint Library - reduced contribution | | | | | <u>20</u> 20 (49 |
| rategic bude creased fun rategic bude chool Trave oper Norwo eduction in t | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Halls get - agreed additional income / savings I Plans - Increasing Independent Travel od Joint Library - reduced contribution the facilitation of culture including reduced archive s | | | | | <u>20</u> 20 |
| rategic bud creased fun rategic bud chool Trave oper Norwo eduction in t chool's Cate | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Halls get - agreed additional income / savings I Plans - Increasing Independent Travel od Joint Library - reduced contribution the facilitation of culture including reduced archive s pring Service - saving due to ceasation of service | | | | | 20 20 (49 (11 |
| rategic bud creased fun rategic bud chool Trave oper Norwo eduction in t chool's Cate chool Crossi | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands nding to Fairfield Halls get - agreed additional income / savings I Plans - Increasing Independent Travel od Joint Library - reduced contribution the facilitation of culture including reduced archive serving patrols - reduced service | service | | | | 20 20 (49 (11 (10 |
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| rategic bud creased fun hool Trave oper Norwo duction in t hool's Cate hool Crossi oydon Volu ep Change | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands ading to Fairfield Halls get - agreed additional income / savings I Plans - increasing Independent Travel od Joint Library - reduced contribution the facilitation of culture including reduced archive s ering Service - saving due to ceasation of service ing Patrols - reduced service untary Action contract - 3rd sector partnership engag - Supplies & Services reduction | service | | | | 20 20 (49 (11 (10) (10) (10) (10) (10) (10) (10) |
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CORPORATE RESOURCES & CUSTOMER SERVICES KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

1. To implement Oracle One

2. To lead the Procurement Taskforce enabling improved category management across the organisation and delivering - agreed savings

3. To develop a balanced budget (revenue and capital) for 2014/15

4. To ensure strong and robust financial management and reporting

5. To implement the asset disposal programme

6. To deliver service improvement and efficiency across the organisation through the Access Strategy

7. To prepare and implement the welfare reform changes ensuring a minimum of impact for our residents

8. To deliver the Transforming our Space Programme: Bernard Weatherill House

9. To establish and implement the ICT sourcing strategy

10. To redesign the Council's Business Support function and implement a common, best-practice across the Council

| KEY VOLUME INDICATORS | | | | | |
|--|---------|----------|----------|----------|--------|
| | ACTUAL | ORIGINAL | FORECAST | FORECAST | % |
| DESCRIPTION | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| Debts Raised | 29,784 | 23,292 | 32,286 | 32,000 | (1) |
| Audit Days Delivered | 1,602 | 1,600 | 1,600 | 1,600 | |
| Insurance Claims received. | 675 | 700 | 700 | 700 | - |
| No of Benefit Claimants | 41,489 | 44,000 | 44,000 | 45.500 | 3 |
| Council Tax Dwellings | 147,147 | 147,741 | 147,943 | 147,851 | |
| Housing Benefit : number of days to assess new claim | 20 | 16 | 23 | 16 | (30) |

FINANCIAL PERFORMANCE

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|--|-----------|-----------|-----------|-----------|--------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| | £000 | £000 | £000 | £000£ | |
| Employees | 29,827 | 29,862 | 29,888 | 35,386 | 18 |
| Premises related expenditure | 7,920 | 8,230 | 8,423 | 6,767 | (20) |
| Supplies and Services | 2,804 | 7,518 | 8,276 | 6,637 | (20) |
| Third Party Payments | 29,545 | 32,194 | 32,347 | 32,185 | (1) |
| Transfer Payments | 270,930 | 313,254 | 313,254 | 258,592 | (17) |
| Transport related expenditure | 207 | 51 | 160 | 159 | - |
| Capital Charges | 8,949 | 4,772 | 4,791 | 6,352 | 33 |
| Deferred/Intangible Charges | | 2,562 | 2,563 | 3,163 | 23 |
| REFCUS | - | - | | 3,373 | n/a |
| Corporate support services bought in | 5,670 | (40,373) | (40,374) | | (2) |
| Recharges (to) / from other services | (46,923) | | (3,863) | (5,887) | 52 |
| TOTAL EXPENDITURE | 308,929 | 353,406 | 355,464 | 307,108 | (14) |
| Government Grants | (269,404) | (312,831) | (312,831) | (258,008) | (18) |
| Other Grants, reimbursements and contributions | (5,306) | (5,808) | (5,897) | (6,204) | 5 |
| Fees and Charges | (5,249) | (3,110) | (4,025) | (2,999) | (25) |
| Other Customer and Client Receipts | (2,296) | (2,310) | (1,338) | (2,257) | 69 |
| Interest Receivable | - | (120) | - | - | n/a |
| TOTAL INCOME | (282,255) | (324,179) | (324,090) | (269,469) | (17) |
| | 26 674 | 29 227 | 31 374 | 37 640 | 20 |

| | 26,674 | 29,227 | 31,374 | 37,640 | 20 |
|--|---------|--------|--------|--------|-------|
| Contributions to / (from) Reserves | - | • | (198) | - | (100) |
| CURRENT BUDGET | 28,146 | [| 31,662 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (1,472) | [| (487) | | |

TOP FIVE FINANCIAL RISKS 2013/14

1. Realising efficiency options

2. Delays in implementation of transformation projects

3. Impact of council tax rebate and benefit changes

4. Maximising effective contractual relationships with partners

5. Collection of benefits overpayment

SERVICE SUMMARY

CABINET MEMBERS

| Councillor Sara Bashford | Cabinet Member for Corporate & Voluntary Services |
|--------------------------|---|
| Councillor Dudley Mead | Deputy Leader (Statutory) and Cabinet Member for Housing, |
| | Finance & Asset Management |
| Councillor Tim Pollard | Deputy Leader (Communications) and Cabinet Member for |
| | Children, Families & Learning |
| Councillor Steve O'Conne | Cabinet Member for finance and Performance Management |

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-----------------|---|----------|
| Nathan Elvery | Executive Director of Corporate Resources & Customer Services | 62822 |
| Sarah Ireland | Director - Strategy, Commissioning, Procurement and Performance | 62070 |
| Richard Simpson | Director - Finance and Assets | 61848 |
| Graham Cadle | Director - Customer, Transformation & Communication Service | 63295 |
| Aiden McManus | Director - Corporate Services | 61508 |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST | | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|----------|---|--------------------|-------------------------|---------|--------------------|--------|
| 2012/13 | SERVICE | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| | Finance & Assets | 1,234 | 90 | (671) | 653 | (47 |
| | Customer, Transformation & Communication Service | 7,556 | 154 | (1,041) | 6,669 | (12 |
| | Concessionary Fares | 13,395 | 331 | 7 | 13,733 | 3 |
| | Strategy, Commissioning, Procurement and Performance | (205) | 38 | 131 | (36) | (82 |
| 7,476 | Corporate Services | 7,247 | 699 | 8,674 | 16,621 | 129 |
| 31,176 | TOTAL NET SPEND | 29,227 | 1,312 | 7,100 | 37,640 | 29 |

| | ORIGINAL | ORIGINAL | CHANGE |
|--|-----------|-----------|-----------|
| SERVICE | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Finance & Assets | 134.4 | 125.7 | (8.7) |
| Customer, Transformation & Communication Service | 415.6 | 365.1 | (50.5) |
| Concessionary Fares | | | - |
| Strategy, Commissioning, Procurement and Performance | 77.0 | 77.2 | 0.2 |
| Corporate Services | 75.0 | 313.7 | 238.7 |
| | | | |
| TOTAL FTE STAFF | | | |
| | 702.0 | 881.7 | 179.7 |

SUBJECTIVE SUMMARY

| FORFOART | | ORIGINAL | Variations i | | ORIGINAL | |
|--------------|--|---------------|---------------|-----------------|------------------|----------------|
| FORECAST | DECODIBION | BUDGET | Expenditu | | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| £000's | | (A) £000's | (B) £000's | (C) | (D) | (E) |
| | Employees | 29,862 | 244 | £000's 5,280 | £000's 35,386 | <u>%</u> 1 |
| | Premises related expenditure | 8,230 | 172 | (1,635) | 6,767 | (1) |
| | Supplies and Services | 7,518 | 54 | (1,035) | 6,637 | . (1 |
| | Third Party Payments | 32,194 | 856 | (865) | 32,185 | |
| | Transfer Payments | 313,254 | | (54,662) | | (1 |
| | Transport related expenditure | 51 | | 108 | 159 | 21 |
| | Recharges from other services | 204 | | 47 | 251 | 2 |
| 392,665 | TOTAL EXPENDITURE | 391,313 | 1,326 | (52,662) | | (1 |
| (312,831) | Government Grants | (312,831) | - | 54,823 | (258,008) | (1) |
| • • • | Other Grants, reimbursements and contributions | (5,808) | | (396) | (6,204) | |
| | Fees and Charges | (3,110) | (13) | 124 | (2,999) | (|
| | Other Customer and Client Receipts | (2,310) | (, | 53 | (2,257) | |
| (.,, | Interest Receivable | (120) | | 120 | (1,207) | (10 |
| (4,181) | Recharges to other services | (4,868) | - | (1,270) | (6,138) | 2 |
| | | (329,047) | (13) | 53,454 | (275,607) | |
| (0=0,=: .) | | | (10) | | (2/0,007) | (1 |
| 64,394 | NET CONTROLLABLE COST | 62,266 | 1,312 | 792 | 64,371 | |
| 4,791 | Capital Charges | 4,772 | | 1 590 | 6 950 | |
| | Deferred/Intangible Charges | 2,562 | | 1,580 601 | 6,352 3,163 | 3 |
| | REFCUS | 2,502 | | 3,373 | 3,373 | 2 n |
| | Corporate support services bought in | (40,373) | - | 754 | (39,619) | (|
| | TOTAL UNCONTROLLABLE COST | (33,039) | | 6,308 | (26,731) | (1 |
| | | | | | | |
| 31,374 | NET COST OF SERVICE | 29,227 | 1,312 | 7,100 | 37,640 | 2 |
| (198) | Contributions to / (from) Earmarked Reserves | - | - | · · · · · | | n |
| - | Contributions to / (from) Capital Reserves: | | - | - | _ | n |
| | Financing of Capital Expenditure | - | - | · - | | n |
| - | Provision for Repayment of External Loans | - | - | - | | n |
| | Contribution to / (from) General Balances | | | - | - | n |
| (198) | TOTAL APPROPRIATIONS | - | - | - | - | n |
| 31,176 | TOTAL NET EXPENDITURE | 29,227 | 1,312 | 7,100 | 37,640 | 2 |
| | RIATIONS IN LEVEL OF EXPENDITURE | • | | | | £000's |
| | | ····· | | | | 20000 |
| | lget - agreed pressures / service demands lget - agreed additional income / savings | | | | | 27 (4,17 |
| Other resour | ce changes | | | | | (3,90 11,00 |
| | ER VARIATIONS IN RESOURCE | | | | | 7,10 |
| UNE UIII | | | | | | 7,10 |

SERVICE DESCRIPTION

The Finance Division consists of 4 service areas;

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

Corporate Finance and Departmental Finance

- Provision of financial advice and strategic planning and policy- making to ensure efficient and effective use of resources;
- Ensuring the robustness of the Council's annual budget (revenue and capital);
- Preparation of accounts within statutory deadlines;
- Robust and detailed in-year financial monitoring of budget and trends for the Council's delivery of its annual budget;
- Analysis of government grants, in particular the Formula Grant;
- Provision of financial management support and advice to service departments
- Supporting budget holders including ensuring they receive appropriate budget training;

Pensions and Treasury

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

Governance

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

Assets

To provide commercial property advice and be responsible for ensuring that all property issues within the Council are
undertaken in a professional manner and comply with all statutory and professional guidelines whether undertaken internally by the corporate asset management and estates team or by external advisors appointed by the team.

To ensure that the 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.

To provide corporate advice on valuation and the optimum development and potential of the Council's land holdings.

- To deliver the Council's estate management function for its property portfolio including all landlord and tenant items, property disposal and acquisition, maintenance of the corporate property register and database

| | ORIGINAL BUDGET | Variations Expenditu | in Level of Ire on (A) | ORIGINAL BUDGET | % |
|---------------------------|--------------------|-------------------------|---------------------------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| 2. | £000's | £000's | £000's | £000's | % |
| Corporate Finance | (87) | 8 | 21 | (58) | (33 |
| Governance | 25 | 39 | (76) | | |
| Treasury & Pensions | 343 | 8 | (57) | | (14 |
| Departmental Finance | (25) | 27 | 158 | 160 | (740) |
| Asset management & Estate | 978 | 8 | 953 | 1,939 | 98 |
| Agency staff rebate | - | - | (1,670) | | |
| TOTAL NET SPEND | 1,234 | 90 | (671) | 653 | (47) |

MOVEMENT IN NET EXPENDITURE

| | ORIGINAI | ORIGINAL | CHANGE |
|---------------------------|----------|-------------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAF | F FTE STAFF | FTE STAFF |
| Corporate Finance | 15.0 | 5 15.0 | (0.6) |
| Governance | 17.2 | 16.4 | (0.8) |
| Treasury & Pensions | 22.8 | 21.8 | (1.0) |
| Departmental Finance | 70.8 | 67.5 | (3.3) |
| Asset management & Estate | 8.0 | 5.0 | (3.0) |
| | | | |
| TOTAL FTE STAFF | 134.4 | 125.7 | (8.7) |

| 2012/13 | | BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|---|--|--|-------------------------|-----------------|--------------------|---|
| 2012/10 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| £000's | | (A) | (B) | (C) | (D) | (E) |
| | Employees | £000's 6,781 | £000's | £000's (532) | £000's 6,301 | % |
| 703 | Premises related expenditure | 675 | 3 | (532) | 6,301 706 | (7 |
| | Supplies and Services | 1,013 | 16 | (1,772) | (743) | (173 |
| /8/ | Third Party Payments Transfer Payments | 1,102 | 19 | (315) | 806 | (27 |
| 1 | Transport related expenditure | 1 | 1 | - | | n/ |
| | Recharges from other services | 125 | | (57) | 1 68 | (46 |
| | TOTAL EXPENDITURE | 9,697 | 90 | (2,648) | 7,139 | (2) |
| | Government Grants | 0,001 | | (2,040) | 7,105 | |
| - | Other Grants, reimbursements and contributions | | _ | | | n n |
| (1,781) | Fees and Charges | (2,025) | 1 | 303 | (1,722) | (1 |
| | Other Customer and Client Receipts | (816) | 1 | 54 | (762) | · · · · · · · · · · · · · · · · · · · |
| | Interest Receivable | - | | - | - | n |
| | Recharges to other services | (586) | - | 477 | (109) | (8 |
| (2,714) | TOTAL INCOME | (3,427) | - | 834 | (2,593) | (2 |
| | | | | | | |
| 6,590 | NET CONTROLLABLE COST | 6,270 | 90 | (1,814) | 4,546 | (2 |
| 400 | Capital Charges | 380 | - | 223 | 602 | |
| 202 | Deferred/Intangible Charges | 202 | - | (123) | 603 79 | 5 (6 |
| · · - | REFCUS | - | - | - | - | (0 n |
| | Corporate support services bought in | (5,618) | - | 1,043 | (4,575) | (1 |
| (5,017) | TOTAL UNCONTROLLABLE COST | (5,036) | - | 1,143 | (3,893) | (2 |
| | | | | | | |
| 1,574 | NET COST OF SERVICE | 1,234 | 90 | (671) | 653 | (4 |
| - | Contributions to / (from) Earmarked Reserves | - T | - 1 | - | - | n |
| | Contributions to / (from) Capital Reserves: | | - | - | - | n |
| - | Financing of Capital Expenditure | | - | - | - | n |
| | Provision for Repayment of External Loans Contribution to / (from) General Balances | - | | - | | r |
| - | | | | • | | n |
| | TOTAL APPROPRIATIONS | - | - | | | |
| | TOTAL APPROPRIATIONS | - | | - | - | n |
| 1,574 | TOTAL APPROPRIATIONS | 1,234 | - 90 | (671) | - 653 | r (4 |
| 1,574 OTHER VA | TOTAL APPROPRIATIONS | - 1,234 | | (671) | 653 | n (4 £000's |
| 1,574 OTHER VA trategic bud | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings | 1,234 | | (671) | 653 | n (4 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies | 1,234 | | (671) | - 653 | (4 £000's |
| 1,574 OTHER VA trategic bud trategic bud nance Staff xtemal Audi | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract | 1,234 | | (671) | - 653 | (4 £000's (17 (17 |
| 1,574 OTHER VA trategic bud mance Staff temal Audi come Optio | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies | 1,234 | | (671) | 653 | (4 £000's (17 (17 (17 (17 |
| 1,574 OTHER VA trategic bud mance Staff temal Audi come Optio | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands Ing Efficiencies t Contract ns - Shared Services | 1,234 | | (671) | 653 | г (4 £000's |
| 1,574 OTHER VA trategic bud nance Staff ktemal Audi come Optio ep Change | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services ee changes | 1,234 | | (671) | - 653 | (4 <u>£000's</u> (17 (17 (17 (1 (1 (35 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio tep Change ther resource udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services es changes eents - P&E Re-alignment eents - Trainees | 1,234 | | (671) | 653 | (4 <u>£000's</u> (17 (17 (17 (1 () () () () () () () () () () () () () |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio ep Change ther resourc udget Virem udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services ents - P&E Re-alignment ents - Trainees ents - CRB Budget moved to CFL. | | | (671) | 653 | (4 <u>£000's</u> (17 (17 (17 (1 (12) (35) (12) (12) (12) (12) (12) (12) |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio ep Change ther resourc udget Virem udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands aget - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services - Supplies and Services - Supplies and Services - CAB Budget moved to CFL. tents - CRB Budget moved to CFL. | | | (671) | 653 | (4 <u>£000's</u> (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio tep Change ther resource udget Virem udget Virem udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE aet - agreed pressures / service demands aget - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services ents - P&E Re-alignment ents - Trainees ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate | and DASHH | | (671) | 653 | (4 <u>£000's</u> (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff xtemal Audi come Optio tep Change udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands aget - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Sup | and DASHH | | (671) | 653 | (17 (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 OTHER VA trategic bud trategic bud trategic bud nance Staff temal Audi come Optio ep Change ther resource udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services ents - P&E Re-alignment ents - Trainees ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Transfer of Design Studio budget to Customents ents - Rolling Budget items to corporate | and DASHH | | (671) | 653 | (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 DTHER VA rategic bud rategic bud nance Staff temal Audi come Optio ep Change ther resource udget Virem udget Virem | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services ents - P&E Re-alignment ents -Trainees ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Transfer of Design Studio budget to Custome ents - Rolling Budget items to corporate ents - Rol | and DASHH rom corporate er Services | 90 | | 653 | (4 <u>£000's</u> (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (13) (12 |
| 1,574 OTHER VA rategic bud rategic bud r | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services ents - P&E Re-alignment ents - Trainees ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (4 <u>£000's</u> (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12 |
| 1,574 DTHER VA rategic bud rategic bud nance Staff demal Audi come Optio ep Change ther resourc udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Adjus udget Adjus udget Adjus | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies and Services ents - P&E Re-alignment ents - Trainees tents - CAB Budget moved to CFL. tents - Consolidation of community halls from CFL at ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S tment - Business Support - Transfer to Corporate S tment - Budget realignment | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (4 <u>£000's</u> (17 (17 (17 (17 (17 (17 (17 (17 |
| 1,574 OTHER VA irategic bud irategic b | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - Supplies - Transfer of Design Studio budget to Custom - Ibrary Post (0.5 fte) due to Libraries Outso - Ibraries Outso - Ibrary Post (0.5 fte) due to Libraries Outso - Ibrary Post (0.5 fte) due to Libraries Outso - Ibrary Services - Supplies - Transfer of Services - Supplies - Supplies - Tra | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (17 (17 (17 (17 (17 (17 (17) (12) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio come Optio come Optio ther resource udget Virem udget Adjus udget Adjus udget Adjus udget Adjus udget Adjus | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S tment - Library Post (0.5 fte) due to Libraries Outso tment - Budget realignment tment - Agency Re-Procurement Benefits es and Intangibie Assets | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (17 (17 (17 (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio ep Change ther resourc udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Adjus udget Adjus udget Adjus | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S tment - Library Post (0.5 fte) due to Libraries Outso tment - Budget realignment tment - Agency Re-Procurement Benefits es and Intangibie Assets | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (17 (17 (17 (17 (17 (17 (17 (17 (17) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (35) (12) (12) (12) (12) (12) (12) (12) (12 |
| 1,574 OTHER VA trategic bud trategic bud nance Staff ktemal Audi come Optio come Optio come Optio ther resource udget Virem udget Adjus udget Adjus udget Adjus udget Adjus udget Adjus | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S tment - Library Post (0.5 fte) due to Libraries Outso tment - Budget realignment tment - Agency Re-Procurement Benefits es and Intangibie Assets | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (17 <u>£000's</u> (17 (17 (17 (17 (17 (17 (17 (17 |
| 1,574 DTHER VA rategic bud nance Staff temal Audio come Optio ep Change ther resource udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Virem udget Adjus udget Adjus udget Adjus udget Adjus udget Adjus udget Adjus | TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed pressures / service demands Get - agreed additional income / savings ing Efficiencies t Contract ns - Shared Services - Supplies and Services - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - CRB Budget moved to CFL. ents - Consolidation of community halls from CFL a ents - Pay Awards 1% back to corporate ents - Increased budget relating to Bank Charges f ents - Rolling Budget items to corporate ents - Agency Rebate tment - Business Support - Transfer to Corporate S tment - Library Post (0.5 fte) due to Libraries Outso tment - Budget realignment tment - Agency Re-Procurement Benefits es and Intangibie Assets | and DASHH rom corporate er Services ervices as part | 90 | | 653 | (17 <u>£000's</u> (17 (17 (17 (17 (17 (17 (17 (17 |

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

SERVICE DESCRIPTION

Divisional Overview of Services

The customer, transformation and communications Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council's customer call centre and Access Croydon services. Services are being transformed with the Council's departments to enable services to be delivered at the first point of contact for the customer.

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

in addition, the Division is responsible for maintaining and developing its understanding of customer requirements to enable its services to be continually developed to meet these needs, utilising customer insight and technology to improve responses. This role includes the oversight of all council resident engagements and consultations.

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

As well as front facing services it delivers the revenues (including the new corporate debt team to be developed during the year), benefits, exchequer, land charges, travel services and interpreting services, providing efficient and effective delivery whilst maximising income to the authority.

Finally the division is responsible for the organisations transformation agenda; as well as leading on key projects such as mobile and flexible working and sharepoint we work closely with departments and partners to identify opportunities for making efficiencies and improvements in service delivery. Responsible for the support and co-ordination of the departmental and organisational transformation plans. This is undertaken through business case development to identify potential solutions through service redesign and creative use of technology

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

Much of the transformation to improve these services requires the development of new technology streams and channel shift to improve efficient access to our services and to streamline and automate processes. Projects are underway to measure and improve customer services, to provide greater access through technology and to provide efficiencies through shared services. We are confident our record of high performance will allow the effective management of such opportunities.

Division's Service Priorities

increase customer satisfaction with quality of all local public services;

 Lead the delivery of welfare reform changes and appropriate support to residents in respect of council tax support, benefit cap and under occupancy;

Deliver service efficiencies Identified in customer access project

Drive service improvement from customer feedback;

Answer 95% of personal visits in 15mins;

Reduce abandoned calls;

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;

· Support service transformation across the organisation and lead the delivery of sharepoint and mobile/flex projects;

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations | | ORIGINAL | |
|----------------------------------|----------|------------|------------|----------|--------|
| | BUDGET | Expenditu | ure on (A) | BUDGET | % |
| | 2012/13 | | Other | 2013/14 | CHANGE |
| | (A) | | (C) | (D) | (E) |
| •0 | £000's | £000's | £000's | £000's | % |
| Revenues & Benefits | 5,571 | 79 | 271 | 5,921 | 6 |
| Customer Support Services | 387 | 17 | (279) | 125 | (68) |
| Contact Centre | 1,461 | 40 | (1,083) | 418 | (71) |
| Customer Communications Strategy | 137 | 17 | (378) | (224) | (264) |
| Transformation | | 1 | 428 | 429 | n/a |
| | | | | 1.00 | |
| TOTAL NET SPEND | 7.556 | 154 | (1.041) | 6.669 | (12) |

| | ORIGINAL | ORIGINAL | CHANGE |
|----------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | iN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Revenues & Benefits | 175.3 | 213.6 | 38.3 |
| Customer Support Services | 53.0 | 38.7 | (14.4) |
| Contact Centre | 148.5 | 82.8 | (65.7) |
| Customer Communications Strategy | 38.8 | 25.1 | (13.7) |
| Transformation | | 5.0 | 5.0 |
| | | | |
| TOTAL FTE STAFF | 415.6 | 365.1 | (50.5) |

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

| | E SUMMARY | | | | UNICATION | |
|---|--|------------------|------------|----------|-----------|---|
| | | ORIGINAL | Variations | | ORIGINAL | |
| FORECAST | | BUDGET | Expenditu | | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| £000's | | (A) | (B) | (C) | (D) | (E) |
| 14.658 | Employees | £000's | £000's | £000's | £000's | % |
| | The second se | 14,113 | 124 | (1,340) | 12,897 | (|
| 4 821 | Supplies and Services | 5 | | - | 5 | |
| | Third Party Payments | 4,667 | 10 | 150 | 4,827 | |
| | Transfer Payments | 1,109 313,254 | 20 | (42) | 1,087 | (|
| | Transport related expenditure | 313,234 | - | (54,662) | 258,592 | (1 |
| 142 | Recharges from other services | 36 | | 97 | 12 | |
| | | | | | 133 | 26 |
| | | 333,195 | 154 | (55,796) | 277,553 | (1 |
| | Government Grants | (312,718) | | 54,911 | (257,807) | (1 |
| (5,897) | Other Grants, reimbursements and contributions | (5,808) | - | (396) | (6,204) | |
| | Fees and Charges | (332) | - | (215) | (547) | 6 |
| (214) | Other Customer and Client Receipts | (1,020) | | (196) | (1,216) | 1 |
| - | Interest Receivable | 1 | 1 | - | (.,, | n |
| (2,162) | Recharges to other services | (2,160) | | 111 | (2,049) | |
| | TOTAL INCOME | | | | | |
| (022,000) | | (322,038) | • | 54,215 | (267,823) | (1) |
| | | | | | | |
| 11,466 | NET CONTROLLABLE COST | 11,157 | 154 | (1,581) | 9,730 | (1 |
| | Capital Chamas | | | | | |
| - | Capital Charges | - | - | | - | n |
| 58 | Deferred/Intangible Charges REFCUS | 58 | - | 10 | 68 | 1 |
| | | - | - | | - | n |
| | Corporate support services bought in | (3,659) | • | 530 | (3,129) | (14 |
| (3,601) | TOTAL UNCONTROLLABLE COST | (3,601) | - | 540 | (3,061) | (1 |
| | | | | | | |
| 7,865 | NET COST OF SERVICE | 7,556 | 154 | (1,041) | 6,669 | (1) |
| | | | | | | |
| - | Contributions to / (from) Earmarked Reserves | | - | - | - | n |
| | Contributions to / (from) Capital Reserves: | • | - | | - | n |
| - | Financing of Capital Expenditure | - | - | - | - | n/ |
| | Provision for Repayment of External Loans | - 1 | - | - | - | n |
| | Contribution to / (from) General Balances | | - | - | | n |
| • | TOTAL APPROPRIATIONS | • | - | • | - | n |
| 7,865 | TOTAL NET EXPENDITURE | 7,556 | 154 | (1.0.11) | | |
| ., | | 7,000 | 154 | (1,041) | 6,669 | (1) |
| OTHER VA | | | | | Г | 00001 |
| STHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| | | | 4 | | | £000's |
| | RIATIONS IN LEVEL OF EXPENDITURE | | 4 | | | £000's |
| | | | 4 | | | <u>±000's</u> |
| | | | | | | £000's |
| | | | 1 | | | £000's |
| <u>Strategic bud</u> | lget - agreed pressures / service demands | | | | | £000's |
| Strategic bud | lget - agreed pressures / service demands get - agreed additional income / savings | | | | | |
| Strategic bud Strategic bud Reduction of | lget - agreed pressures / service demands get - agreed additional income / savings 3 FTE's in Communication Team | | | | | (120 |
| Strategic bud Strategic bud Reduction of Income Optio | lget - agreed pressures / service demands get - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . | | | | | (120 |
| Strategic bud Strategic bud Reduction of Income Optio Efficiencies - | lget - agreed pressures / service demands get - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) | | | | | (12 (15 (30 |
| Strategic bud Strategic bud Reduction of ncome Optio Efficiencies - Step Change | lget - agreed pressures / service demands lget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) | | | | | (12) (15) (3) (1,01) |
| Strategic bud Strategic bud Reduction of Income Optio Efficiencies - Step Change Step Change | get - agreed pressures / service demands get - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage | | | | | (12 (15 (30 (1,012 (1,012) |
| Strategic bud Strategic bud Reduction of Income Optio Efficiencies - Step Change Step Change | lget - agreed pressures / service demands lget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) | | | | | (120 |
| Strategic bud Strategic bud Reduction of Income Optio Efficiencies - Step Change Step Change | get - agreed pressures / service demands get - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage | | | | | (12 (15 (3 (1,01 (1 (2 |
| Strategic bud Strategic bud Reduction of Income Optio Ifficiencies - Step Change Step Change Step Change | lget - agreed pressures / service demands lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services | | | | | (12 (15 (3 (1,01 (1 (2 |
| Strategic bud Strategic bud Reduction of Income Optio Step Change Step Change Step Change | lget - agreed pressures / service demands lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services the changes | | | | | (12 (15 (3 (1,01) (1) (1) (2) (1,36 |
| Strategic bud Strategic bud Reduction of Income Optio Step Change Step Change Step Change Step Change | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 changes % Pay Award - Contact Centre | | | | | (12 (15 (3) (1,01 (1) (2) (1,36) (4) |
| <u>Atrategic bud</u> <u>Atrategic bud</u> leduction of ficiencies - tep Change tep Change tep Change tep Change tep Change | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 changes 20 changes 2 | | | | | (12 (15 (3) (1,01 (1) (1) (2) (1,36) (4) (1) |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change tep Change tep Change tep Change | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 2 changes % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms | | | | | (12 (15 (3) (1,01 (1) (1,36 (4) (1) (6) |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change ther resource irements -19 irements -19 irements - 19 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 changes % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms subsided Travel | | | | | (12 (15 (3) (1,01 (1) (1,36) (1,36) (4) (1) (6) |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change tep Change tep Change tep Change irements -19 irements - 19 irements - 19 irements - 20 irements - 20 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms subsided Travel Velfare Team from DASHH | | | | | (12 (15 (3) (1,01 (1) (1,36) (1,36) (4) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change tep Change irements - 19 irements - 19 irements - 19 irements - 5 irements - 5 irements - 4 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 29 changes % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications | | | | | (12 (15 (3) (1,01 (1) (1,36) (1,36) (4) (1) (1) (1) |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change tep Change irements -19 irements - 19 irements - 19 irements - 5 irements - 5 irements - 4 irements - 4 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ns - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 29 changes % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms subsided Travel Velfare Team from DASHH consolidate Internal and External Communications ixed Element of Complaints Recharge | | | | | (12 (15 (3) (1,01 (1) (1) (1,36) (4) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |
| trategic bud trategic bud leduction of come Optio fficiencies - tep Change tep Change tep Change tep Change irements - 19 irements - 19 irements - 19 irements - 19 irements - 5 irements - 5 irements - 5 irements - 7 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team | | | | | (12 (15 (3) (1,01 (1) (1) (2) (1,36) (4) (1) (1) (6) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |
| trategic bud trategic bud eduction of icome Optio fficiencies - tep Change tep Change tep Change tep Change irements - 19 irements - 19 irements - 19 irements - 19 irements - 5 irements - 5 irements - 7 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team | solidation | | | | (12 (15 (3) (1,01 (1) (1) (2) (1,36) (4) (1) (6) (1) (1) 11 16 10 32 |
| trategic bud trategic bud eduction of ecome Optio fficiencies - tep Change tep Change te | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3) (1,01 (1) (1) (2) (1,36) (4) (1) (6) (1) (1) (6) (1) (1) (6) (2) (80) |
| trategic bud trategic bud leduction of ficiencies - tep Change tep | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3) (1,01 (1) (1) (2) (1,36) (4) (1) (6) (1) (6) (1) (10) (32) (80) (1) |
| trategic bud trategic bud leduction of come Optio fficiencies - tep Change tep Change tep Change tep Change irements - 19 irements - 19 irements - 19 irements - 19 irements - 5 irements - 5 irements - 5 irements - 7 | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3 (1,01 (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |
| trategic bud trategic bud eduction of ecome Optio fficiencies - tep Change tep Change te | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3 (1,01 (1 (2 (1,36 (4 (1 (6 (1 11 16 10 32 (80 1 53 |
| trategic bud eduction of come Optio ficiencies - tep Change tep Change tep Change tep Change tep Change tep Change rements -19 rements - 19 rements - 19 rements - S rements - S rements - C rements - T usiness Sup tangibles Ar | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3 (1,01 (1,01 (1) (1,36) (4 (1) (6) (1) (6) (1) (1) (6) (1) (1) (6) (1) (1) (6) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |
| trategic bud eduction of come Optio fficiencies - tep Change tep Change tep Change tep Change rements -19 rements - 19 rements - 10 rements - 10 rem | Iget - agreed pressures / service demands Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services 20 Changes % Pay Award - Contact Centre % Pay Award - Contact Centre % Pay Award - Customer Support % Pay Award - Revenues & Benefits % Pay Award - Revenues & Benefits % Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications ixed Element of Complaints Recharge ransformation Team port - Transfer to Corporate services as part of com- | solidation | | | | (12 (15 (3 (1,01 (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 |

SERVICE DESCRIPTION

Freedom Pass Scheme

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

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

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

London Taxicard Scheme

This scheme enables clients who are blind or who have severe mobility disabilities and who are not ordinarily able to use public transport, to make a number of journeys each year by licensed black cabs at a subsidised rate. The scheme is administered by London Councils.

Biue Badge Scheme

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility, those who are regular drivers unable to use some or all types of parking meters because of a severe disability in both arms or those who qualify under other automatic criteria.

MOVEMENT IN NET EXPENDITURE

| Freedom Pass Scheme | ORIGINAL BUDGET 2012/13 (A) <u>£000's</u> 13,259 | | in Level of ure on (A) Other (C) £000's 127 | ORIGINAL BUDGET 2013/14 (D) £000's 13,717 | % CHANGE (E) % 3 |
|--------------------------------------|---|-----|--|--|------------------------------|
| Taxicard Scheme Blue Badge Scheme | 163 (27) | - | (147) 27 | | (90) (100) |
| TOTAL NET SPEND | 13,395 | 331 | 7 | 13,733 | 3 |

| | ORIGINAL BUDGET 2012/13 FTE STAFF | ORIGINAL BUDGET 2013/14 FTE STAFF | CHANGE IN FTE FTE STAFF |
|--|--|--|----------------------------------|
| Freedom Pass Taxicard Scheme Blue Badge Scheme | | - | - |
| TOTAL FTE STAFF | | | |

SUBJECTIVE SUMMARY

| FORECAST | | | | | | |
|--|---|--------------------------------------|-------------------------------|---|--------------------------------------|----------------------|
| 2012/13 £000's | DESCRIPTION | ORIGINAL BUDGET 2012/13 (A) | Expenditu Inflation (B) | in Level of ure on (A) * Other (C) | ORIGINAL BUDGET 2013/14 (D) | % CHANGE (E) |
| | Employees | £000's | £000's | £000's | £000's | % |
| | Premises related expenditure | | | • | • | n/a |
| | Supplies and Services | 68 | | (20) | - 48 | n/a (29) |
| | Third Party Payments | 13,354 | 331 | (20) | 13,685 | (29) |
| | Transfer Payments | - | | - | | n/a |
| - 1 | Transport related expenditure | - | - | | - | n/a |
| | Recharges from other services | - | - | - | - | n/a |
| 13,407 | TOTAL EXPENDITURE | 13,422 | 331 | (20) | 13,733 | 2 |
| - 1 | Government Grants | - | - | | | n/a |
| | Other Grants, reimbursements and contributions | _ | | - | | n/a |
| | Fees and Charges | (27) | | 27 | _ | (100) |
| | Other Customer and Client Receipts | - | | - | _ | n/a |
| - 1 | Interest Receivable | - | 1.0 | • | _ | n/a |
| - 1 - I | Recharges to other services | - | | _ | | n/a |
| | TOTAL INCOME | (27) | | 27 | | |
| | | (27) | | 21 | | (100) |
| 13,407 | NET CONTROLLABLE COST | 13,395 | 331 | 7 | 13,733 | 3 |
| | | | | | | |
| | Capital Charges | - | • | - | | n/a |
| - 1 | Deferred/Intangible Charges | - | - 10 | - | - | n/a |
| | REFCUS | - | • | - | - | n/a |
| | Corporate support services bought in | • | | - | | n/a |
| | TOTAL UNCONTROLLABLE COST | - | - | - | - | n/a |
| 13,407 | NET COST OF SERVICE | 13,395 | 331 | 7 | 13,733 | 3 |
| (100) | | | | | - | |
| | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/a |
| | Contributions to / (from) Capital Reserves: Financing of Capital Expenditure | | - | - | - | n/a |
| | Provision for Repayment of External Loans | | - | - | - | n/a |
| - (| Contribution to / (from) General Balances | | | | | n/a n/a |
| | TOTAL APPROPRIATIONS | | | | | IVa |
| (150)] | | - | - | - | - | n/a |
| 13,274 | TOTAL NET EXPENDITURE | 13,395 | 331 | 7 | 13,733 | 3 |
| | | | | | | |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| | | | <u> </u> | | | £000's |
| | | | | | | £000's |
| | | | | | | £000's |
| Strategic buo | | | | | | |
| Strategic buo | lget - agreed pressures / service demands | | | | | |
| Strategic buo | lget - agreed pressures / service demands | | | | | |
| <u>Strategic buc</u> Strategic bud | dget - agreed pressures / service demands | | | | | |
| <u>Strategic buc</u> <u>Strategic buc</u> Dther resource | iget - agreed pressures / service demands iget - agreed additional income / savings ce changes | | | | | |
| <u>Strategic buc</u> Strategic buc Dther resourd Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - (20) |
| <u>Strategic buc</u> <u>Strategic buc</u> <u>Sther resourd</u> Budget Virem | iget - agreed pressures / service demands iget - agreed additional income / savings ce changes | | | | | |
| <u>Strategic buc</u> Strategic buc Dther resourd Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - (20) |
| <u>Strategic buc</u> Strategic buc Dther resourd Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - (20) |
| <u>Strategic buc</u> Strategic buc Dther resourd Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - - (20) 27 |
| <u>Strategic buc</u> Strategic buc Other resourd Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - (20) |
| <u>Strategic buc</u> Strategic buc Sther resourd Budget Virem Budget Virem | dget - agreed pressures / service demands dget - agreed additional income / savings ce changes ments within CRCS | | | | | - - (20) 27 |

SERVICE DESCRIPTION

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

Enable frontline services to develop strategy and strategic commissioning across the organisation;

Procure Commissioning solutions;

- Develop Contract Management
- Manage the Observatory and Data Analysis

Support performance management and performance outcomes

Support the Risk Management and Insurance framework

Provide Business continuity and emergency planning services.

Support performance management and performance outcomes

Support the risk management and insurance framework

Provide Business continuity and emergency planning services.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET 2012/13 (A) | | in Level of ure on (A) Other (C) | ORIGINAL BUDGET 2013/14 (D) | % CHANGE (E) |
|--|--------------------------------------|------------------------|---|--------------------------------------|--|
| | £000's | £000's | £000's | £000's | (⊑) % |
| Commissioning and Procurement Risk and Corporate Programme Management Strategy and Performance SCPP - Departmental Business Development and departmental support | (649) (380) 671 175 (22) | 9 6 10 8 5 | 780 311 (654) (73) (233) | | (122) (83) (96) (37) 1,036 |
| TOTAL NET SPEND | (205) | 38 | 131 | (36) | (82), |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Commissioning and Procurement | 22.0 | 22.0 | - |
| Risk and Corporate Programme Management | 13.0 | 12.0 | (1.0) |
| Strategy and Performance | 22.0 | 24.0 | 2.0 |
| SCPP - Departmental | 13.0 | 14.0 | 1.0 |
| Business Development and departmental support | 7.0 | 5.2 | (1.8) |
| | | | |
| TOTAL FTE STAFF | 77.0 | 77.2 | 0.2 |

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

SUBJECTIVE SUMMARY

| FORECAST | | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|--|---|--------------------|--|---------|--------------------|---|
| | DESCRIPTION | 2012/13 | Infiation | * Other | 2013/14 | % CHANGE |
| 201210 | | (A) | (B) | (C) | (D) | |
| £000's | | £000's | £000's | £000's | £000's | (E) % |
| | Employees | 4,884 | 38 | (335) | 4,587 | (6 |
| | Premises related expenditure | | - | 5 | -, | n/ |
| | Supplies and Services | (1,174) | - | 765 | (409) | (65 |
| | Third Party Payments | 12 | | 230 | 242 | 1,917 |
| | Transfer Payments | - | _ | - | | n/ |
| 4 | Transport related expenditure | 7 | - | (4) | 3 | (57 |
| 85 | Recharges from other services | 20 | · · · · · - · | 7 | 27 | 35 |
| 4,856 | TOTAL EXPENDITURE | 3,749 | 38 | 668 | 4,455 | 19 |
| - | Government Grants | | - | | | |
| | Other Grants, reimbursements and contributions | | | | | n/ |
| | Fees and Charges | (60) | | - | (00) | n/ |
| | | (69) | | 9 | (60) | (13 |
| | Other Customer and Client Receipts | (372) | - | 267 | (105) | (72 |
| | Interest Receivable | (120) | | 120 | - | (100 |
| | Recharges to other services | (180) | - | (114) | (294) | 6 |
| (590) | TOTAL INCOME | (741) | - | 282 | (459) | (38 |
| 4,266 | NET CONTROLLABLE COST | 3,008 | 38 | 950 | 3,996 | 3 |
| 7,200 | | 5,000 | 30 | 950 | 3,990 | 3 |
| - | Capital Charges | - 1 | - | - | - | n/ |
| | Deferred/Intangible Charges | | - | - | - | n, |
| | REFCUS | | - | - | - | n, |
| (3,213) | Corporate support services bought in | (3,213) | - | (819) | (4,032) | 2 |
| (3,213) | TOTAL UNCONTROLLABLE COST | (3,213) | - | (819) | (4,032) | 2 |
| | | | | | | 2; |
| 1,052 | NET COST OF SERVICE | (205) | 38 | 131 | (36) | (8: |
| (65) | Contributions to / (from) Earmarked Reserves | · · · | - 1 | | | n/ |
| (00) | Contributions to / (from) Capital Reserves: | | | | | n/ |
| | Financing of Capital Expenditure | | | | | n. |
| - | Provision for Repayment of External Loans | | | | | n |
| - | Contribution to / (from) General Balances | - | - | - | | n, |
| | TOTAL APPROPRIATIONS | | - 0 | | | n |
| | | | ······································ | | | |
| 987 | TOTAL NET EXPENDITURE | (205) | 38 | 131 | (36) | (8 |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | • | | | | £000's |
| trategic bud | dget - agreed pressures / service demands | | | | | |
| | surances - Riesco Collection | | | | | 2 |
| | | | | | | 0 |
| | | | | | | 22 |
| trategic bud | det - agreed additional income / savings | | | | | |
| | dget - agreed additional income / savings in Corporate Programme Office (1fte) | | | | P.1 | (4 |
| educe staff | in Corporate Programme Office (1fte) | | | | | |
| educe staff tep Change | in Corporate Programme Office (1fte) - SCPP efficiencies | | | | | (15 |
| educe staff tep Change tep Change | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport | | | | | (15 (5 |
| educe staff tep Change tep Change | in Corporate Programme Office (1fte) - SCPP efficiencies | | | | | (15 (5 (1 |
| leduce staff itep Change itep Change itep Change | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets | | | | | (4) (15) (5) (4) (24) |
| teduce staff tep Change tep Change tep Change | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> | | | | | (15 (5 (24 |
| educe staff tep Change tep Change tep Change ther resource udget Virem | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate | | | | | (15) (5) (24) 1,01) |
| educe staff tep Change tep Change tep Change ther resourc udget Virem udget Virem | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO | | | | | (15) (5) (24) (24) 1,01) 24) |
| educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO ments - within CRCS | | | | | (15 (5 (24 1,01 24 (3 |
| educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem usiness Sup | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> nents - to Corporate nents - from CEO nents - within CRCS poort - Transfer to Corporate services as part of con | nsolidation | | | | (15 (5 (24 1,01 24 (3 |
| educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem usiness Sup | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO ments - within CRCS | nsolidation | | | | (15 (5 (24 (24 1,01 24 (3 (5 |
| teduce staff tep Change tep Change tep Change ther resourc udget Virem udget Virem udget Virem usiness Sup | in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> nents - to Corporate nents - from CEO nents - within CRCS poort - Transfer to Corporate services as part of con | nsolidation | | | | (15) (5) (24) 1,01) |
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SERVICE DESCRIPTION

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

Corporate Services deliver the following services:

ICT

* Managing our ICT Outsource partners, including Cap Gemini to ensure VFM for contracted services and by leveraging the relationship, enhancing the value to the council of this arrangement;

Maintaining the ICT infrastructure used across the council and between us and our business partners;

* Developing and implementing ICT policies and procedures that ensure both protection of the Council's ICT assets including information and most cost-effective use of such assets.

* Responsible for ICT and Information management Strategy development and implementation

Facilities Management

* Managing the outsourced facilities management contract with Interserve, including the performance management of daily operations within the Civic Office accommodation

* Managing the Council's Corporate Accommodation and providing client input into the new Council Civic Hub as part of CCURV

Transformation

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

Business Support

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

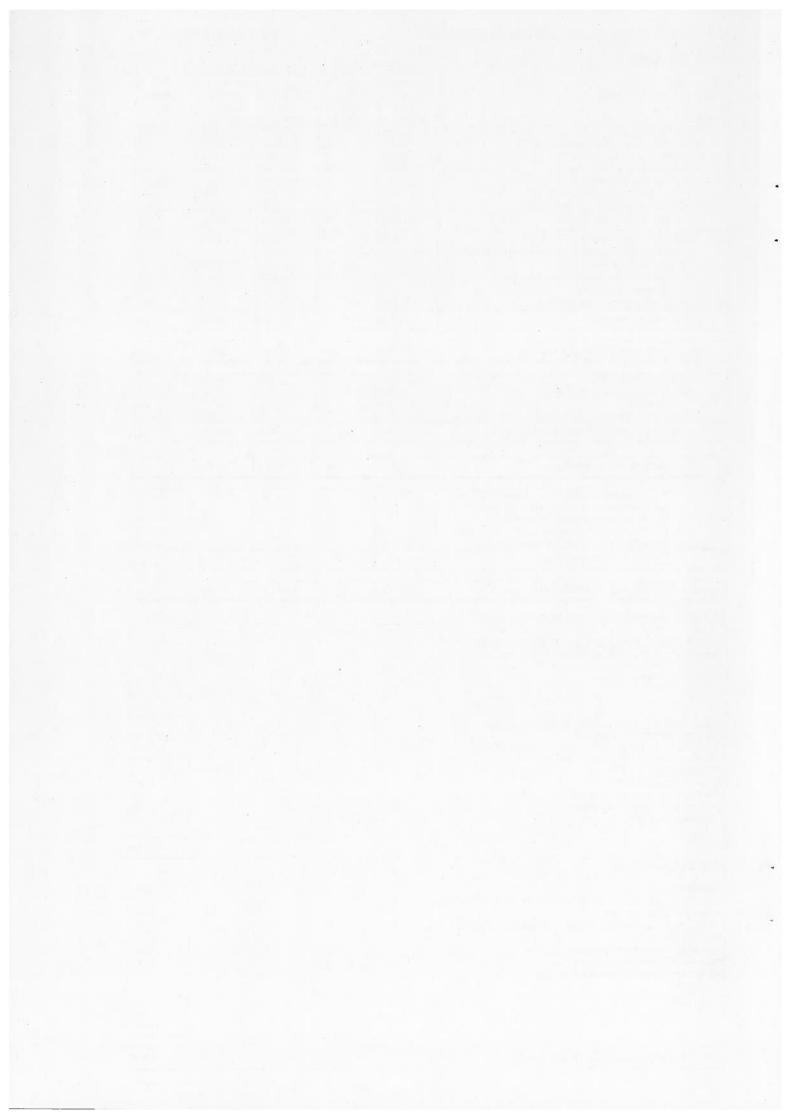
MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|---|--------------------|-------------------------|--------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Transformation and Programme Management | 72 | 2 | (16) | 58 | (19) |
| Information Communication Technology | 5,678 | 484 | (903) | 5,259 | (7) |
| Facilities Management | 1,497 | 213 | 4,430 | 6,140 | 310 |
| Business Support | | - | 5,163 | 5,163 | n/a |
| TOTAL NET SPEND | 7,247 | 699 | 8,674 | 16.621 | 129 |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Transformation and Programme Management | 1.0 | 1.0 | - |
| Information Communication Technology | 60.0 | 60.0 | - |
| Facilities Management | 14.0 | 14.0 | - |
| Business Support | 0.0 | 238.7 | 238.7 |
| TOTAL FTE STAFF | 75.0 | 313.7 | 238.7 |

CORPORATE SERVICES

| FORECAST | | ORIGINAL BUDGET | Variations | | ORIGINAL | 0/ |
|---|--|--------------------|-------------|---------------|-------------------|--|
| 2012/13 | DESCRIPTION | 2012/13 | Expenditu | * Other | BUDGET 2013/14 | % CHANGE |
| 201210 | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (⊑) % |
| 3,710 | Employees | 4,084 | 30 | 7,487 | 11.601 | 18 |
| 7,706 | Premises related expenditure | 7,550 | 169 | (1,668) | 6,051 | (2 |
| | Supplies and Services | 2,944 | 28 | (58) | 2,914 |) (|
| 16,816 | Third Party Payments | 16,617 | 486 | (738) | 16,365 | (|
| | Transfer Payments | - 1 | - | | - | n |
| 143 | Transport related expenditure | 32 | | 111 | 143 | 34 |
| | Recharges from other services | 23 | • | | 23 | |
| 31,102 | TOTAL EXPENDITURE | 31,250 | 713 | 5,134 | 37,097 | 1 |
| (113) | Government Grants | (113) | - | (88) | (201) | 7 |
| - | Other Grants, reimbursements and contributions | - | | | - | ŗ |
| | Fees and Charges | (657) | (13) | _ | (670) | |
| | Other Customer and Client Receipts | (102) | (, | (72) | (174) | 7 |
| - | Interest Receivable | (, | _ | (, _, | (1/3/ | r |
| (1.493) | Recharges to other services | (1,942) | | (1,744) | (3,686) | g |
| | | 1 | (40) | | | · |
| (2,437) | TOTAL INCOME | (2,814) | (13) | (1,904) | (4,732) | |
| | | | | | | |
| 28,665 | NET CONTROLLABLE COST | 28,436 | 699 | 3,230 | 32,366 | 1 |
| 4.000 | | T | | | | |
| | Capital Charges | 4,392 | - | 1,357 | 5,749 | 3 |
| 2,302 | Deferred/Intangible Charges REFCUS | 2,302 | • | 714 | 3,016 | 3 |
| (27 882) | REFCUS Corporate support services bought in | (27,883) | | 3,373 | 3,373 | r |
| | | 1 | | | (27,883) | |
| (21,189) | TOTAL UNCONTROLLABLE COST | (21,189) | | 5,444 | (15,745) | (2 |
| | | | | | | |
| 7,476 | NET COST OF SERVICE | 7,247 | 699 | 8,674 | 16,621 | 12 |
| | | | | | | |
| • | Contributions to / (from) Earmarked Reserves | - | - | - | | r |
| - | Contributions to / (from) Capital Reserves: | | - | - :*: | - | r |
| 1 T | Financing of Capital Expenditure | · · · | - | - | | r |
| • | Provision for Repayment of External Loans | - | - | | - | r |
| . | Contribution to / (from) General Balances | | - | | | r |
| | | | | | | |
| - | TOTAL APPROPRIATIONS | - 1.540 | - | · · | - | r |
| 7 476 | | - | - | - | - | |
| 7,476 | TOTAL APPROPRIATIONS | - 7,247.00 | - 699.35 | - 8,674.41 | - 16,621 | |
| | | - 7,247.00 | - 699.35 | 8,674.41 | - 16,621 | |
| | TOTAL NET EXPENDITURE | 7,247.00 | - 699.35 | 8,674.41 | - 16,621 | . 12 |
| OTHER VA | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE | 7,247.00 | 699.35 | 8,674.41 | - 16,621 | . 12 |
| OTHER VA | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support | 7,247.00 | 699.35 | 8,674.41 | - 16,621 | 12 £000's |
| OTHER VA Strategic buc New Childrer Staffing for S | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 £000's £ |
| OTHER VA Strategic buc New Childrer Staffing for S | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 <u>£000's</u> 8 12 3 |
| OTHER VA Strategic buc New Childrer Staffing for S | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 £000's 8 12 |
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| OTHER VA Strategic buc New Childrer Staffing for S Deeds and D | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE latet - agreed pressures / service demands n Recording System Hosting and Support share Point locument Officer | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 £000's 12 3 |
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| OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE latet - agreed pressures / service demands n Recording System Hosting and Support share Point locument Officer | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 <u>£000's</u> { 12 3 24 (1,48 |
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| OTHER VA Strateqic buc New Childrer Staffing for S Deeds and D Strateqic buc Cap Gernini (Core IT Skills Reduction in | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support hare Point focument Officer liget - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council | 7,247.00 | 699.35 | 8,674.41 | 16,621 | 12 <u>£000's</u> 12 12 12 12 12 12 12 12 12 12 |
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KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

Strategic Objectives

We have three overall objectives:

• to improve the health and well-being of Croydon people with care, support and housing needs, by helping them to live full lives as independently as possible

 to promote economic growth and prosperity, in particular by providing decent, affordable housing, and by improving the life and housing chances of people with care, support and housing needs

• to build safe and sustainable communities, in particular by providing neighbourhood services and empowering people to participate fully in their community.

Departmental Priorities

Our priorities are to:

help people to live as independently as possible by 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 he decisions affecting them

 make the most equitable response to housing need in the borough, through advice, assistance and making the best use of existing housing stock

 improve housing conditions by investing in the council's own housing stock and enabling or forcing private landlords and owneroccupiers to improve their homes

 mitigate the effects of the recession for households through information, advice, assistance and support in areas including weifare benefits, debts and housing

· offer professional care services and meet social care needs effectively through the transformation of services

continue to roll-out self-directed support through the use of personal budgets, to promote independence, well-being and choice
 safeguard those at risk and help people in emergencies

 develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents

• promote better and fair access to adult and housing services and join up our services to ensure the most efficient customer experience

make best use of resources, achieve value for money and balance the budget, and invest in our staff.

KEY VOLUME INDICATORS

| DESCRIPTION | ACTUAL 2011/12 | ORIGINAL 2012/13 | FORECAST 2012/13 | FORECAST 2013/14 | % CHANGE |
|--|-------------------|---------------------|---------------------|---------------------|-------------|
| Social care clients receiving self-directed support (DPs and individual Budgets) (NI 130) | 47.45% | 70.00% | 70.00% | 80.00% | 14 |
| Percentage of items of equipment and adaptations delivered within 7 working days (D54) | 99.46% | 98.00% | 98.00% | 99.00% | 1 |
| Numbers in Temporary Accommodation (at year end) | 1,749 | 1,200 | 2,010 | 2,170 | 8 |

FINANCIAL PERFORMANCE

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|--|----------|----------|-------------------------|----------|--------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| | £000 | £000 | 2000 | 0003 | |
| Employees | 27,614 | 26,651 | 24,729 | 25,664 | 4 |
| Premises related expenditure | 7,271 | 5,569 | 9,124 | 12.628 | 38 |
| Supplies and Services | 5,961 | 2,647 | 4,506 | 3.053 | (32) |
| Third Party Payments | 91,071 | 88,789 | 84,999 | 106,930 | 26 |
| Transfer Payments | 10,175 | 2,670 | 16,502 | 2,234 | (86) |
| Transport related expenditure | 583 | 647 | 428 | 436 | 2 |
| Capital Charges | 5,659 | 969 | 968 | 955 | (1) |
| Deferred/intangible Charges | • | 313 | 2,213 | 339 | (85) |
| REFCUS | - | 1,900 | - | 1,900 | n/a |
| Corporate support services bought in | 9,969 | 10,814 | 11,041 | 10,391 | (6) |
| Recharges (to) / from other services | (3,655) | (932) | (5,082) | (1,183) | (77) |
| TOTAL EXPENDITURE | 154,647 | 140,036 | 149,427 | 163,347 | 9 |
| Government Grants | (6,388) | (2,976) | (2,983) | (21,288) | 614 |
| Other Grants, reimbursements and contributions | (9,482) | (3,619) | (7,464) | (4,014) | (46) |
| Fees and Charges | (14,380) | (12,149) | (12,433) | (14,866) | 20 |
| Other Customer and Client Receipts | (5,526) | (3,506) | (7,593) | (8,722) | 15 |
| Interest Receivable | (5) | (27) | · · · · · · · · · · · · | (28) | n/a |
| | (35,781) | (22,277) | (30,473) | (48,917) | 61 |
| NET EXPENDITURE | 118,866 | 117,759 | 118,954 | 114.430 | (4) |
| | | | | | |
| Contributions to / (from) Reserves | | • | (155) | • | (100) |
| CURRENT BUDGET | 118,130 | | 117,357 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | 736 | | 1,442 | | |

TOP FINANCIAL RISKS 2013/14

1) Significant demographic change including ordinary residence claims.

2) increased demand for temporary accommodation and increase in homelessness.

3) Signifcant increase in demand for service due to the current economic conditions.

4) Non-achievement of efficiencies

5) Reduction in Income collected due to current economic conditions.

CABINET MEMBER

Councillor Margaret MeadCabinet Member for Health and Adult ServicesCouncillor Dudley MeadDeputy Leader & Cabinet Member for Housing,

Deputy Leader & Cabinet Member for Housing, Budget and Asset Management

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|-----------------|--|----------|
| Hannah Miller | Executive Director of Adult Services, Housing and Health | 65490 |
| Peter Brown | Director - Housing Needs and Strategy | 65474 |
| Brenda Scanlan | Director - Adult Care Commissioning | 65727 |
| Pauline French | Director - Personal Support | 65416 |
| Mike Robinson | Director - Public Health | 14030 |
| Dave Sutherland | Managing Director - Croydon Landlord Services | 65675 |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST | | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|----------|----------------------------|--------------------|-------------------------|---------|--------------------|--------|
| 2012/13 | SERVICE | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 8,469 | Housing Needs and Strategy | 7,945 | (76) | 2,391 | 10,260 | 29 |
| 104,490 | Adult Care Commissioning | 104,578 | 2,168 | (3,191) | 103,555 | (1) |
| 5,833 | Personai Support | 5,002 | (76) | (4,312) | 615 | (88) |
| 275 | Public Health | 235 | - | (235) | - | (100) |
| (268) | Directorate | - | 114 | (114) | - | n/a |
| 118,799 | TOTAL NET SPEND | 117,760 | 2,130 | (5,460) | 114,430 | (3) |

| Directorate | 1 | 1 | - |
|----------------------------|-----------|-----------|-----------|
| Public Health | 3.8 | 32.0 | 28.2 |
| Personal Support | 352.5 | 312.4 | (40.1) |
| Adult Care Commissioning | 175.6 | 137.3 | (38.3) |
| Housing Needs and Strategy | 87.5 | 77.7 | (9.8) |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| | 2012/13 | 2013/14 | FTE |
| SERVICE | BUDGET | BUDGET | IN |
| | ORIGINAL | ORIGINAL | CHANGE |

SUBJECTIVE SUMMARY

| | | ORIGINAL | Variations I | | ORIGINAL | |
|---------------------------------------|--|-------------|--------------|-----------|-----------|------------|
| FORECAST | | BUDGET | Expenditu | re on (A) | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| 00001 | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 24,729 | Employees | 26,651 | 201 | (1,189) | 25,664 | (4 |
| 9,124 | Premises related expenditure | 5,570 | 3 | 7,055 | 12,628 | 12 |
| | Supplies and Services | 2,646 | 55 | 352 | 3,053 | 1. |
| | Third Party Payments | 88,790 | 980 | 17,160 | 106,930 | 2 |
| | Transfer Payments | 2,671 | 16 | (453) | 2,234 | (1 |
| 428 | Transport related expenditure | 646 | - 1 | (210) | 436 | (3 |
| 62,405 | Recharges from other services | 63,245 | 1,348 | (744) | 63,849 | v - |
| 202,692 | TOTAL EXPENDITURE | 190,219 | 2,602 | 21,973 | 214,795 | 1 |
| | Government Grants | (2,976) | | (18,312) | (21,288) | 61 |
| (7,464) | Other Grants, reimbursements and contributions | (3,619) | (88) | (306) | (4,014) | 1 |
| (12.433) | Fees and Charges | (12,150) | (364) | (2,352) | (14,866) | 2 |
| (7.593) | Other Customer and Client Receipts | (3,505) | (19) | (5,197) | (8,722) | 14 |
| | Interest Receivable | (27) | (13) | (3,137) | (0,722) | |
| (67.487) | Recharges to other services | (64,177) | (1) | (856) | | |
| (97,960) | TOTAL INCOME | (86,454) | (473) | (27,023) | (65,033) | 0 |
| (01,000) | | [(00,404)] | (473)] | (27,023) | (113,950) | 3 |
| 104,732 | NET CONTROLLABLE COST | 103,765 | 2,130 | (5,050) | 100,845 | (|
| | | | | | | |
| | Capital Charges | 968 | - | (13) | 955 | (|
| 2,213 | Deferred/Intangible Charges | 313 | - | 26 | 339 | |
| - | REFCUS | 1,900 | | - | 1,900 | |
| 11,041 | Corporate support services bought in | 10,814 | | (423) | 10,391 | (* |
| 14,222 | TOTAL UNCONTROLLABLE COST | 13,995 | - | (410) | 13,585 | (|
| 118,954 | NET COST OF SERVICE | 117,760 | 2,130 | (5,460) | 114,430 | (|
| (155) | Contributions to / (from) Formediad Deserves | 1 | | | | |
| (155) | Contributions to / (from) Earmarked Reserves | | - | - | - | n |
| ., | Contributions to / (from) Capital Reserves: | - | - | - | - | п |
| - | Financing of Capital Expenditure | - | | - | - | n |
| • | Provision for Repayment of External Loans | - | - | | - | п |
| - | Contribution to / (from) General Balances | - | - | _ | - | <u>n</u> |
| (155) | TOTAL APPROPRIATIONS | <u> </u> | | | - | n |
| 118,799 | TOTAL NET EXPENDITURE | 117,760 | 2,130 | (5,460) | 114,430 | (|
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | | | ſ | £000's |
| · · · · · · · · · · · · · · · · · · · | iget - agreed pressures / service demands | | | | | |
| | | | | | | 3,18 |
| tratagle | last parood additional income (| | * | | | 3,18 |
| | lget - agreed additional income / savings | | | | | (6,54 |
| | | | | | | (6,54 |
| ther resour | <u>ce changes</u> | | | | | (2,10 |
| | | | | | | (2,10 |
| | | | | | | (2,10 |
| | ER VARIATIONS IN RESOURCE | | | | | (5,46 |

SERVICE DESCRIPTION

| The Housing Needs and Strategy Division is made up of | the following sections: |
|--|--|
| Housing options | |
| | homelessness, and giving advice and assistance to homeless |
| applicants. It carries out the council's statutory duty to a | ssess applications of homelessness. |
| Housing solutions | |
| Responsible for the housing and transfer registers, and a | allocation of social housing (including registered social landiords). It |
| promotes home ownership and facilitates access to the p | private sector to prevent and discharge the council's homelessness duty, |
| providing subsequent support to landlords and tenants to | o sustain tenancies. |
| Operational support | |
| Responsible for operational support and facilities manag | ement in DASHH, short term accommodation strategy, emergency |
| planning and business recovery plan, business processi | ng and improvement and health and safety. |
| Housing strategy, commissioning & standards | |
| Responsible for the commissioning of a range of landior | d services for the Council's housing stock ensuring robust contract |
| arrangements and adherence to quality standards and th | e following services: |
| Housing standards and enforcement | |
| s a statutory service ensuring standards are maintained | in private sector housing. Includes Houses in Multiple Occupation (HMC |
| icensing scheme, housing health and safety rating syst | em, housing enforcement policy, energy efficiency, drainage, public |
| nealth nuisances and pest control. | |
| Housing renewal | |
| Responsible for the Staying Put Home improvement Age | ency, Renewal Grants/Loans and Disabled Facilities Grants, Empty |
| Property Strategy, and home safety schemes. | |
| Stock investment | |
| Responsible for the asset management strategy for the C | Council's housing stock, the development of strategies and policies for |
| esponsive repairs and major works. | |
| Housing strategy | |
| Responsible for the development and implementation of | cohesive housing strategies and policies. |
| Resident participation | |
| Responsible for meeting new scrutiny requirements by w | orking with tenants. This includes the establishment of a scrutiny panel |
| and consulting with and involving tenants through regula | r meetings. |
| he introduction of the Revenue Expenditure Funded from | m Capital Under Statute (REFCUS) covers expenditure under the |
| Disabled Facilities Grant and identifies expenditure when | e no asset is generated for the council. |
| Crovdon has seen a significant rise in homelessness due | to the economic downturn and the changes to welfare benefits which |
| as resulted in an increase in expenditure on temporary a | accommodation. |
| | |
| | |

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|---|--------------------|-------------------------|---------|--------------------|--------|
| | 2012/13 | infiation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Housing Options | 1,152 | 7 | (150) | 1,009 | (12) |
| Housing Solutions | 1,811 | 5 | 1,690 | 3,506 | 94 |
| Housing Strategy, Commissioning and Standards | 989 | (105) | 4,862 | 5,746 | 481 |
| Operational Support | 3,994 | - | (3,994) | | (100) |
| SWL Partnership | - | - | | - | n/a |
| TOTAL NET SPEND | 7,945 | (93) | 2,408 | 10,260 | 29 |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Housing Options | 24.4 | 22.5 | (2.0) |
| Housing Solutions | 3.3 | 2.9 | |
| Housing Strategy, Commissioning and Standards | 55.8 | 51.3 | |
| Operational Support | 3.0 | 0.0 | (3.0) |
| SWL Partnership | 1.0 | 1.0 | - |
| TOTAL FTE STAFF | 87.5 | 77.7 | -9.8 |

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

499

2,391

| | | ORIGINAL | Variations I | n Level of | ORIGINAL | |
|--|--|--------------------|----------------|------------|----------|--|
| FORECAST | | BUDGET | Expenditu | re on (A) | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANG |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (Ľ) % |
| 3,575 | Employees | 3,573 | 29 | (236) | 3,366 | |
| 8,282 | Premises related expenditure | 4,475 | | 7,189 | 11,664 | 16 |
| 780 | Supplies and Services | 610 | | 216 | 826 | 3 |
| 493 | Third Party Payments | 346 | | | | |
| | Transfer Payments | 340 | | 68 | 414 | 2 |
| 82 | Transport related expenditure | 51 | | (3) | | (10 |
| 402 | Recharges from other services | | - | (7) | 44 | (1 |
| | | 400 | | (215) | 185 | (5 |
| 13,617 | TOTAL EXPENDITURE | 9,458 | 29 | 7,012 | 16,499 | 7 |
| 28 | Government Grants | (107) | | | (107) | |
| 87 | Other Grants, reimbursements and contributions | (81) | | 81 | (107) | 140 |
| (1.226) | Fees and Charges | | (405) | | | (10 |
| (7,004) | Other Queterner and Ollant Dury is t | (1,547) | (105) | 10 | (1,642) | |
| | Other Customer and Client Receipts | (2,740) | - | (5,214) | (7,954) | 19 |
| | Interest Receivable | - | | - | - | r |
| (626) | Recharges to other services | (697) | - | 29 | (668) | |
| | TOTAL INCOME | | (405) | | | |
| (0,741) | | (5,172) | (105) | (5,094) | (10,371) | 10 |
| | | | | | | |
| 4,876 | NET CONTROLLABLE COST | 4,286 | (76) | 1,918 | 6,128 | 4 |
| | | ., | (10) | 1,010 | 0,120 | |
| 21 | Capital Charges | 21 | | | | |
| | Deferred/Intangible Charges | 21 | | 36 | 57 | 17 |
| | REFCUS | - | - | | - | |
| | | 1,900 | - | - | 1,900 | |
| 1,738 | Corporate support services bought in | 1,738 | - | 437 | 2,175 | |
| 3,659 | TOTAL UNCONTROLLABLE COST | 3,659 | - | 473 | 4,132 | |
| | | | | | 1,102 | |
| | | | | | | |
| 8,536 | NET COST OF SERVICE | 7,945 | (76) | 2,391 | 10,260 | |
| | | | | | | |
| (67) | Contributions to / (from) Earmarked Reserves | - | | | - | |
| - | Contributions to / (from) Capital Reserves: | | | | | |
| - | Financing of Capital Expenditure | | | | | ſ |
| | Provision for Repayment of External Loans | | | | - | |
| - | | | | | - | г |
| - | Contribution to / (from) General Balances | | | | | |
| | Contribution to / (from) General Balances | | | | | ! |
| | Contribution to / (from) General Balances TOTAL APPROPRIATIONS | | - | - | | |
| (67) | Contribution to / (from) General Balances TOTAL APPROPRIATIONS | | - | | | |
| (67) | Contribution to / (from) General Balances | 7,945 | - (76) | 2,391 | | |
| (67) 8,469 | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE | 7,945 | - - (76) | | - | |
| (67) 8,469 | Contribution to / (from) General Balances TOTAL APPROPRIATIONS | 7,945 | - - (76) | | - | 1 |
| (67) 8,469 OTHER VAF | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE | 7,945 | - (76) | | - | 1 |
| (67) 8,469 OTHER VAF | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands | 7,945 | - - (76) | | - | |
| (67) 8,469 DTHER VAF | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE | 7,945 | - - (76) | | - | £000's |
| (67) 8,469 DTHER VAF | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands | 7,945 | - (76) | | - | £000's 2,10 |
| (67) 8,469 DTHER VAF | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands | 7,945 | (76) | | - | £000's 2,10 |
| (67) 8,469 OTHER VAF trategic budg dditional net | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands cost of homelessness | 7,945 | (76) | | - | £000's 2,10 |
| (67) 8,469 DTHER VAR trategic budd dditional net | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessness Cost of homelessness | 7,945 | (76) | | - | £000's 2,1(2,1(|
| (67) 8,469 DTHER VAF rategic budd dditional net rategic budd ansforming | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessn | 7,945 | (76) | | - | £000's 2,1(2,1) |
| (67) 8,469 DTHER VAF trategic budd dditional net rategic budd ansforming ficiencies in | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessn | 7,945 | (76) | | - | £000's 2,1(2,1(((|
| (67) 8,469 DTHER VAF Trategic budd dditional net rategic budd ansforming ficiencies in affing efficie | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cet - agreed pressures / service demands cost of homelessness Cet - agreed additional income / savings the tenancy relations team management of homelessness Decise | 7,945 | (76) | | - | £000's 2,1(2,1(((|
| (67) 8,469 DTHER VAF rategic budd dditional net rategic budd ansforming ficiencies in affing efficie nared servic | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cet - agreed pressures / service demands cost of homelessness Det - agreed additional income / savings the tenancy relations team management of homelessness oncles es efficiencies | 7,945 | (76) | | - | £000's 2,1(2,1) ((((((|
| (67) 8,469 DTHER VAF rategic budd dditional net rategic budd ansforming ficiencies in affing efficie nared servic ep change - | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cet - agreed pressures / service demands cost of homelessness Cet - agreed additional income / savings the tenancy relations team management of homelessness es efficiencies improved ways of managing the housing register | 7,945 | (76) | | - | £000's 2,1(2,1) ((((|
| (67) 8,469 DTHER VAF rategic budd dditional net rategic budd ansforming ficiencies in affing efficie nared servic ep change - ep change - | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cet - agreed pressures / service demands cost of homelessness Cet - agreed additional income / savings the tenancy relations team management of homelessness Incles es efficiencies Improved ways of managing the housing register implementation of Housing Wizard | 7,945 | (76) | | - | £000's 2,1(2,1) (; (; (; (; |
| (67) 8,469 DTHER VAF rategic budd ditional net rategic budd ansforming ficiencies in affing efficie nared servic ep change - ep change - crease in pe | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Det - agreed pressures / service demands cost of homelessness Det - agreed additional income / savings the tenancy relations team management of homelessness incles es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges | 7,945 | (76) | | - | £000's 2,11 2,11 ((((((((|
| (67) 8,469 DTHER VAF Trategic budd dditional net rategic budd ansforming fficiencies in affing efficie hared servic ep change - ep change - crease in pe | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Det - agreed pressures / service demands cost of homelessness Det - agreed additional income / savings the tenancy relations team management of homelessness incles es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges | 7,945 | (76) | | - | £000's 2,1(2,1) (; (; (; () |
| (67) 8,469 OTHER VAF Trategic budd dditional net trategic budd ansforming fficiencies in affing efficie hared servic ep change - ep change - crease in pe | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Det - agreed pressures / service demands cost of homelessness Det - agreed additional income / savings the tenancy relations team management of homelessness incles es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges | 7,945 | (76) | | - | £000's <u>2,1(</u> 2,1((3 (3 (4) (4) (4) (4) (4) (4) (4) (4) |
| (67) 8,469 DTHER VAF rategic budg ditional net rategic budg ansforming ficiencles in affing efficient ared servic ep change - ep change - crease in pe | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Det - agreed pressures / service demands cost of homelessness Det - agreed additional income / savings the tenancy relations team management of homelessness incles es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges | 7,945 | (76) | | - | £000's 2,1(2,1) (((((((((((())))))))))))))))))) |
| (67) 8,469 DTHER VAF Trategic budd dditional net rategic budd ansforming ficiencies in affing efficient ared servic ep change - ep change - crease in pe crease in lice | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Ret - agreed pressures / service demands cost of homelessness Ret - agreed additional income / savings the tenancy relations team management of homelessness es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges encing fees | 7,945 | (76) | | - | £000's <u>2,10</u> 2,11 (3 (2 (1 (3 (4) (2) (2) (2) (2) (2) (2) (2) (2 |
| (67) 8,469 DTHER VAF trategic budd dditional net trategic budd ansforming ficiencies in affing efficient nared servic ep change - crease in lice crease in lice ther resource | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE aet - agreed pressures / service demands cost of homelessness aet - agreed additional income / savings the tenancy relations team management of homelessness es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges encing fees e changes | | (76) | | - | £000's <u>2,10</u> 2,11 (3 (2 (1 (3 (4) (2) (2) (2) (2) (2) (2) (2) (2 |
| (67) 8,469 DTHER VAF DTHER VAF trategic budd dditional net trategic budd ansforming ficiencies in affing efficie nared servic ep change - ep change - crease in pe crease in lice ther resource ansfer of bu | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Reat - agreed pressures / service demands cost of homelessness Ret - agreed additional income / savings the tenancy relations team management of homelessness es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges encing fees es changes siness support functions to corporate resources and | | (76) | | - | £000's £000's 2,10 2,10 (3 (4 (4) (4) (4) (4) (4) (4) (4) |
| (67) 8,469 OTHER VAF trategic budd dditional net trategic budd ansforming fficiencies in taffing efficiencies in taffing effic | Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Reat - agreed pressures / service demands cost of homelessness Ret - agreed additional income / savings the tenancy relations team management of homelessness es efficiencies improved ways of managing the housing register implementation of Housing Wizard t control charges encing fees es changes siness support functions to corporate resources and | | (76) | | - | £000's 2,1(2,1((; (; (; (; (; (; (; (; (; (|
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TOTAL OTHER VARIATIONS IN RESOURCE

SERVICE DESCRIPTION

Adult Care Commissioning Division

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

- people with long-term conditions and end of life care

- people with learning disabilities

- people with mental health needs

- people with physical disabilities

- carers

supported housing

- people with substance misuse problems

- people who have been diagnosed as HiV+ or have AIDS

asylum seekers

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

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

Pending the implementation of future organisation arrangements, the division has direct management responsibility for: - Heathfield Rd supported housing unit for adults with a Learning disability.

 The Shared Lives scheme that recruits, trains and supports carers to provide accommodation and support to people with learning disability and mental health problems.

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

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

The principles that underpin the work of the division are:

- Partnership with users, carers, health and housing colleagues, local voluntary sector / community groups and criminal justice agencies

- Prevention to facilitate the provision of evidence based, cost effective, preventative and early intervention services, and opportunities for self-help

- Protection to ensure that the most vulnerable citizens are safeguarded

Promotion to ensure that good information and advice is available

- Personalisation to encourage the development of self directed support and to ensure that all aspects of market development in health and social care form part of our core business.

Following approval by Cabinet and the CCG Board the division are committed to the establishment of an Integrated Commissioning Unit for health and social care with statutory health partners, CFL and public health.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL Variations in Level of ORIGIN | | ORIGINAL | | |
|---|--|--------------------|----------|---------|--------|
| | BUDGET | Expenditure on (A) | | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Leaming Disability | 44,311 | 966 | (3,300) | 41,978 | (5) |
| Vulnerable Adults and Supported Housing | 9,978 | 145 | (2,038) | 8,085 | (19) |
| Older People and Long Term Conditions | 33,876 | 867 | 6,703 | 41,446 | 22 |
| Professional Standards | (0) | 4 | (6) | (2) | 492 |
| Specialist Services | 5,437 | 46 | (2,769) | 2,714 | (50) |
| Adult Care Commissioning | 319 | 3 | (175) | 147 | (54) |
| Strategic Projects | 11 | (5) | 55 | 61 | 479 |
| Mental Health | 10,648 | 141 | (1,662) | 9,127 | (14) |
| TOTAL NET SPEND | 104,578 | 2,168 | (3,191) | 103,555 | (1) |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Learning Disability | 31.2 | 8.8 | (22.4) |
| Vulnerable Adults and Supported Housing | 21.5 | 19.5 | (2.0) |
| Older People and Long Term Conditions | 16.0 | 11.0 | (5.0) |
| Professional Standards | 12.5 | 10.0 | (2.5) |
| Specialist Services | 13.0 | 10.5 | (2.5) |
| Adult Care Commissioning | 2.0 | 3.0 | 1.0 |
| Strategic Projects | 12.0 | 12.0 | - 1 |
| Mental Health | 67.4 | 62.5 | (4.9) |
| TOTAL FTE STAFF | 175.6 | 137.3 | (38.3) |

ADULT CARE COMMISSIONING

| FORECAST | | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|--|--|---|--|--|--------------------|---|
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| £000's | | (A) £000's | (B) £000's | (C) £000's | (D) £000's | (E) % |
| 7,153 | Employees | 7,561 | 57 | (525) | 7,092 | (6 |
| | Premises related expenditure | 681 | 1 | (010) | 689 | 1 |
| 1,265 | Supplies and Services | 1,093 | - | 58 | 1,151 | Į |
| | Third Party Payments | 34,937 | 913 | (2,244) | 33,606 | (* |
| | Transfer Payments | 626 | 16 | (224) | 418 | (3: |
| | Transport related expenditure | 107 | - | (3) | 104 | (; |
| | Recharges from other services | 62,476 | 1,348 | (341) | 63,483 | |
| | TOTAL EXPENDITURE | 107,481 | 2,334 | (3,272) | 106,543 | (|
| | Government Grants | (2,869) | | - | (2,869) | |
| | Other Grants, reimbursements and contributions | (1,650) | (41) | 711 | (980) | (4 |
| | Fees and Charges | (4,260) | (107) | 17 | (4,350) | |
| | Other Customer and Client Receipts | (682) | (17) | 17 | (683) | 1.1 |
| | Interest Receivable | (27) | (1) | - | (28) | |
| (3,520) | Recharges to other services | (3,302) | - | 224 | (3,078) | (|
| (12,111) | TOTAL INCOME | (12,790) | (165) | 968 | (11,987) | |
| | | | | | (,) | (|
| 94,464 | NET CONTROLLABLE COST | 94,691 | 2,168 | (2,304) | 94,555 | (|
| 914 | Capital Charges | 914 | | (58) | 856 | (|
| - | Deferred/Intangible Charges | - | | - | - | n |
| | REFCUS | - | | - | - | n |
| | Corporate support services bought in | 8,973 | | (829) | 8,144 | (|
| 10,114 | TOTAL UNCONTROLLABLE COST | 9,887 | - | (887) | 9,000 | (|
| 104,578 | NET COST OF SERVICE | 104,578 | 2,168 | (3,191) | 103,555 | |
| | | <u> </u> | | (_,, | | |
| | Contributions to / (from) Earmarked Reserves | | | | - | n |
| - | Contributions to / (from) Capital Reserves: | - | | | - | n |
| - | Financing of Capital Expenditure | - 1 | | | - | n |
| | Provision for Repayment of External Loans Contribution to / (from) General Balances | | | | - | n |
| | TOTAL APPROPRIATIONS | | | | - | <u> </u> |
| (00) | | | | | | n |
| 104.490 | | | 0.100 | (3,191) | 103,555 | |
| | TOTAL NET EXPENDITURE | 104,578 | 2,168 | (0,101) | 100,000 | · (|
| 5 | RIATIONS IN LEVEL OF EXPENDITURE | 104,578 | 2,108 | (0,101) | | (£000's |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | 104,578 | 2,108 | | | |
| OTHER VA | RIATIONS IN LEVEL OF EXPENDITURE | | 2,108 | (0,101) | | £000's |
| OTHER VAI | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement | | 2,108 | (0,101) | | £000's 18 |
| OTHER VAI | RIATIONS IN LEVEL OF EXPENDITURE | | 2,108 | (0,101) | | |
| OTHER VAI atrategic bud ntal Health - earning Disa | RIATIONS IN LEVEL OF EXPENDITURE <u>get - agreed pressures / service demands</u> new residential and self directed support placemen ability - Transition from Child Care | | 2,108 | (0,101) | | £000's 18 |
| OTHER VAI | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placemen ability - Transition from Child Care get - agreed additional income / savings | n | | | | £000's 18 90 |
| OTHER VAI Strategic bud Intal Health - earning Disa | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placemen ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident | n | | | | £000's 18 90 1,08 |
| OTHER VAI Strategic bud Intal Health - earning Disa Strategic bud Strategic | RIATIONS IN LEVEL OF EXPENDITURE <u>get - agreed pressures / service demands</u> new residential and self directed support placement ability - Transition from Child Care <u>get - agreed additional income / savings</u> nt programme of transformation by reducing resident using options | n ntial placements | s and moving | into | | £000's 18 90 1,08 |
| OTHER VAI trategic bud ntal Health - earning Disa trategic bud trategic bud xtend currer upported hor ntroduction o | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placemen ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident | n ntial placements | s and moving | into | | £000's 18 90 1,08 (75 |
| OTHER VAI Strategic bud Intal Health - earning Disa Strategic bud Strategic | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the | n ntial placements e numbers of pe | s and moving | into | | £000's 18 90 1,08 (75 (13 |
| OTHER VAI itrategic bud ntal Heaith - earning Disa itrategic bud itrategic b | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident | n ntial placements e numbers of pe | s and moving cople requiring | into | | £000's 18 90 1,08 (75 (13 (5 |
| OTHER VAI trategic bud htal Heaith - earning Disa trategic bud xtend currer upported hor htroduction o ackages love 80% of elf Directed | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not tr | n ntial placements e numbers of pe | s and moving cople requiring | into | | £000's 18 90 1,08 (75 (13 (5 (5 |
| OTHER VAI trategic bud ntal Heaith - earning Disa trategic bud xtend currer upported hou ntroduction o ackages love 80% of elf Directed ransitions Pa | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not tr ackage Re-Design 19-25 | n ntial placements e numbers of pe s ansitions cases | s and moving cople requiring | into g costly care | | £000's 18 90 1,08 (75 (13 (5 (5 |
| OTHER VAI trategic bud ntal Heaith - earning Disa trategic bud xtend currer upported how ntroduction o ackages love 80% of eif Directed ransitions Pa ntroduction o | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not tr | n ntial placements e numbers of pe s ansitions cases | s and moving cople requiring | into g costly care | | £000's 18 90 1,08 (75 (13 (5 (5) (5) |
| OTHER VAI trategic bud tal Heaith - earning Disa trategic bud xtend currer upported hou troduction o ackages love 80% of elf Directed ransitions Pa troduction o ondon) | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provider Support reviews for new and existing clients (not tr ackage Re-Design 19-25 of risk stratification/preablement (figures calculated | n ntial placements e numbers of pe s ansitions cases with informatics | s and moving cople requiring) NHS South N | into g costly care | | £000's 18 90 1,08 (75 (13 (5 (5) (40 |
| OTHER VAI trategic bud tal Heaith - earning Disa trategic bud xtend currer upported hou troduction o ackages love 80% of elf Directed ransitions Pa troduction o ondon) etter use of | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not tr ackage Re-Design 19-25 | n ntial placements e numbers of pe s ansitions cases with informatics ural and behavi | s and moving cople requiring) NHS South N | into g costly care | | £000's 16 90 1,08 (75 (13 (5 (5) (40 (5) |
| OTHER VAI trategic bud ital Heaith - earning Disa trategic bud xtend currer upported hou itroduction o ackages love 80% of elf Directed ransitions Pa troduction o ondon) etter use of p lder persons | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not transchare Re-Design 19-25 of risk stratification/preablement (figures calculated personal budgets - Community development & cults s reablement anticipated reduction in support costs | n ntial placements e numbers of pe s ansitions cases with informatics ural and behavi for individuals | s and moving cople requiring) NHS South N cour training | into g costly care West | | £000's 18 90 1,08 (75 (13 (5 (5) (40) (5) (35) |
| OTHER VAI trategic bud ntal Heaith - earning Disa trategic bud xtend currer upported hou ntroduction o ackages love 80% of eif Directed ransitions Pa ntroduction o ondon) etter use of p lder persons athroom and ackages, to n | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not transchare Re-Design 19-25 of risk stratification/preablement (figures calculated personal budgets - Community development & cults is reablement anticipated reduction in support costs d wet rooms installation in special sheitered housin reduce care package costs and avoid residential a | n ntial placements e numbers of pe ansitions cases with informatics ural and behavi for individuals g, targeting peo nd nursing place | s and moving cople requiring) NHS South N our training ple with large ements. | into g costly care West support | | £000's 18 90 1,08 (75 (13 (5 (5) (40) (5) (35) |
| OTHER VAI intal Heaith - earning Disa intal Heaith - earning Disa intrategic budd introduction o ackages Nove 80% of real Directed ransitions Pa ordon) letter use of p ordon) letter use of p older persons athroom and ackages, to p ystematic co nd VFM | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not trackage Re-Design 19-25 of risk stratification/preablement (figures calculated personal budgets - Community development & cult is reablement anticipated reduction in support costs d wet rooms installation in special sheitered housin reduce care package costs and avoid residential aport personal budgets - review across all residential portication present and avoid residential pro- trackage ment review across all residential pro- personal budgets - review across all residential pro- personal budgets - review across all residential pro- personal present review across all residential pro- personal budgets - review across all residential pro- personal budgets - review across all residential pro- personal budgets - review across all residential pro- personal present present review across all residential pro- personal present pres | n ntial placements e numbers of pe rs ansitions cases with informatics for individuals g, targeting peo nd nursing place roviders focusin | s and moving cople requiring) NHS South M our training ple with large ements. g on standard | into g costly care West support is/quality | | £000's 18 90 1,08 (75 (13 (5 (5 (5) (40) (5 (35) (25) |
| OTHER VAI intal Heaith - earning Disa intal Heaith - earning Disa intrategic budd introduction o ackages Nove 80% of real Directed ransitions Pa ordon) letter use of p ordon) letter use of p older persons athroom and ackages, to p ystematic co nd VFM | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not trackage Re-Design 19-25 of risk stratification/preablement (figures calculated personal budgets - Community development & cult is reablement anticipated reduction in support costs d wet rooms installation in special sheltered housin reduce care package costs and avoid residential a personal to accelerate move from residential care to scheme to accelerate move from residential care to accelerate move from residential care to personal budgets - Community development anticipated reduction in support costs d wet rooms installation in special sheltered housing reduce care package costs and avoid residential and personal budgets - Community access all residential and personal budgets - Community access all residential personal personal persons all residential personal personal persons all residential personal personal personal persons all residential personal personal persons all residential personal personal persons all residential personal personal personal persons all residential personal p | n ntial placements e numbers of pe rs ansitions cases with informatics for individuals g, targeting peo nd nursing place roviders focusin | s and moving cople requiring) NHS South M our training ple with large ements. g on standard | into g costly care West support is/quality | | £000's 18 90 |
| OTHER VAI trategic bud htal Heaith - earning Disa trategic bud trategic bud xtend currer upported hou troduction o ackages love 80% of eif Directed ransitions Pa ondon) etter use of p lder persons athroom and ackages, to p ystematic cond vFM xpansion of ervice users earning Disa | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands new residential and self directed support placement ability - Transition from Child Care get - agreed additional income / savings nt programme of transformation by reducing resident using options of life coaching and career advice, thus reducing the LD Clients to use generic domiciliary care provident Support reviews for new and existing clients (not trackage Re-Design 19-25 of risk stratification/preablement (figures calculated personal budgets - Community development & cult is reablement anticipated reduction in support costs d wet rooms installation in special sheltered housin reduce care package costs and avoid residential a personal to accelerate move from residential care to scheme to accelerate move from residential care to accelerate move from residential care to personal budgets - Community development anticipated reduction in support costs d wet rooms installation in special sheltered housing reduce care package costs and avoid residential and personal budgets - Community access all residential and personal budgets - Community access all residential personal personal persons all residential personal personal persons all residential personal personal personal persons all residential personal personal persons all residential personal personal persons all residential personal personal personal persons all residential personal p | n ntial placements e numbers of pe rs ansitions cases with informatics for individuals g, targeting peo nd nursing place roviders focusin o community op ansport; review | s and moving cople requiring) NHS South Mourt training ple with large ements. g on standard tions for men client contribu | into g costly care West support Is/quality tal health | | £000's 18 90 1,08 (75 (13 (5 (5) (40) (5 (35) (25) (60) |



| * OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|---|---------|
| CONTINUED FROM PAGE DASHH 2.2 | |
| ndividual Price Reductions through outcomes based efficiencies including the use of assistive | (5) |
| technology | (50 |
| Social Inclusion - Employment support review (concierge) | (50 |
| Generic all customer groups - efficiency savings through pathway redesign (consequence of integrated commissioning with the NHS) | (5) |
| Reduce the care support budgets for Older People, People with a Learning and Physical Disability and those with a Mental Health problem. | (13 |
| Provide Careline to support independent hospital discharges | (14) |
| Modernisation of shared lives scheme | (18 |
| Joint Transition 14-25 transformation programme with CFL | (20 |
| Release Savings - promote independence in Mental Health services | (31 |
| Using the Supporting People framework agreement to renegotiate hourly costs & re-tender service at a ower cost | (25) |
| Registered Social Landlords Sheltered Housing support review | (6 |
| Mental Health - review and re-negotiation of package costs across the 4 SLAM boroughs | (20 |
| Generation of external funding for the Third Sector to enable preventative solutions and reduce the lirect cost of care packages | (15 |
| Staffing re-design (MH with SLAM as part of 4 Boroughs commissioned programme) | (15 |
| Review Homes 4 the Future contract relating to infrastructure and care support | (10 |
| Re-letting the meals in the home contract | (6 |
| Review of Partnership for Older People Programme Service | (2 |
| Dider People and Longer Term Conditions - Development of Self Directed Support Market | (2 |
| Review of advocacy | (1 |
| Reduction of 2 FTE in Adult Care Commissioning costs | (13 |
| Reduction of 1 FTE in Professional Standards Team in Adult Social care | (4 |
| Further reduction in payments to the voluntary sector Reduce the care support budgets for Older People, People with a Learning and Physical Disability and | (8) |
| Modernisation of shared lives scheme | (1 |
| ntroduction of demand management processes through Mental Health Reablement | (6) (15 |
| Continued programme of savings through the Croydon Care Solutions Ltd contract | (15) |
| Employment based cost review | (20 |
| | (5,93 |
| <u>Other resource changes</u> Fransfer of business support function to corporate resources and customer services | |
| Removal of budget for inflationary increases to staff salaries | (21 |
| Removal of budget for internal charges for buildings no longer required | (8 |
| ransfer of welfare benefits team to corporate resources and customer services | (1 |
| Change in purchasing budget for micro-commissioning of services by Personal Support division | 3,55 |
| n year transfer of budgets within adult social care following restructure realignment | (33 |
| Additional funding for lone families | 27 |
| Change in capital asset charges | (5 |
| Reduction in cost of corporate services bought in | (1,05 |
| Reduction in internal charges to other services due to lower net costs | (1,00 |
| | 1,66 |
| TOTAL OTHER VARIATIONS IN RESOURCE | (3,19 |

SERVICE DESCRIPTION

The Personal Support Division will focus upon working with the public and providers of service to deliver bespoke solutions which will support maximum independence for the public, within the resources available and in a timely way.

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations in Level of Expenditure on (A) | | ORIGINAL | |
|---|----------|--|---------|----------|--------|
| | BUDGET | | | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Assessment and Case Management | 50,256 | (121) | (1,673) | 48,463 | (4) |
| Provider Commercial Relations and Brokerage | (54,153) | 16 | (2,248) | (56,385) | 4 |
| Early Intervention and Reablement | 4,225 | 30 | (129) | | (2) |
| Social Work and Safeguarding - Adult Care | 4,589 | (2) | (261) | 4,326 | (6) |
| Strategic Projects | 86 | 1 | (1) | | - |
| TOTAL NET SPEND | 5,003 | (76) | (4,312) | 615 | (88) |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Assessment and Case Management | 118.7 | 84.52 | (34.2) |
| Provider Commercial Relations and Brokerage | 47.2 | 48.43 | |
| Early Intervention and Reablement | 140.2 | 116.01 | (24.2) |
| Social Work and Safeguarding - Adult Care | 45.3 | 62.47 | 17.1 |
| Strategic Projects | 1.0 | 1.0 | |
| | | | |
| | | | |
| TOTAL FTE STAFF | 352.5 | 312.4 | -40.1 |

PERSONAL SUPPORT

| | | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|--|--|--|--|--------------|--------------------|--|
| 2012/13 | DESCRIPTION | 2012/13 (A) | Inflation (B) | Other (C) | 2013/14 (D) | CHANGE (E) |
| £000's | | £000's | £000's | £000's | £000's | (Ľ) % |
| | Employees | 14,987 | 114 | (2,241) | 12,860 | (14 |
| 254 | Premises related expenditure | 399 | 2 | (204) | 197 | (5 |
| | Supplies and Services | 412 | 1 | 139 | 552 | 3 |
| | Third Party Payments Transfer Payments | 53,190 | 9 | 1,719 | 54,918 | |
| | Transport related expenditure | 2,043 | • | (226) | 1,817 | (1 |
| | Recharges from other services | 306 | | (5) (225) | 287 81 | (7 |
| | TOTAL EXPENDITURE | 71.629 | 126 | | | |
| | Government Grants | /1,029 | 120 | (1,043) | 70,712 | (|
| | Other Grants, reimbursements and contributions | | - | - | - | · n |
| | Fees and Charges | (1,888) (6,347) | (47) | 402 | (1,534) | (1 |
| | Other Customer and Client Receipts | | (153) | (2,376) | (8,876) | 4 |
| | Interest Receivable | (82) | (2) | - | (84) | |
| | Recharges to other services | (58,655) | - | (1.920) | - | |
| | | | | (1,329) | (59,984) | |
| (75,584) | TOTAL INCOME | (66,972) | (202) | (3,303) | (70,477) | |
| 5,488 | NET CONTROLLABLE COST | 4,657 | (76) | (4,347) | 234 | (9 |
| 32 | Capital Charges | 32 | 1 | 9 | 41 | 2 |
| | Deferred/Intangible Charges | 313 | - | 26 | 339 | |
| 1 | REFCUS | - | | - | - | л |
| | Corporate support services bought in | - | - | - | - | r |
| 346 | TOTAL UNCONTROLLABLE COST | 345 | | 35 | 380 | 1 |
| 5,833 | NET COST OF SERVICE | 5,002 | (76) | (4,312) | 615 | (8 |
| | | | | | | |
| | Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: | - | • | - | | r |
| - 1 - 1 | Financing of Capital Expenditure | | | - | - | r |
| | Provision for Repayment of External Loans | | | | | r |
| | Contribution to / (from) General Balances | - | • | | - | ſ |
| | | | | _ | | |
| | TOTAL APPROPRIATIONS | - | - | - | | r |
| - | | 5.002 | (76) | (4.312) | 615 | |
| - 5,833 | TOTAL NET EXPENDITURE | - 5,002 | (76) | (4,312) | 615 | (8 |
| - 5,833 DTHER VAI | | 5,002 | (76) | (4,312) | 615 | (1 |
| 5,833 THER VAI rategic bude rategic bude paring for ntinued tra duction of 2 nployment t arging for / | TOTAL NET EXPENDITURE | 5,002 | (76) | (4,312) | 615 | |
| 5,833 THER VAI ategic bude ategic bude paring for ntinued tra duction of 2 upployment to arging for arging the arging the | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional Income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support e changes | | | (4,312) | 615 | (1. (1. (1. (1. (1.) (1.) (1.) (1.) (1.) |
| 5,833 THER VAI ategic bude ategic bude a | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support eschanges usiness support function to corporate resources an udget for inflationary increases to staff salaries udget for internal charges for buildings no longer re pital asset charges | d customer ser | vices | | 615 | (1) <u>£000's</u> (1) (1) (1) (1) (2) (2) (2) (2) (2) (2) (2) (2 |
| 5,833 THER VAI ategic bude ategic bude ategic bude aparing for ntinued tra duction of 2 aployment to arging for A arging the ter resource moval of bu moval of bu ange in cap duction in i | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support eschanges udget for inflationary increases to staff salaries udget for inflationary increases to staff salaries udget for inflationary increases to staff salaries pital asset charges nternal charges to other services due to lower net | d customer ser equired costs therefore | vices | me | 615 | (1- £000's (1- (1- (1- (1- (1- (1- (2- (2- (2- (2- (1-)))))))))))))))))))))))))))))))))))) |
| 5,833 THER VAI ategic budy ategic budy a | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional Income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support se changes usiness support function to corporate resources an udget for inflationary increases to staff salaries udget for internal charges for buildings no longer re pital asset charges nternal charges to other services due to lower net cro-commissioning budget from Adult Care Commi g budget within Adult Care Commissioning. | d customer ser equired costs therefore ssioning divisio | vices reduced inco on. This is offs | me | 615 | (1 <u>£000's</u> (1 (((((((((((((|
| 5,833 THER VAI ategic bude ategic bude ategic bude paring for ntinued tra duction of 2 ployment t arging for A arging the moval of bu moval of bu moval of bu moval of bu moval of bu ange in can duction in i ange in min purchasing | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support eschanges udget for inflationary increases to staff salaries udget for inflationary increases to staff salaries udget for internal charges for buildings no longer re pital asset charges nternal charges to other services due to lower net cro-commissioning budget from Adult Care Commi | d customer ser equired costs therefore ssioning divisio | vices reduced inco on. This is offs | me | 615 | (1 (1 (1 () () () () () () () () () () () () () |
| 5,833 THER VAI ategic bud ategic bud ategic bud paring for ntinued tra duction of 2 ployment t arging for A arging the moval of bu moval of bu moval of bu moval of bu moval of bu ange in can duction in i ange in mic | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional Income / savings change of delivery model nsfer of Appointeeship cases to Deputyship 2 FTE in the Assessment and Case Management based cost review savings Appointeeships/funerals PCT for brokerage support se changes usiness support function to corporate resources an udget for inflationary increases to staff salaries udget for internal charges for buildings no longer re pital asset charges nternal charges to other services due to lower net cro-commissioning budget from Adult Care Commi g budget within Adult Care Commissioning. | d customer ser equired costs therefore ssioning divisio | vices reduced inco on. This is offs | me | 615 | (1) <u>£000's</u> (1) (1) (1) (1) (2) (2) (2) (2) (2) (2) (2) (2 |

SERVICE DESCRIPTION

The council takes over responsibility for public health functions from 1 April 2013. For Croydon Council this comprises the Director of Public Health and a team of 32 fte posts. 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.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET 2012/13 (A) £000's | | in Level of ure on (A) Other (C) £000's | ORIGINAL BUDGET 2013/14 (D) £000's | % CHANGE (E) |
|-----------------|--|---|---|--|--------------------|
| Public Health | 235 | - | (235) | | <u>%</u> (100) |
| | | | - | | |
| TOTAL NET SPEND | 235 | - | (235) | (0) | (100) |

| | ORIGINAL | ORIGINAL | CHANGE |
|-----------------|-----------|------------------|------------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Public Health | 3.8 | 32.00 | 28.2 |
| | | | |
| | | | |
| | | | A |
| | | _ | 1.1.1 |
| | | | |
| | | | - 14 J - 1 |
| TOTAL FTE STAFF | 3.8 | 32.0 | 28.2 |

PUBLIC HEALTH

SUBJECTIVE SUMMARY

| FORECAST 2012/13 | | | | tions in Level of OR enditure on (A) BL | | % |
|---|--|------------|-----------|--|-------------------|---|
| 2012/10 | DESCRIPTION | 2012/13 | Inflation | Other | BUDGET 2013/14 | % CHANGE |
| | | (A) | (B) | (C) | 2013/14 (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (Ľ) % |
| 208 | Employees | 169 | | 1.824 | 1,993 | |
| | Premises related expenditure | | | 80 | 80 | n/ |
| 6 | Supplies and Services | 6 | 1.5 Ib | 100 | 106 | 1,667 |
| 1 | Third Party Payments | - | - | 17,590 | 17,590 | n/ |
| | Transfer Payments | | | | | n/ |
| - | Transport related expenditure | | - | | _ | n/ |
| 8 | Recharges from other services | 8 | - | (5) | 3 | (63 |
| 222 | TOTAL EXPENDITURE | 183 | | 19,589 | 19,772 | 10,704 |
| | Government Grants | | | | | 10,70 |
| | Other Grants, reimbursements and contributions | - | - | (18,312) | (18,312) | n/ |
| | | - | - | (1,500) | (1,500) | n/ |
| | Fees and Charges | - | | - | - | n/ |
| | Other Customer and Client Receipts | - | - | - | - | n/ |
| | Interest Receivable | | | • | - | n/ |
| - | Recharges to other services | - | | - | - | n/ |
| - | TOTAL INCOME | - | _ | (19,812) | (19,812) | |
| | | | | (,012) | (, | <u>n</u> , |
| 222 | NET CONTROLLABLE COST | 183 | - | (223) | (40) | (12: |
| - | Capital Charges | - | | | | |
| - | Deferred/Intangible Charges | - | | | | n/ |
| | REFCUS | | | | | ກ ກ |
| 52 | Corporate support services bought in | 52 | - | (12) | 40 | (2: |
| 52 | TOTAL UNCONTROLLABLE COST | 52 | | | | (2) |
| | | 52 | | (12) | 40 | (2 |
| 275 | NET COST OF SERVICE | 235 | - | (235) | | (10 |
| | | | | (100) | | (10) |
| - | Contributions to / (from) Earmarked Reserves | | | - | - | n/ |
| - | Contributions to / (from) Capital Reserves: | - | - | - | | n/ |
| | Financing of Capital Expenditure | - 1 | - | | - 1 | n/ |
| - | Provision for Repayment of External Loans | - | - | - | - | n/ |
| - | Contribution to / (from) General Balances | · · · | - | - | - | n/ |
| | | | | | | |
| - | TOTAL APPROPRIATIONS | | | | | n/ |
| I | | | | (235) | | |
| 275 | TOTAL NET EXPENDITURE | - 235 | - | (235) | - | |
| 275 | | | - | (235) | | n/ (100 £000's |
| 275 OTHER VA | TOTAL NET EXPENDITURE | | - | (235) | | (100 |
| 275 OTHER VAI | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands | | | (235) | - | (10 |
| 275 OTHER VAI | TOTAL NET EXPENDITURE | | - | (235) | - | (10 |
| 275 OTHER VAI | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands | | - | (235) | - | (10 |
| 275 OTHER VAI trategic bude | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings | | - | (235) | - | (10 |
| 275 OTHER VAI trategic bude trategic bude | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings | 235 | - | (235) | - | (100 £000's |
| 275 OTHER VAI trategic bude trategic bude ther resourc ransfer of Pu | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings re changes ublic Health from NHS to Croydon from 1 April 2013 | 235 | - | (235) | - | (100 £000's - - - 19,812 |
| 275 OTHER VAI trategic bude trategic bude ther resourc ransfer of Pu overment f | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings the changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health | 235 | - | (235) | - | (100 £000's - - - - - - - - - - - - - - - - - - - |
| 275 OTHER VAI trategic bude trategic bude ther resourc ansfer of Pu overment f eimburseme | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health ent from South & South West London HIV Partners | 235 235 | - | (235) | - | (100 £000's |
| 275 OTHER VAI trategic bude trategic bude ther resourc ansfer of Pu overment f eimburseme disting Public | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings abic Health from NHS to Croydon from 1 April 2013 unding for Public Health ent from South & South West London HIV Partners c Health provision now included in Government gra | 235 235 | - | (235) | - | (100 £000's |
| 275 OTHER VAI trategic bude trategic bude ther resource ansfer of Pu overnment f eimburseme disting Public eduction in c | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings de changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health and from South & South West London HIV Partners c Health provision now included in Government gra- cost of corporate service bought in | 235 235 | - | (235) | - | (100 £000's |
| 275 DTHER VAI rategic bude rategic bude ther resource ansfer of Pu by the resource and t | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health ent from South & South West London HIV Partners c Health provision now included in Government gra cost of corporate service bought in recharges from other services | 235 235 | - | (235) | - | (10) £000's |
| 275 DTHER VAI rategic bude rategic bude her resource ansfer of Pu overnment f eimburseme disting Public eduction in c | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health ent from South & South West London HIV Partners c Health provision now included in Government gra cost of corporate service bought in recharges from other services | 235 235 | - | (235) | - | (10) <u>£000's</u> 19,812 (18,312 (1,500 (17) (12) (12) (12) (12) (43) |
| 275 DTHER VAI rategic bude rategic bude her resource ansfer of Pu overnment f eimburseme disting Public oduction in c | TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes ublic Health from NHS to Croydon from 1 April 2013 unding for Public Health ent from South & South West London HIV Partners c Health provision now included in Government gra cost of corporate service bought in recharges from other services | 235 235 | - | (235) | - | (10) £000's |

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | Variations in Level of Expenditure on (A) | | ORIGINAL BUDGET | % |
|-----------------|--------------------|--|--------------|--------------------|---------------|
| | 2012/13 (A) | Inflation (B) | Other (C) | 2013/14 (D) | CHANGE (E) |
| | £000's | £000's | £000's | £000's | % |
| Directorate | - | 114 | (114) | - | n/a |
| | * | | | | |
| | | | | | |
| TOTAL NET SPEND | - | 114 | (114) | - | n/a |

| | | | ORIGINAL | ORIGINAL | CHANGE |
|-----------------|--|------------------|-----------|------------------|-----------|
| | | | BUDGET | BUDGET | IN |
| | | | 2012/13 | 2013/14 | FTE |
| | | | FTE STAFF | FTE STAFF | FTE STAFF |
| Directorate | | | 1.0 | 1.0 | 0.0 |
| | | | 1 | • | |
| | | 10 C 10 C 10 C | | | |
| | | 1 | | | |
| | | 8 ^{- 1} | | | |
| | | | | | |
| | | | | | |
| TOTAL FTE STAFF | | | 1.0 | 1.0 | 0.0 |

DIRECTORATE

42

2

(94)

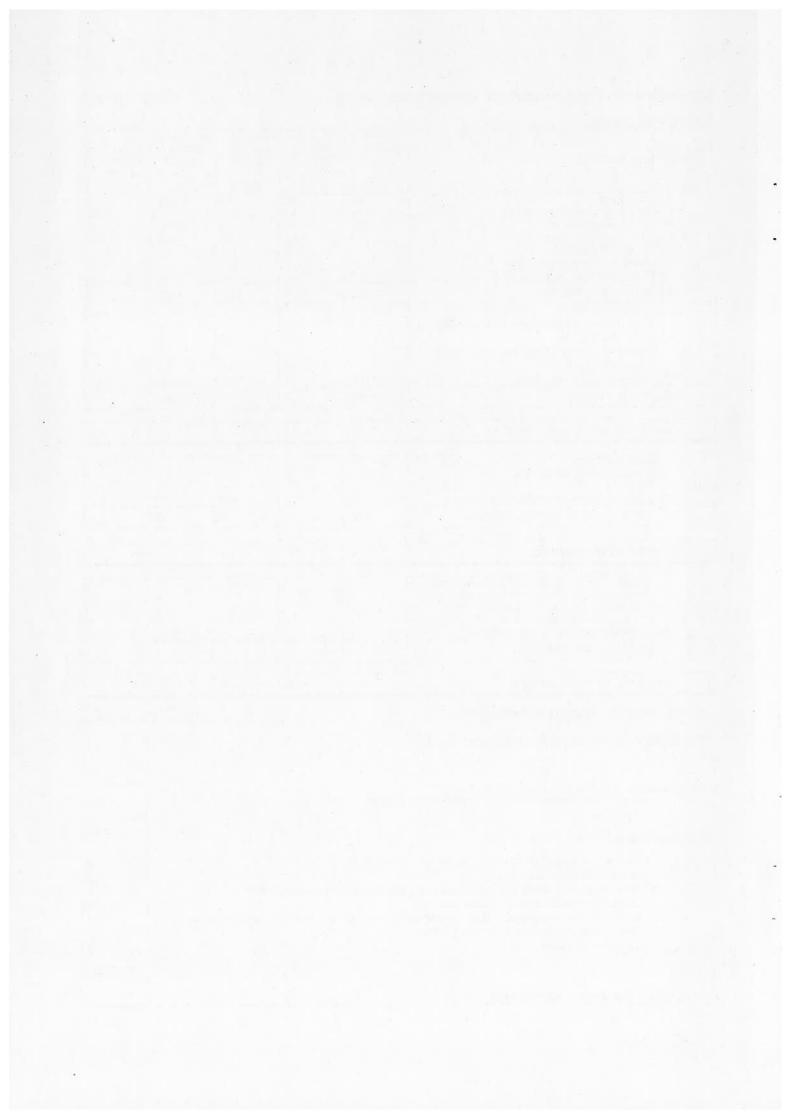
(114)

SUBJECTIVE SUMMARY

| FORECAST | | | Variations in Level of Expenditure on (A) | | ORIGINAL | |
|---------------|--|-------------------|--|--------------------|---------------|-------------|
| 2012/13 | DESCRIPTION | BUDGET 2012/13 | Expenditu Inflation | | BUDGET | % CUANOE |
| 201210 | | | | Other | 2013/14 | CHANGE |
| £000's | | (A) £000's | (B) £000's | (C) £000's | (D) £000's | (E) % |
| | Employees | 361 | 2000 3 | (11) | 352 | |
| (100) | Premises related expenditure | 16 | - | (16) | 552 | (2 (100 |
| 490 | Supplies and Services | 524 | 54 | (160) | 417 | (10) |
| 505 | Third Party Payments | 318 | 58 | 27 | 404 | 27 |
| · · · · | Transfer Payments | | | | - | n/ |
| - 1 | Transport related expenditure | 195 | | (195) | · · · · · | (10 |
| 57 | Recharges from other services | 55 | - | 42 | 97 | 70 |
| 1,205 | TOTAL EXPENDITURE | 1,469 | 113.46 | (313) | 1,270 | (14 |
| - | Government Grants | | | (=, | ., | |
| | Other Grants, reimbursements and contributions | | | | _ | n/ |
| - | Fees and Charges | 3 | 0 | (2) | • | n/ |
| | Other Customer and Client Receipts | S S | U | (3) | - | (100 |
| | Interest Receivable | - | | - | - | n/ |
| (1 523) | Recharges to other services | (1 500) | | - | - | n/ |
| | | (1,523) | | 221 | (1,302) | (18 |
| (1,523) | | (1,520) | 0 | 218 | (1,302) | (14 |
| (319) | NET CONTROLLABLE COST | (51) | 114 | (95) | (32) | (37 |
| | | | | () | (0-) | 10. |
| • | Capital Charges | | - | - | - | n/ |
| - | Deferred/Intangible Charges | | | - | | n/ |
| - | REFCUS | - | | - | - | n/ |
| 51 | Corporate support services bought in | 51 | - | (19) | 32 | (37 |
| 51 | TOTAL UNCONTROLLABLE COST | 51 | | (19) | 32 | (3) |
| | | | | | | (0) |
| (268) | NET COST OF SERVICE | | 114 | (114) | | n/a |
| | | · · · · | | | | |
| | Contributions to / (from) Earmarked Reserves | - | - | - | - | n/ |
| | Contributions to / (from) Capital Reserves: | | - | | | n/ |
| - | Financing of Capital Expenditure | - | | - | - | n/ |
| | Provision for Repayment of External Loans | | - | - | - | n/ |
| | Contribution to / (from) General Balances | | | - | - | n/ |
| - | TOTAL APPROPRIATIONS | - | - | C (11) - 1 | | n/ |
| (268) | TOTAL NET EXPENDITURE | - | 114 | (114) | - | n/a |
| | RIATIONS IN LEVEL OF EXPENDITURE | | | | | |
| | | | | | | £000's |
| trategic bud | get - agreed pressures / service demands | | | | | |
| | | | | | | |
| | | | | | | - |
| trategic bud | get - agreed additional income / savings Review Direct Payment Contracts / Independence | Planning | | | | (20 |
| Ale | | | | | | (20 |
| ther resource | <u>ce changes</u> | | | | | |
| | Removal of budget for inflationary increases to sta | ff salaries | | | | (2 |
| | Reduction of budget for printing | | | | | (12 |
| | In year transfer of budgets within adult social care | following reetry | icture realign | ment | | |
| | Reduction in cost of corporate services bought in | ionoming realit | istore realign | mont | | (327 |
| | Reduction in internal charges to other services due | to lowert - | | | | (19 |
| | Increase in internal charges for other services due | to lower net c | usts therefore | e reauced inc | ome | 221 |

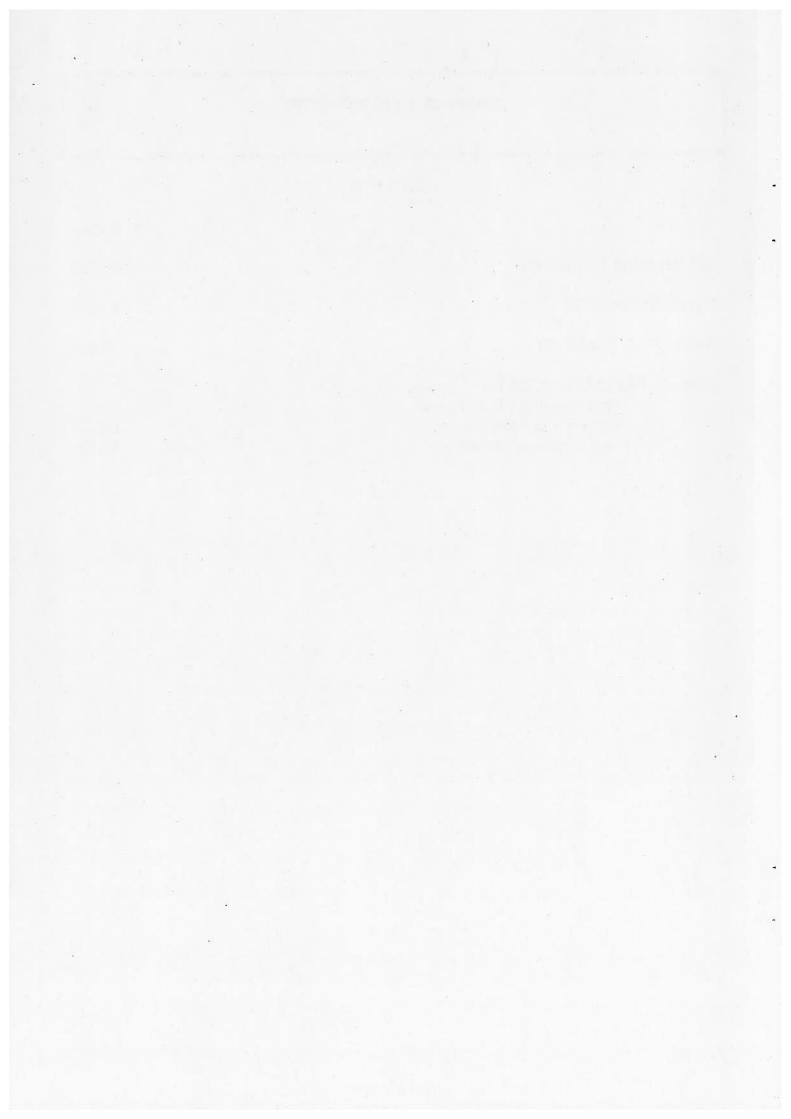
Increase in internal charges from other services Other minor variations

TOTAL OTHER VARIATIONS IN RESOURCE



CONTENTS

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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

Increase household waste sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion Reduce the number of missed domestic refuse collections

Reduce fly tips and increase those removed within 48 hours

Increase the proportion of minor planning applications dealt with within 8 weeks

Reduce the violence with injury crime rate

Reduce utilities overruns - the number of works on the highway where an actual overrun identified by the authority

Reduce the proportion of office space that is vacant

KEY VOLUME INDICATORS

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | FORECAST | % |
|--|---------|----------|----------|----------|--------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| Percentage of household waste recycled / composted = reduce landfill tonnage | 38.1% | 45% | 45% | ТВС | n/a |
| Percentage of missed domestic refuse collections | 0.10% | 0.10% | 0.08% | TBC | n/a |
| Percentage of fly tips removed within 48 hours | n/a | n/a | твс | твс | n/a |
| Percentage of minor planning applications dealt with within 8 weeks | 71.46% | 65% | 65% | 65% | • |
| Percentage change in the violence with injury crime rate | 0.30% | -5% | твс | твс | n/a |
| Utilities overruns - the number of works where an actual overrun identified by the authority | n/a | 110 | 74 | твс | n/a |
| Vacant office space as a percentage of the total lettable office space | 15.74% | 15.00% | 16.70% | 14.50% | (13) |

FINANCIAL PERFORMANCE

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|--|----------|----------|----------|----------|--------------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| | £000 | £000 | £000 | £000 | ONANGE |
| Employees | 27,953 | 24,892 | 23,379 | 22,837 | (2) |
| Premises related expenditure | 4,764 | 4,785 | 4.496 | 4.444 | (1) |
| Supplies and Services | 22,110 | 17,936 | 18,703 | 17,616 | (6) |
| Third Party Payments | 25,256 | 23,772 | 23,384 | 24,086 | 3 |
| Transfer Payments | | - | | , | n/a |
| Transport related expenditure | 1,292 | 947 | 1,117 | 943 | (16) |
| Capital Charges | 14,074 | 16,428 | 16,428 | 16,270 | (10) |
| Deferred/Intangible Charges | | | 3,200 | - | (100) |
| REFCUS | | 3,200 | | 500 | (100) n/a |
| Corporate support services bought in | 11,337 | 10,712 | 10,712 | 8.969 | (16) |
| Recharges from other services | 9,038 | 7,723 | 7,704 | 6,719 | (13) |
| TOTAL EXPENDITURE | 115,824 | 110,395 | 109,123 | 102,384 | (6) |
| Government Grants | (3,965) | | (26) | | (100) |
| Other Grants, reimbursements and contributions | (4,190) | (337) | (1,677) | (321) | (100) |
| Fees and Charges | (11,857) | (15,270) | (13,518) | (14,608) | (61) |
| Other Customer and Client Receipts | (14,940) | (9,707) | (9,298) | (9,343) | 0 |
| Interest Receivable | | (0,707) | (0,200) | (3,343) | - n/a |
| Recharges to other services | (13,535) | (9,833) | (9,203) | (8,870) | (4) |
| TOTAL INCOME | (48,487) | (35,147) | (33,722) | (33,142) | (2) |
| | 67.007 | 75.040 | | | |
| | 67,337 | 75,248 | 75,401 | 69,242 | (8) |
| Good housekeeping loan repayment | - | • | | | n/a |
| Contributions to / (from) Reserves | - | - | (157) | - | (100) |
| CURRENT BUDGET | 67,402 | | 74,352 | | |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | (66) | | 892 | | |

TOP FIVE FINANCIAL RISKS 2013/14

Economic downtum - Impact on income

Ability to achieve income targets

Reliance on external contractors - Risk of contractor having financial difficulties or inability to raise funds for investment Ability to deliver capital programme

Unexpected / unfunded service pressures

SERVICE SUMMARY

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

| NAME | TITLE | TEL. EX. |
|---------------|--|----------|
| Jon Rouse | Interim Director Planning and Environment | 61429 |
| Mike Kiely | Director of Planning and Building Control | 65599 |
| Tony Antoniou | Director of Regeneration and Economy | 65407 |
| Tony Brooks | Director of Public Safety and Public Realm | 65433 |

MOVEMENT IN SERVICE NET EXPENDITURE

| FORECAST 2012/13 | SERVICE | ORIGINAL BUDGET 2012/13 | Variations Expenditu inflation | ure on (A) Other | ORIGINAL BUDGET 2013/14 | % CHANGE |
|---------------------|---|-------------------------------|--------------------------------------|-----------------------------|-------------------------------|--------------------|
| £000's | | (A) £000's | (B) £000's | (C) £000's | (D) £000's | (E) % |
| 66,761 4,772 | Public Realm & Public Safety Planning and Building Control Regeneration and Economy | 66,995 4,289 3,964 | 687 40 24 | (5,362) (382) (1,013) | 62,320 3,947 | (7) (8) (25) |
| 75,401 | TOTAL NET SPEND | 75,248 | 751 | (6,757) | 69,242 | (9) |
| (157) | Good housekeeping loan repayment | - | - | - | - | n/a |

STAFF ESTABLISHMENT NUMBERS

 \mathbf{v}

| | ORIGINAL | ORIGINAL | CHANGE |
|------------------------------|-----------|-----------|-----------|
| SERVICE | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Public Realm & Public Safety | 416.1 | 387.5 | (28.6) |
| Planning & Building Control | 95.0 | 90.6 | (4.4) |
| Regeneration & Economy | 56.3 | 43.5 | (12.8) |
| | | | |
| TOTAL FTE STAFF | 567.4 | 521.6 | (45.8) |

SUBJECTIVE SUMMARY

| ORECAST | | ORIGINAL | Variations i | | ORIGINAL | |
|--------------|--|----------|--------------|-----------|----------|----------|
| 2012/13 | DESCRIPTION | BUDGET | Expenditu | | BUDGET | % |
| LOILIIO | | 2012/13 | Inflation | * Other | 2013/14 | CHANG |
| £000's | | (A) | (B) | (C) | (D) | (E) |
| | Employees | £000's | £000's | £000's | £000's | % |
| | Premises related expenditure | 24,892 | 195 | (2,250) | 22,837 | |
| 19 703 | Supplies and Services | 4,785 | 37 | (378) | 4,444 | |
| 23 384 | Third Party Payments | 17,936 | 151 | (471) | 17,616 | |
| 20,004 | Transfer Payments | 23,772 | 454 | (140) | 24,086 | |
| 1 1 1 7 | Transport related expenditure | - | - | - | | 1 |
| 7 704 | Recharges from other services | 947 | - | (4) | 943 | |
| | | 7,723 | | (1,004) | 6,719 | (* |
| 78,783 | TOTAL EXPENDITURE | 80,055 | 837 | (4,247) | 76,645 | |
| (26) | Government Grants | | | | | |
| (1,677) | Other Grants, reimbursements and contributions | (337) | | - | - | 1 |
| (13.518) | Fees and Charges | (15,270) | (00) | 16 | (321) | |
| (9,298) | Other Customer and Client Receipts | | (69) | 731 | (14,608) | |
| | interest Receivable | (9,707) | (17) | 381 | (9,343) | |
| | | • | - | - | - | 1 |
| | Recharges to other services | (9,833) | - | 963 | (8,870) | (* |
| (33,722) | TOTAL INCOME | (35,147) | (86) | 2,091 | (33,142) | |
| | | | (/ | | (00,142) | |
| 45.062 | NET CONTROLLABLE COST | 44.000 | 754 | (a | | |
| | | 44,908 | 751 | (2,156) | 43,503 | |
| 16 428 | Capital Charges | 40.400 | | | | |
| 3 200 | Deferred/Intangible Charges | 16,428 | - | (158) | 16,270 | |
| 0,200 | REFCUS | - | - | | - | 1 |
| | Corporate support services bought in | 3,200 | - | (2,700) | 500 | 3) |
| | | 10,712 | | (1,743) | 8,969 | (1 |
| 30,340 | TOTAL UNCONTROLLABLE COST | 30,340 | | (4,601) | 25,739 | (1 |
| 75,401 | NET COST OF SERVICE | 75,248 | 754 | (0.757) | | |
| | | 75,240 | 751 | (6,757) | 69,242 | 1 |
| (157) | Contributions to / (from) Earmarked Reserves | | | | | |
| - 1 | Contributions to / (from) Capital Reserves: | - | - | - | - | r |
| - 1 | Financing of Capital Expenditure | - | - | - | - | r |
| - | Provision for Repayment of External Loans | - | | - | - | r |
| - (| Contribution to / (from) General Balances | - | - | - | - | r |
| | TOTAL APPROPRIATIONS | | | | | <u> </u> |
| (137) | | - | - | - | - | r |
| 75,244 | TOTAL NET EXPENDITURE | 75 248 | 751 | (0.757) | | (|
| | TOTAL NET EXPENDITURE | 75,248 | 751 | - (6,757) | - 69,242 | |
| THER VAP | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| ategic budg | get - agreed pressures / service demands | | | | | 2,22 |
| rategic budg | get - agreed additional income / savings | | | | | (3,08 |
| | | | | | - | (86 |
| | o chonnes | | | | | |
| her resource | | | | | | |
| her resource | e changes | | | | | (5,89 |

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PUBLIC REALM & PUBLIC SAFETY

SERVICE DESCRIPTION

Directorate

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

PUBLIC SAFETY AND PUBLIC REALM

Environment and Leisure Services include:

1. Waste management and recycling services include:

Contract management of waste services for:

- Waste collections, recycling and street cleaning services
- Waste Management including processing green garden waste and kitchen food waste
- Operation of household recycling centres

2. Sport and leisure services include:

Services include provision of sport opportunities for young people, GP referral services and operation of Croydon's leisure centres in partnership with Fusion Leisure including the new Waddon Leisure Centre that opened in January 2013.

3. Green Spaces services include:

Protection, conservation and maintenance of green spaces, trees and woodlands, nature conservation areas

Allotments, park buildings and properties, tennis and other games courts

Management and maintenance of open countryside

 120 individual parks and open space sites including children's playgrounds and play areas, ornamental gardens, skate parks and multi-use games courts and street trees and verges maintenance

Highways and Parking Services include:

Ensuring the safety of highway users by delivering maintenance to carriageways, footways, public footpaths and street lighting
 Construction of vehicle crossovers to residents for off street parking

- · Monitoring statutory works undertaken e.g. water, gas, electric to minimise delay and disruption
- Road safety
- Highway Structures and bridges
- Street signage
- Provision of short and long-term parking through highway parking spaces and parking through car parks
- Provision of permitted parking through suspensions, dispensations and permits
- Processing of Penalty Charge Notices for parking, moving traffic contraventions and bus lane contraventions
- Blue Badge Enforcement
- Skip Licensing

Community Safety Services

This team brings all of the council's main operational crime reduction services together into one unit. This unit works closely with other council departments, the Police and other partners. The service includes:

The Safer Croydon Partnership

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

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

Safer Croydon radio

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

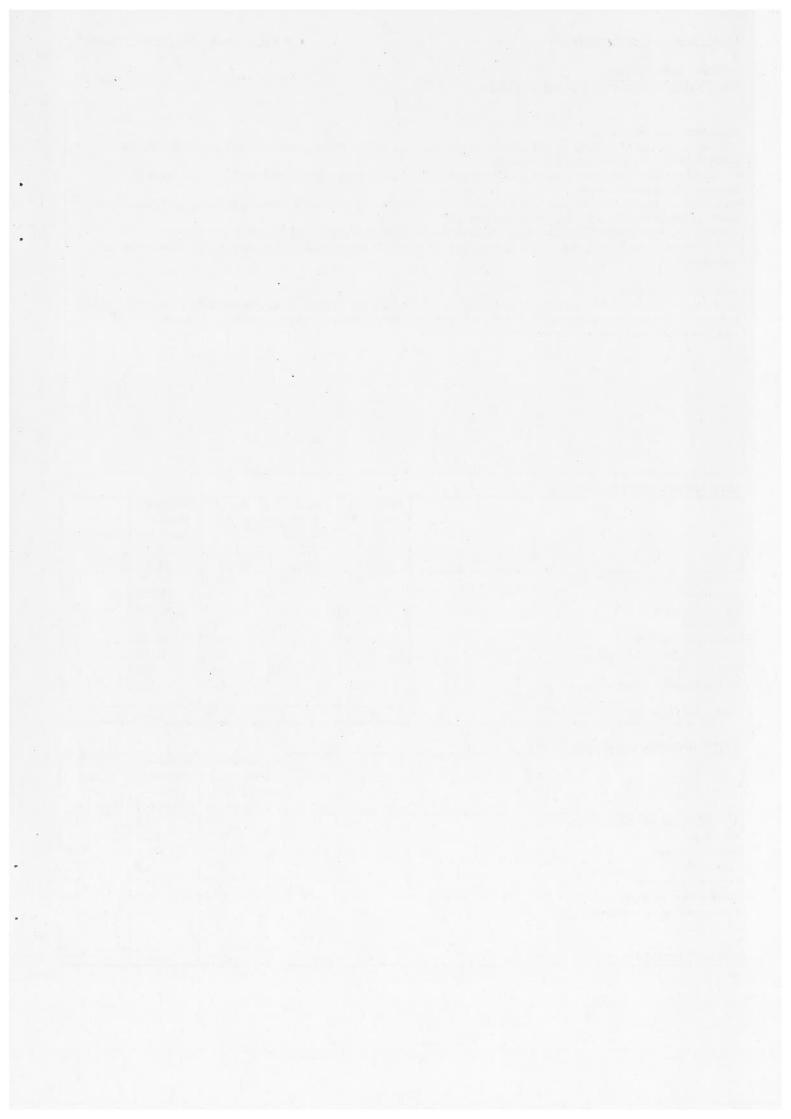
Witness Support Service

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

Area Enforcement and Response Service

Brought together as a result of the Street Based Services Review the Area Enforcement Officers (AEOs) work closely with the borough's Safer Neighbourhood Teams to tackle anti-social behaviour, flytipping and cleansing and to provide high visibility reassurance for the residents of Croydon. An Environmental Response Team tackle issues such as graffiti removal, chewing gum removal, removal and designing out of fly tips on private iand, installation of alley gates and installing/cleaning street furniture. They also provide a rapid response to clean up environmental emergencies.

CONTINUED ON NEXT PAGE P&E1.1a



SERVICE DESCRIPTION

PUBLIC SAFETY AND PUBLIC REALM continued

Regulatory Services include

• 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 weifare of people in those premises where the local authority is the designated enforcement agency

• Licensing secures the suitability of those premises where the council is the licensing or certifying authority, and to secure the health, safety and weifare of those attending these premises

• Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices

 Pollution service deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution.

Bereavement services

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations | in Level of | ORIGINAL | |
|--------------------------------|----------|------------|-------------|----------|--------|
| | BUDGET | Expenditu | re on (A) | BUDGET | % |
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Environment & Leisure Services | 43,822 | 635 | (2,943) | 41,514 | (5) |
| Highways | 18,671 | 11 | (383) | 18,299 | (2) |
| Parking Services | (2,724) | 40 | (110) | (2,794) | 3 |
| Directorate | (29) | (2) | 31 | - | (100) |
| Regulatory Services | 2,795 | 11 | (590) | 2,216 | (21) |
| Community Safety Services | 5,756 | 28 | (649) | | (11) |
| Bereavement Services | 1,712 | (36) | (1,346) | 330 | (81) |
| Departmental Recharges | (3,008) | | 628 | (2,380) | (21) |
| TOTAL NET SPEND | 66,995 | 687 | (5,362) | 62,320 | (7) |

| | ORIGINAL | ORIGINAL | CHANGE |
|--------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Environment & Leisure Services | 63.2 | 58.0 | (5.2) |
| Highways | 52.6 | 55.0 | 2.4 |
| Parking Services | 142.3 | 138.3 | (4.0) |
| Directorate | 6.0 | 4.0 | (2.0) |
| Regulatory Services | 40.7 | 31.4 | (9.3) |
| Bereavement Services | 27.7 | 23.7 | (4.0) |
| Community Safety Services | 83.6 | 77.1 | (6.5) |
| | | | |
| TOTAL FTE STAFF | 416.1 | 387.5 | (28.6) |

PUBLIC REALM & PUBLIC SAFETY

| FORECAST 2012/13 | | ORIGINAL | | In Level of | ORIGINAL | ~ |
|--|---|-------------------|------------------------|----------------------|---------------------|---|
| | DESCRIPTION | 2012/13 | Expenditu Inflation | re on (A) * Other | BUDGET | % |
| | | (A) | (B) | (C) | 2013/14 (D) | CHANGE (E) |
| £000's | Prove la construction de la constru | £000's | £000's | £000's | £000's | % |
| | Employees Premises related expenditure | 17,315 | 131 | (1,655) | 15,791 | (|
| | Suppiles and Services | 4,785 17,248 | 37 151 | (378) (388) | 4,444 | (|
| 23,189 | Third Party Payments | 23,494 | 453 | (107) | 17,011 23,840 | Ć |
| 4 000 | Transfer Payments | - | - | - | | n |
| 1,066 | Transport related expenditure Recharges from other services | 906 | - | (6) | 900 | (|
| | | 5,451 | | (799) | 4,652 | (1 |
| | Government Grants | 69,199 | 772 | (3,333) | 66,638 | (|
| | Other Grants, reimbursements and contributions | - | | | - | n |
| | Fees and Charges | (337) (12,126) | (69) | 16 419 | (321) | |
| | Other Customer and Cilent Receipts | (9,651) | (16) | 382 | (11,776) (9,285) | |
| - | Interest Receivable | - | - | - | (0,200) | n |
| (7,037) | Recharges to other services | (7,267) | - | 1,019 | (6,248) | (1 |
| (28,272) | TOTAL INCOME | (29,381) | (85) | 1,836 | (27,630) | |
| | | | | | | (|
| 39,551 | NET CONTROLLABLE COST | 39,818 | 687 | (1,497) | 39,008 | (|
| | | | | (1,107) | 00,000 | · |
| 15,928 | Capital Charges | 15,929 | - | 245 | 16,174 | |
| 3,200 | Deferred/Intangible Charges | - | | • | | n |
| | REFCUS Corporate support services bought in | 3,200 | - | (2,867) | 333 | (9 |
| | TOTAL UNCONTROLLABLE COST | 8,048 | · · | (1,243) | 6,805 | (1 |
| 27,210 | TOTAL DICONTROLLABLE COST | 27,177 | | (3,865) | 23,312 | (1 |
| | | | | | -1 | |
| 66,761 | NET COST OF SERVICE | 66,995 | 687 | (5,362) | 62,320 | (|
| | | | | | | |
| - | Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: | - | - | - | - | n |
| | Financing of Capital Expenditure | - | - | - | - | n |
| - | Provision for Repayment of External Loans | _ | - | - | - | n |
| | Contribution to / (from) General Balances | - | | | | ח |
| - 1 | TOTAL APPROPRIATIONS | - | - | | | |
| | | | <u> </u> | | | n |
| 66,761 | TOTAL NET EXPENDITURE | 66,995 | 687 | (5,362) | 62,320 | (|
| | | | | | | |
| OTHER VAR | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| OTHER VAR trategic budg lon Green Ca Vaddon Lelsu dditional Env ISCP Income andfill tax Inc | <u>get - agreed pressures / service demands</u> ar Park - Rabasing Income ure Centre /Ironmental Enforcement e Reserve | | | | | <u>£000's</u> 6 ⁻ 142 200 750 744 25 |
| OTHER VAF trategic budd lon Green Cc Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I | <u>aet - agreed pressures / service demands</u> ar Park - Rabasing Income ure Centre vironmental Enforcement a Reserve creases London Signal Network Support | | | | | 6 14 200 750 74 |
| OTHER VAF trategic budd lon Green Ca Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budd arking - revia | <u>Det - agreed pressures / service demands</u> ar Park - Rabasing income ure Centre /ironmental Enforcement a Reserve preases London Signal Network Support <u>Det - agreed additional income / savings</u> aw of the structure to fully implement layers and spar | 15 | | | | 6 14 20 75 74 2 |
| OTHER VAF trategic budd on Green Ca Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budd arking - revia ar parks revi | <u>aet - agreed pressures / service demands</u> ar Park - Rabasing income ure Centre vironmental Enforcement a Reserve creases London Signal Network Support <u>aet - agreed additional income / savings</u> aw of the structure to fully implement layers and spar ew ciosure of Poplar Walk car park | 15 | | | | 6 14 20 75 74 2 1,92 (6) (2) |
| OTHER VAF trategic budd lon Green Ca Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budd arking - revie ar parks revi treet lighting nvironment 8 | <u>aet - agreed pressures / service demands</u> ar Park - Rabasing Income Jiro Centre Jironmental Enforcement e Reserve creases London Signal Network Support <u>Jet - agreed additional income / savings</u> aw of the structure to fully implement layers and spar lew closure of Poplar Walk car park policy & Lelsure - restructure | 15 | | | | 6 14 20 75 74 2 1,92 (6 (2 (3 |
| OTHER VAF trategic budg lon Green Cc Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budg arking - revie ar parks revi treet lighting nvironment 8 eduction in V | <u>aet - agreed pressures / service demands</u> ar Park - Rabasing Income ure Centre irronmental Enforcement e Reserve creases London Signal Network Support <u>aet - agreed additional income / savings</u> aw of the structure to fully implement layers and spar ew closure of Poplar Walk car park policy & Lelsure - restructure Vaste procurement costs | 15 | | | | 6 14 20 75 74 2 1,92 (6 (2 (3 (3) (11) |
| OTHER VAF trategic budd Ion Green Ca Vaddon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budd arking - revie ar parks revi treet lighting nvironment & eduction in V ecycling - Int | <u>Det - agreed pressures / service demands</u> ar Park - Rabasing income ure Centre vironmental Enforcement a Reserve preases London Signal Network Support <u>Det - agreed additional income / savings</u> aw of the structure to fully implement layers and spar lew closure of Poplar Walk car park policy & Leisure - restructure Vaste procurement costs roduction of compulsory recycling | 15 | | | | 6 14 20 75 74 2 1,92 (6 (2 (3 |
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| OTHER VAF trategic budd lon Green Ca /addon Lelsu dditional Env ISCP Income andfill tax Inc ransport for I trategic budd arking - revie arking - rev | <u>aet - agreed pressures / service demands</u> ar Park - Rabasing income ure Centre /ironmental Enforcement a Reserve creases London Signal Network Support we of structure to fully implement layers and spar ew closure of Poplar Walk car park policy & Lelsure - restructure Vaste procurement costs roduction of compulsory recycling afety - Re-organisation and restructure oble Enforcement Unit tenance Contract (Bereavement) | 15 | | | | 6 14 20 75 74 2 1,92 (6 (2 (3 (11 (14 (14 (14 (14 (14 (14) (20) (8) |
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| OTHER VARIATIONS IN LEVEL OF EXPENDITURE | £000's |
|--|---------|
| CONTINUED FROM PAGE P&E 1.2 | |
| Other resource changes | |
| /irements to :- | |
| Children, families and learning - Family Justice Centre | (90 |
| Children, families and learning - Spiit Culture Central budget between P&E and CFL | (87 |
| Corporate - 1% Pay Award | (212 |
| Corporate - Reduced budget for Design Studio | (33 |
| Corporate - Savings from New Grounds Maintenance Budget Corporate resources and customer services - Internal / External Comms restructure | (60) |
| Corporate resources and customer services - Internal / External Comms restructure Corporate resources and customer services - Interserve savings from Facilities Management | (36) |
| Corporate resources and customer services - Transfer Family Justice Centre premises budgets | (171) |
| , and the and the second second and the second second beaution of the second second second second second second | (251) |
| /irements from :- | |
| Planning & Building Control - Reallocation of reduced budget for Design Studio | 10 |
| Planning & Building Control - Reallocation of removal of 1% pay award | 44 |
| Planning & Building Control - Reallocation of insurance budgets | 17 |
| Regeneration and Economy - Reallocation of reduced budget for Design Studio | 3 |
| Regeneration and Economy - Reallocation of removal of 1% pay award | 30 |
| Regeneration and Economy - Transfer Service Development Unit budgets | 36 |
| taff Changes | (24) |
| ariations in income | (24) |
| ariations in recharges | 41 |
| apital Charges | 245 |
| eferred/Intangible Charges | |
| | (2,700) |
| corporate support services bought in linor variations | (1,277) |
| | |
| contingency Adjustments - Bereavement Grounds Maintenance Contract | 60 |
| usiness Support - transfer to Corporate Services as part of Consolidation | (420) |
| | (4,874) |
| OTAL OTHER VARIATIONS IN RESOURCE | (5,362) |

SERVICE DESCRIPTION

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

Spatiai Pianning :

The spatial planning service comprises the functions of place making, plan making and sustainable development and energy. These functions combine to provide the councils spatial planning strategy over a future time horizon spanning twenty years. The plan making function comprises the analysis and interpretation of evidence to support the preparation of the Croydon 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).

The place making function provides qualitative inputs into the plan making processes regarding design and iocal distinctiveness through character appraisals, briefs, feasibility studies and masterplanning and integrates with the development management service through the pre-application process. Sustainable development and energy function focuses on the development of carbon reduction and district energy projects.

Development management :

The Development Management service 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. The service also includes an Enforcement team that investigates, and remedies where necessary, allegations about breaches of planning control.

Building 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 aim of Croydon Building Control is 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 is efficient, effective, and equitable.

MOVEMENT IN NET EXPENDITURE

| | | Variations in Level of Expenditure on (A) | | ORIGINAL | 01 |
|------------------------|-------------------|--|---------------|-------------------|-------------|
| | BUDGET 2012/13 | Inflation | Other | BUDGET 2013/14 | % CHANGE |
| | | | | | |
| | (A) £000's | (B) £000's | (C) £000's | (D) £000's | (E) % |
| Spatiai Planning | 1,739 | 9 | (376) | 1,372 | (21) |
| Development Management | 1,783 | 21 | (5) | 1,799 | 1 |
| Building Control | 767 | 10 | (1) | 776 | 1 |
| | | | | - 2 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | 2 |
| | | | | | |
| TOTAL NET SPEND | 4,289 | 40 | (382) | 3,947 | (8) |

| | 2 | ORIGINAL | ORIGINAL | CHANGE |
|------------------------|---|-----------|-----------|-----------|
| | | BUDGET | BUDGET | IN |
| | | 2012/13 | 2013/14 | FTE |
| | | FTE STAFF | FTE STAFF | FTE STAFF |
| Spatial Planning | | 23.0 | 19.0 | (4.0) |
| Development Management | | 49.4 | 49.0 | (0.4) |
| Building Control | | 22.6 | 22.6 | - |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | e). | |
| | | | | |
| | | | | |
| TOTAL FTE STAFF | | 95.0 | 90.6 | (4.4) |

PLANNING & BUILDING CONTROL

| SUBJECTIVE | SUMMARY |
|------------|---------|
| | |

| FORECAST | | ORIGINAL I | Variations | in Level of | ORIGINAL. | |
|---|--|------------|---------------|-----------------|-----------|--|
| | | BUDGET | Expenditu | | BUDGET | % |
| 2012/13 | DESCRIPTION | 2012/13 | inflation | * Other | 2013/14 | CHANGE |
| 00001- | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| | Employees | 4,589 | 40 | (194) | 4,435 | |
| 22 | Premises related expenditure | - | Maria and Ang | - | | Г |
| | Supplies and Services | 438 | - | (52) | 386 | (1 |
| 39 | Third Party Payments | 26 | 1 | (2) | 25 | |
| - | Transfer Payments | - | - | - | | г |
| 1 770 | Transport related expenditure | 40 | - | - | 40 | |
| | Recharges from other services | 1,779 | - | (88) | 1,691 | |
| 6,561 | TOTAL EXPENDITURE | 6,872 | 41 | (336) | 6.577 | |
| - | Government Grants | | - | | | |
| (62) | Other Grants, reimbursements and contributions | | | | | r |
| (2.270) | Fees and Charges | (0.041) | | - | - | · r |
| (2,270) | Other Customer and Client Receipts | (2,941) | - | 262 | (2,679) | |
| | | (56) | (1) | (1) | (58) | |
| | Interest Receivable | - | - | - | - | r |
| | Recharges to other services | (1,503) | - | (8) | (1,511) | |
| (3,706) | TOTAL INCOME | (4,500) | (1) | 253 | (4,248) | |
| | 3# | | | | (.,) | (|
| 2,854 | NET CONTROLLABLE COST | 2,372 | 40 | (83) | 2,329 | (|
| 329 | Capital Charges | 329 | | (000) | | |
| | Deferred/Intangible Charges | 329 | - | (236) | 93 | (7 |
| - | REFCUS | - | - | | - | л |
| | Corporate support services bought in | 1 500 | - | 127 | 127 | n |
| | | 1,588 | | (190) | 1,398 | (1 |
| 1,917 | TOTAL UNCONTROLLABLE COST | 1,917 | - | (299) | 1,618 | .(1 |
| | | | | | | |
| 4,772 | NET COST OF SERVICE | 4,289 | 40 | (382) | 3,947 | |
| (63) | Contributions to / (from) Earmarked Reserves | | | | | |
| (63) | Contributions to / (from) Earmarked Reserves | - | - | - | - | Г |
| | Contributions to / (from) Capital Reserves: | | - | - | - | n |
| - | Financing of Capital Expenditure | - | | - | - | n |
| - | Provision for Repayment of External Loans | - | - | - | - | n |
| | Contribution to / (from) General Balances | - | - | | • | n |
| (63) | TOTAL APPROPRIATIONS | - | - | - | - | n |
| 4,709 | TOTAL NET EXPENDITURE | 4,289 | 40 | (382) | 3,947 | (|
| | | | | (/ | | · · · · · |
| OTHER VAL | RIATIONS IN LEVEL OF EXPENDITURE | | | · · · · · · · · | | £000's |
| Strategic bud | get - agreed pressures / service demands | | | | | |
|)h | Annual and Annual and Annual and Annual A | | | | | |
| shortfall on P | lanning Income | | | | | 30 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | 30 |
| <u>strategic bude</u> | get - agreed additional income / savings | | | | | 30 |
| | | | | | | 30 |
| | get - agreed additional income / savings | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | (20 |
| Spatial Planni | ing review of level of service | | | | | (20 |
| Spatial Planni | ing review of level of service | | | | | (20 |
| Spatial Planni Dther resourc | ing review of level of service se changes | | | | | (20 |
| Spatial Planni Other resourc /irements to : | Ing review of level of service te changes | | | | | (20 |
| Spatial Planni <u>Other resourc</u> /irements to : Directorate | ing review of level of service the changes - - Reallocation of removal of 1% pay award | | | | | (20 |
| Spatial Planni Other resourc Virements to : Directorate Directorate | ing review of level of service <u>se changes</u> - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie | 0 | | | | (20 (20 (4 (1 |
| Spatial Planni Other resourc Virements to : Directorate Directorate | ing review of level of service the changes - - Reallocation of removal of 1% pay award | D | | | | (20 (20 (4 (1 |
| Spatial Planni Other resourc Virements to : Directorate Directorate | ing review of level of service <u>se changes</u> - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie | 0 | | | | (20 (20 (4 (1 |
| Spatial Planni Other resourc Virements to : Directorate Directorate Directorate | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets | D | | | | (20 (20 (4 (1 (1 |
| Spatial Planni Other resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in m | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets secharges | D | | | | (20 (20 (4 (1 (1) |
| Spatial Planni Other resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in r Capital Charge | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets - Reallocation of insurance budgets - Reallocation of insurance budgets | D | | | | (20 (20 (4 (1 (1) 1) 3 |
| Spatial Planni Dther resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in m Capital Charge Corporate sup | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | (20 (20 (4 (1 (1 1) 3 (23) |
| Spatial Planni Dther resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in m Capital Charge Corporate sup | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | (20 (20 (4 (1 (1) 3) (23) (19) |
| Spatial Planni Dther resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in r Capital Charge Corporate sup | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | (20 (20 (4 (1 (1) 3) (23) (19) |
| Spatial Planni Dther resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in r Capital Charge | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | (20 (20 (4) (1) (1) (1) (1) (23) (23) (19) (3) |
| Spatial Planni Dther resourc Virements to : Directorate Directorate Directorate Staff Changes Variations in r Capital Charge Corporate sup | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | (20 (20 (4) (1) (1) (1) (1) (23) (23) (19) (3) |
| Spatial Planni Diher resourc Virements to : Directorate Directorate Directorate Directorate Staff Changes Variations in ro capital Charge corporate sup Jusiness Sup | ing review of level of service <u>e changes</u> - - - Reallocation of removal of 1% pay award - Reallocation of reduced budget for Design Studie - Reallocation of insurance budgets s echarges es port services bought in | D | | | | 30 (20 (20) (44) (11) (17) (12) (12) (12) (13) (13) (13) (13) (14) (13) (13) (13) (13) (13) (13) (13) (13 |

SERVICE DESCRIPTION

Economic Development

The aim of the Economic Development service is to provide specialist support and expertise to develop the borough's economy. Responding to national and regional policy developments, the team develop economic strategles, underpinned by evidence and analysis, to support Croydon's residents and businesses. Residents are assisted to help realise their potential by gaining access to skills and good quality jobs. By creating the conditions for inward investment and business retention the team helps to establish a national and International brand and reputation for Croydon as a place for businesses to invest and grow. The team also manage programmes providing support to businesses, while also making blds for funding to support economic development.

Housing development and regeneration

The Housing development & regeneration service aims to maximise investment and development of sustainable housing and regeneration in the borough. Key housing development strands include maximising the number of new homes, negotiating the ievel of affordable housing provided by private developers through S106 planning policy requirements and strategic & client development of the council new build programme. The team also promote and deliver a range of housing options to help local people meet their housing needs and aspirations. Acting as a catalyst in liaising with client departments and developers the team provide enterprising regeneration schemes by developing opportunities arising from masterplans, third party developer interest and corporate asset based schemes. This includes scoping potential schemes, development of feasibility studies/business cases through to procurement of delivery partners or a private sector development partner, liaison with internal and external stakeholders. The team also manage Croydon's Urban Regeneration Vehicle (CCURV) partnership with John Laing.

Transport

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

Capital Delivery Hub

The Capital Delivery Hub provides a strong client commissioning/delivery function to effectively manage the borough's ambitious capital, infrastructure and regeneration programme. Employing a flexible approach to the execution of capital projects and services the team can provide 'light touch' support including governance, framework appointments and gateway approval through to a small number of council wide embedded project delivery units and provision of a full service including commissioning, delivery and governance of major projects. The current delivery programmes managed by this team are :

Education Estates

Connected Croydon public realm Fairfield Halls

Council New Build Housing

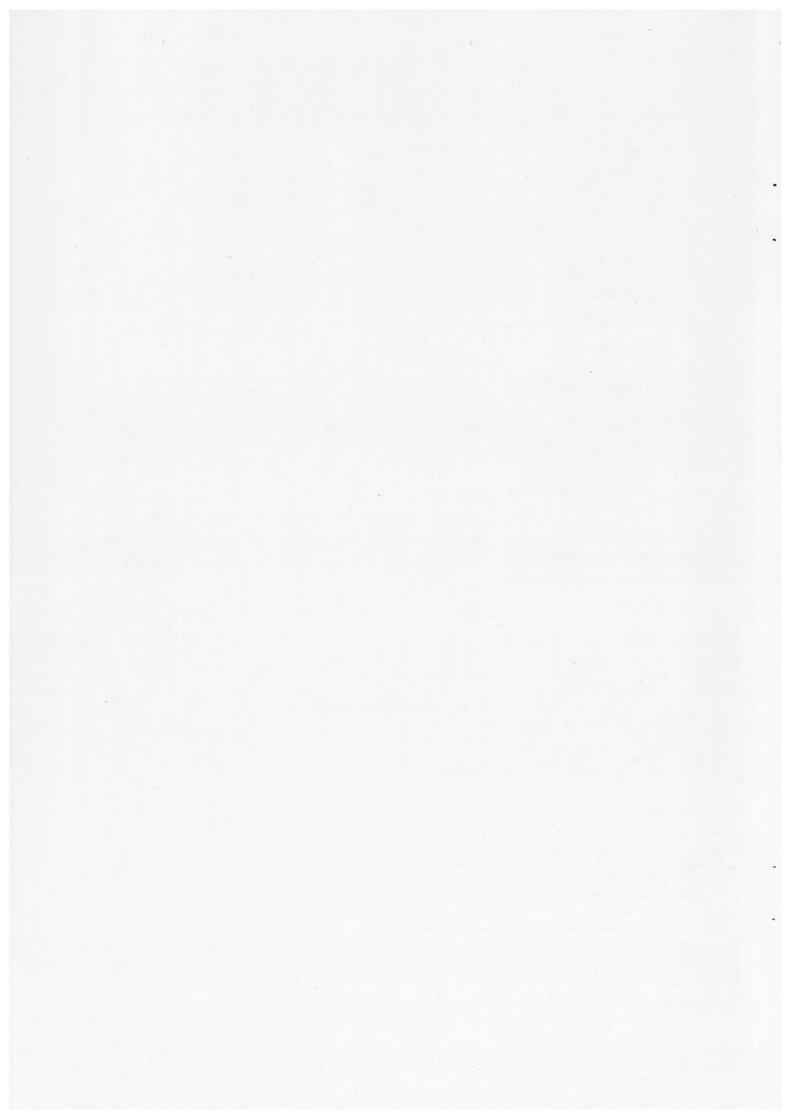
MOVEMENT IN NET EXPENDITURE

| | ORIGINAL | Variations in Level of | | ORIGINAL | |
|------------------------------------|----------|------------------------|---------|----------|--------|
| | | Expenditure on (A) | | BUDGET | % |
| | | /13 Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Housing Development & Regeneration | 1,180 | 7 | (227) | 960 | (19) |
| Economic Development | 1,052 | 6 | (251) | 807 | (23) |
| Transport | 408 | 3 | (60) | 351 | (14) |
| Capital Delivery | 1,324 | 8 | (475) | 857 | (35) |
| TOTAL NET SPEND | 3,964 | 24 | (1,013) | 2,975 | (25) |

| | ORIGINAL | ORIGINAL | CHANGE |
|------------------------------------|-----------|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Housing Development & Regeneration | 16.3 | 13.0 | (3.3) |
| Economic Development | 15.0 | 10.5 | (4.5) |
| Transport | 5.0 | 5.0 | - |
| Capital Delivery | 20.0 | 15.0 | (5.0) |
| TOTAL FTE STAFF | 56.3 | 43.5 | (12.8) |

REGENERATION & ECONOMY

| 2012/13 DESCRIPTION DOTATIS District | FORECAST | | ORIGINAL | Variations I | | ORIGINAL | |
|--|---|--|---|--------------|---------|----------|---|
| 0007 0007 <th< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th></th<> | | | | | | | |
| 2.702 Employee 0.002 | £000's | | (A) | (B) | (C) | (D) | |
| Particles related accordure Particles relation accordination Particles relation Particles relation accordination Particles relation Particles rel | | Employees | | | | | |
| 1 Third Pary Pagments 222 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 <td>- 1 040</td> <td>Premises related expenditure</td> <td></td> <td>-</td> <td></td> <td>-</td> <td>. (J</td> | - 1 040 | Premises related expenditure | | - | | - | . (J |
| Intractic Payments Intractic Payment | | Third Party Payments | | · - | | | (1 |
| 488 [Bachage from other services 493 - (117) 378 6 4400 [UTAL EXEMPTITIE 3,944 24 (577) 3,430 0 (189) [Ober and Charge (203) 50 (193) 0 </td <td></td> <td>Transfer Payments</td> <td></td> <td>-</td> <td>-</td> <td>-</td> <td>() n</td> | | Transfer Payments | | - | - | - | () n |
| 4.400 [VOTAL EXPENDITURE 3.84 24 (676) 3.400 1 (68) [Other Grants, randbustements and combustions - | 489 | Recharges from other services | | - | | | 20 |
| (B8) Government Grants 1 1 1 1 (B8) Government Grants, antibusements and contributions 1 <td>4,400</td> <td>TOTAL EXPENDITURE</td> <td></td> <td>24</td> <td></td> <td></td> <td></td> | 4,400 | TOTAL EXPENDITURE | | 24 | | | |
| Composition of transmission and combustions 1 1 1 1 Composition of transmission of the accepts 1 1 1 1 Composition of the accepts 1 | | | | | - (0,0) | 0,400 | () |
| - Other Customer and Client Receipts 1 00 1100 (170) Contractinges to other services (1.083) (49) (1.111) (17.744) TOTAL INCOME (1.289) - 2 (1.284) 2.855 NET CONTROLLABLE COST 2.778 24 (5770) 2.168 (0 1.92 Copilal Charges 170 - (40) 3 (0 1.92 Copilal Charges 170 - (430) 266 (0 1.22 TOTAL UNCONTROLLABLE COST 1.176 - (310) 2.565 (0 3.689 NET COST OF SERVICE 3.064 24 (1.013) 2.975 (0 - - - - - - - - - - | | | - | - | · - | | , i |
| Interest Reactwate (1.03) (1.04) (1.744) TOTAL INCOME (1.289) 2 (1.289) 2.665) NET CONTROLLABLE COST 2.778 24 (578) 2.166 0 2.665) NET CONTROLLABLE COST 2.778 24 (578) 2.166 0 1.024 Control Charges 1 1.070 3 0 1.024 Control Charges 1 1.071 3 0 1.122 TOTAL UNCONTROLLABLE COST 1.244 (437) 669 0 2.868 NET COST OF SERVICE 3.064 24 (1.013) 2.675 0 3.864 NET COST OF SERVICE 3.064 24 (1.013) 2.675 0 (10) Control of (horn) Earnahod Reserves 1 1 1 1 1 1 (10) Control of Chronic Barge Andreas 1 1 1 1 1 1 (10) Control of Chronic Barge Andreas 1 | | | (203) | - | 50 | (153) | (2 |
| Lipsel producting as 000000 as and/ords (1,083) - (493) (1,111) (1,744) [CTAL NACOME (1,280) 2 (1,384) 2 (1,384) 2,665 NET CONTROLLABLE COST 2,718 24 (576) 2,168 (6 170 Capital Charges 1 - (167) 3 (6 1.02 Compositio support services 3,064 24 (1,013) 2,675 (6 3.068 NET COST OF SERVICE 3,064 24 (1,013) 2,675 (7 (94) Contributions to / (from) Earmanicel Plesseves - | - | Interest Receivable | | - | | | T |
| 2.855 NET CONTROLLABLE COST 2.718 24 (776) 2,165 (6) 170 Capital Charges 170 - (167) 3 (6) 1.92 Contrate support anvices bought in 1,076 - (437) 806 (6) 1.92 Contrate support anvices bought in 1,076 - (437) 806 (6) 1.92 TOTAL UNCONTROLLABLE COST 1,246 - (437) 806 (6) 1.92 TOTAL UNCONTROLLABLE COST 1,246 - (437) 806 (6) 3.88 NET COST OF SERVICE 3,864 24 (1,013) 2,975 (7) (94) Contributions to / (fron) Estinal Reserves: - <t< td=""><td></td><td></td><td>(1,063)</td><td>. . .</td><td>(48)</td><td>(1,111)</td><td></td></t<> | | | (1,063) | . . . | (48) | (1,111) | |
| 2.856 NET CONTROLLABLE COST 2.716 24 (576) 2.166 (6 100 Capital Charges 170 1 (167) 3 (6 1.042 Compose support services bought in 1.077 40 70 10 1.042 Compose support services bought in 1.077 400 70 10 1.042 Compose support services bought in 1.077 400 70 60 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose services bought in 1.077 1.077 100 700 700 1.040 Compose services bought in 1.077 1.077 100 100 700 1.040 Compose services bought in 1.078 1.078 1.078 1.078 1.040 Compose services bought in 1.078 1.078 1.078 1.078 1.040 Compose services bought in 3.964 24 (1.013) 2.975 1.078 1.040 Compose se | (1,744) | | (1,266) | • | 2 | (1,264) | |
| 170 Capital Charges 170 1167 1167 3 0 1.02 2.100 2.100 2.100 2.100 2.100 2.100 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.12 1.12 1.12 1.12 40 40 40 1.12 1.12 1.12 1.12 40 40 40 1.12 1.12 1.12 1.12 40 40 60 3.888 NET COST OF SERVICE 3.984 24 (1.013) 2.975 60 (04) Contributions to //mon Carpial Reserves 1 1 1 1 - - - - - - 1 - - - - - - - - - - - - - - - - - - - - - - | 2 656 | | | | | | |
| Defered/intangle Charges 1 | 2,000 | NET CONTROLLABLE COST | 2,718 | 24 | (576) | 2,166 | (2 |
| Deferred/introple Charges 1 | 170 | Capital Charges | 170 | | /167) | | |
| 1.1.2 Controls - <t< td=""><td></td><td>Deferred/Intangible Charges</td><td>-</td><td>-</td><td>-</td><td>3</td><td>(9 (9</td></t<> | | Deferred/Intangible Charges | - | - | - | 3 | (9 (9 |
| 1.212 TOTAL UNCONTROLLABLE COST 1.248 (437) 0.89 (437) 3.868 NET COST OF SERVICE 3.964 24 (1.013) 2.975 (2 (34) Contributions to / (from) Earmarked Reserves - < | 1,042 | | 1.076 | • | | | r |
| 3.866 NET COST OF SERVICE 3.964 24 (1,013) 2.975 (0) (94) Contributions to / from / Earnal Aced Reserves: Princing of Capital Expenditure Protein for Repending Balances 1 | | | | | | | |
| (94) Contributions to / (from) Capital Reserves: - <t< td=""><td></td><td></td><td></td><td></td><td></td><td>009</td><td>(3</td></t<> | | | | | | 009 | (3 |
| (94) Contributions to / (from) Capital Reserves: - <t< td=""><td>3,868</td><td>NET COST OF SERVICE</td><td>3.964</td><td>24</td><td>(1 013)</td><td>2 075</td><td></td></t<> | 3,868 | NET COST OF SERVICE | 3.964 | 24 | (1 013) | 2 075 | |
| Contributions to /(from) Capital Reserves: | | | | | (1,010) | 4,5/3 | (2 |
| Financing of Capital Expenditure - | (94) | Contributions to / (from) Earmarked Reserves | - | - | - | - | n |
| Contribution to / Regardment of Exdenial Lears Control General Balances Control General Balances Control General Balances Control General General Balances Control General General General Balances Control General General Balances Control General General General Balances Control General Gene | | Financing of Capital Expenditure | | | | - | n |
| (94) TOTAL APPROPRIATIONS - <td></td> <td>Provision for Repayment of External Loans</td> <td>-</td> <td></td> <td>-</td> <td>-</td> <td></td> | | Provision for Repayment of External Loans | - | | - | - | |
| 3,774 TOTAL NET EXPENDITURE 3,964 24 (1,013) 2,975 (2 2THER VARIATIONS IN LEVEL OF EXPENDITURE E0000a E0000a E0000a E0000a ratacic budget - agreed pressures / service demands. E0000a E0000a E0000a ratacic budget - agreed pressures / service demands. E0000a E0000a E0000a ratacic budget - agreed additional income / services for incling sources through improved budget delivery for incling sources through improved budget delivery membraining of business inbilignance (6 (7 (7 (7 bill Delivery Hub Increased recharges to capital (6 (7 (7 (7 bill Delivery Hub Increase for external sources (6 (7 | | | | | | · | r |
| Joint 24 (1,013) 2,976 (2 DTHER VARIATIONS IN LEVEL OF EXPENDITURE F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's rataci contratin tratacic addition rataspe saving to contrata | | | | | | - 1 | |
| DTHER VARIATIONS IN LEVEL OF EXPENDITURE E0007 Calesci Dudget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed addition to ED to ensure the spend aligns and complements the councils activity E0007s rateolo budget - budget - budget - budget delivery E0007s rateolo budget - agreed addition to ED to ensure the spend aligns and complements the councils activity E0007s rateolo budget budget - budget budget delivery E0007s rateolo budget budget - transfer the Conporate secounces and customer services - huber budget< | | TOTAL APPROPRIATIONS | | | | | n |
| Immissioning of business intelligence 22 iclencies in provision of district centre support 22 wiew voluntary contribution to BID to ensure the spend aligns and complements the councils activity 23 iduced MIPIM communications 33 pital Delivery Hub Increased recharges to capital 44 pital Delivery Hub tracessed recharges to capital 44 using Development restructure - further reductions 35 ansport income Increase from external sources 33 silness Support - transfer to Corporate Services as part of Consolidation 44 her resource changes 44 ter resource changes 44 ter resource changes 44 ter resource changes 44 ter resource and pass and to removal of 1% pay award 33 Directorate - Reallocation of removal of 1% pay award 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 | 3,774 OTHER VAR | TOTAL NET EXPENDITURE | 3,964 | 24 | (1,013) | 2,975 | (2 |
| Interfaces (2) View voluntary contribution to BD to ensure the spend aligns and complements the councils activity (3) Iduced MIPIM communications (4) Ipital Delivery Hub treams (4) Ipital Delivery Hub treams (5) Isaport income increase from external sources (5) Isaport income increase from external sources (6) Inter resource changes (47) Iter resource changes (6) Iter resource changes (6) Intertorate - Reallocation of reduced budget for Design Studio (3) Directorate - Reallocation of reduced budget for Design Studio (3) Directorate - Reallocation of reduces - Adjust Intra recharge budget (2) If Changes (6) Iations in recharges (6) Iored changes (6) Iored changes (6) Iorectorate - Reallocation of reduced budget in the recharge budget (1) Directorate - Reallocation of reduced Studget (2) | 3,774 OTHER VAR trategic budg trategic budg ousing Devel | TOTAL NET EXPENDITURE | | 24 | (1,013) | 2,975 | (2 £000's |
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DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

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

a) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for council housing
 a) Promote better and fair access to housing services

5) Develop sustainable communities and support neighbourhood renewal

KEY VOLUME INDICATORS

| DESCRIPTION | ACTUAL 2011/12 | ORIGINAL 2012/13 | FORECAST 2012/13 | BUDGET 2013/14 | % CHANGE |
|--|-------------------|---------------------|------------------------|------------------------|---------------|
| Total Housing stock (properties) April 1 Including <u>Sheltered and Special Sheltered Housing</u> Sheltered Housing for the Elderly (flats) Special Sheltered Housing (flats) | 1,062 242 | 1,062 242 | 14,075 1,062 242 | 14,070 1,062 242 | (0) - - |
| Average sick days per FTE | | | | | |

FINANCIAL PERFORMANCE

| DESCRIPTION | ACTUAL | ORIGINAL | FORECAST | BUDGET | % |
|--|----------|----------|----------|----------|--------------|
| | 2011/12 | 2012/13 | 2012/13 | 2013/14 | CHANGE |
| | £000 | £000 | £000 | £000 | O |
| Employees | 14,918 | 13,596 | 12,928 | 14,253 | 10 |
| Capital Charges | 13,970 | 34,086 | 35,424 | 37,280 | 5 |
| Deferred/Intangible Charges | - | - | - | | n/a |
| Premises related expenditure | 21,658 | 22,388 | 22,129 | 22,359 | . 1 |
| Supplies and Services | 9,805 | 6,466 | 3,033 | 5,270 | 74 |
| Third Party Payments | 16,567 | 484 | 550 | 669 | 22 |
| Transfer Payments | 155 | 116 | 183 | 145 | (21) |
| Transport related expenditure | 246 | 270 | 308 | 257 | |
| Corporate support services bought in | 5,121 | 4,928 | 4,928 | 4,923 | (17) |
| Recharges (to) / from other services | (2,890) | 1,703 | 1,665 | 2,459 | 48 |
| TOTAL EXPENDITURE | 79,549 | 84,037 | 81,148 | 87,615 | |
| Government Grants | (26) | - | (64) | | (100) |
| Other Grants, reimbursements and contributions | - | | | | (100) n/a |
| Fees and Charges | (9,466) | (9,939) | (9,956) | (9,848) | (1) |
| Other Customer and Client Receipts | (70,007) | (74,090) | (74,151) | (77,759) | (1) |
| Interest Receivable | (50) | (8) | (8) | (8) | - |
| TOTAL INCOME | (79,549) | (84,037) | (84,179) | (87,615) | 4 |
| NET EXPENDITURE | - | - | (3,032) | | |
| Contributions to / (from) Reserves | | | | - | n/a |
| TOTAL VARIANCE FROM BUDGET- Over/(Under) | | | (3,032) | - | |

TOP FINANCIAL RISKS 2013/14

1) Increased demand for responsive repairs (est. £150k)

2) Increased cost of Programmed Works (est. £250k)

3) Increased rent arrears due to welfare reform (£1m)

SERVICE SUMMARY

.

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

| | | ORIGINAL | Variations In Level of Expenditure on (A) | | ORIGINAL | % |
|----------|-------------------------------------|----------|--|---------|----------|--------|
| FORECAST | | BUDGET | | | BUDGET | |
| 2012/13 | SERVICE | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| 13,239 | Repairs and Maintenance | 13,362 | 9 | 115 | 13,486 | 1 |
| 17,505 | Supervision and Management-General | 21,556 | 79 | (734) | 20,901 | (3 |
| 7,157 | Supervision and Management-Special | 7,562 | (74) | (206) | 7,282 | (4 |
| 35,424 | Capital Financing | 34,086 | - | 3,194 | 37,280 | S |
| (76,356) | Income | (76,566) | (113) | (2,270) | (78,949) | 3 |
| - | Notional H.R.A and Government Grant | • | - | | | n/ |
| (3,032) | TOTAL NET SPEND | | (99) | 99 | - | n/ |
| - | Contributions to / (from) Reserves | | - 1 | - | - | |

| | ORIGINAL | ORIGINAL | CHANGE |
|---|--------------|-----------|-----------|
| SERVICE | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| Repairs & Maintenance | 27.6 | 27.6 | 2 |
| Supervision and Management - General Expenses | 229.1 | 233.6 | 4.6 |
| Supervision and Management - Special Expenses | 88.0 | 86.0 | (2.0) |
| | | | |
| | | | |
| TOTAL FTE STAFF | 344.7 | 347.2 | 2.6 |

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

| FORECAST | | ORIGINAL | Variations i | | ORIGINAL | 1 |
|--------------|--|------------------|---------------|-------------|--------------|------------|
| 2012/13 | DESCRIPTION | BUDGET | Expenditu | | BUDGET | % |
| 2012/10 | | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| £000's | | (A) £000's | (B) £000's | (C) | (D) | (E) |
| | Employees | | | £000's | £000's | % |
| 22,129 | Premises related expenditure | 13,596 22,388 | 111 | 546 | 14,253 | |
| | Supplies and Services | 6,466 | 38 | (67) | 22,359 | |
| | Third Party Payments | 484 | - | (1,196) | 5,270 | (1 |
| 183 | Transfer Payments | 116 | - | 185 | 669 | 3 |
| 308 | Transport related expenditure | 270 | | 29 | 145 | 2 |
| 4,291 | Recharges from other services | 4,072 | | (13) 776 | 257 4,848 | |
| | TOTAL EXPENDITURE | 47,392 | 149 | 260 | 4,848 | <u>. 1</u> |
| (64) | Government Grants | 47,002 | 145 | 200 | 47,001 | |
| - | Other Grants, reimbursements and contributions | | | | - | n |
| (9,956) | Fees and Charges | (9,939) | (0.40) | 339 | (0.040) | n |
| | Other Customer and Client Receipts | 1 1 1 | (248) | | (9,848) | (|
| (8) | Interest Receivable | (74,090) | - | (3,669) | (77,759) | |
| (2,626) | Recharges to other services | (8) | - | • | (8) | |
| | | (2,369) | | (20) | (2,389) | - |
| (00,003) | | (86,406) | (248) | (3,350) | (90,004) | |
| (43,383) | NET CONTROLLABLE COST | (39,014) | (99) | (3,090) | (42,203) | |
| 35,424 | Capital Charges | | | | | |
| - | Deferred/Intangible Charges | 34,086 | - | 3,194 | 37,280 | |
| 4,928 | Corporate support services bought in | 4,928 | | (5) | 4,923 | п (|
| | TOTAL UNCONTROLLABLE COST | 39,014 | - | 3,189 | 42,203 | |
| | M | | | | | |
| (3,032) | NET COST OF SERVICE | • | (99) | 99 | - | n/a |
| - | Contributions to / (from) Earmarked Reserves | T | | | | |
| | Contributions to / (from) Capital Reserves: | | | | - | n |
| - | Financing of Capital Expenditure | | - | | - | п |
| | Provision for Repayment of External Loans | | - | - | - | n |
| - | Contribution to / (from) General Balances | | | | | л л |
| - | TOTAL APPROPRIATIONS | - | | - | - | |
| | | | | | | n |
| (3,032) | TOTAL NET EXPENDITURE | | (99) | 99 | - | n |
| THER VAR | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| ategic budg | get - agreed pressures / service demands | | | | | |
| ategic budg | get - agreed additional income / savings | | | | | |
| her resource | e changes | | | | | 9 |
| TAL OTHE | R VARIATIONS IN RESOURCE | | | | | |
| | | | | | | 9 |

REPAIRS AND MAINTENANCE

SERVICE DESCRIPTION

This service provides responsive repairs and cyclical maintenance to the Council's housing stock. The service responds to around 60,000 repair requests each year. The repairs service is delivered through two long term partnering contracts.

The total planned expenditure on revenue and capital repairs within the H.R.A. is £48.1m.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | Variations Expenditu | re on (A) | ORIGINAL BUDGET | % |
|--------------------|--------------------|-------------------------|-----------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Responsive Repairs | 12,487 | 9 | (2) | 12,494 | - |
| Cyclical Works | 875 | - | 117 | 992 | 13 |
| | | | | | |
| | | | | | |
| | | | | 2 | |
| TOTAL NET SPEND | 13,362 | 9 | 115 | 13,486 | 1 |

| | ORIGINAL ORIGINAL | - CHANGE |
|--------------------|---------------------|-------------|
| | BUDGET BUDGET | IN |
| | 2012/13 2013/14 | FTE |
| | FTE STAFF FTE STAFF | F FTE STAFF |
| Responsive Repairs | 27.6 27. | 6 - |
| Cyclical Works | | |
| | | |
| TOTAL FTE STAFF | 27.6 27. | 6 - |

REPAIRS AND MAINTENANCE

| SUB. | ECTIVE | E SUMM | ADV |
|------|--------|--------|-----|
| 3000 | CUIVE | : SUMM | ART |

| FORECAST | | ORIGINAL BUDGET | Variations i Expenditu | | ORIGINAL BUDGET | 0/ |
|---------------|---|--------------------|---------------------------|-----------------------|--------------------|-------------|
| 2012/13 | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | % CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (E) % |
| | | 1,107 | 9 | - | 1,116 | /8 |
| | Premises related expenditure | 12,167 | - | 131 | 12,298 | |
| | Supplies and Services | 64 | - | (16) | 48 | (2 |
| - | Third Party Payments | • | - | - | - | n,~ |
| - | Transfer Payments | | - | | - | n |
| 85 | Transport related expenditure | 24 | | | 24 | |
| | Recharges from other services | 544 | - | 4 | 548 | |
| 14,417 | TOTAL EXPENDITURE | 13,906 | 9 | 119 | 14,034 | |
| - | Government Grants | | | | , | |
| - | Other Grants, reimbursements and contributions | | - | • | - | n |
| <u> </u> | Fees and Charges | | - | - | - 1 | n |
| (233) | Other Customer and Client Receipts | - | • | - | | n |
| (200) | Interest Receivable | - | - | - | - | n. |
| (0.48) | | - | - | - | - | n |
| | Recharges to other services | (544) | - | (4) | (548) | |
| (1,179) | TOTAL INCOME | (544) | - | (4) | (548) | |
| | | | | | | |
| 13,239 | NET CONTROLLABLE COST | 13,362 | 9 | 115 | 13,486 | |
| | Capital Charges | | | | | |
| - | Deferred/Intangible Charges | | - | - | - | n/ |
| - | Corporate support services bought in | | | - | - | n |
| | TOTAL UNCONTROLLABLE COST | + | | | | n |
| | TOTAL UNCONTROLLABLE COST | | • | - | • | i n |
| 13,239 | NET COST OF SERVICE | | | | | |
| 10,209 | NET COST OF SERVICE | 13,362 | 9 | 115 | 13,486 | |
| - | Contributions to / (from) Earmarked Reserves | | | | | n |
| - | Contributions to / (from) Capital Reserves: | | - | | | 'n/ |
| - | Financing of Capital Expenditure | | - | | | n/ |
| - | Provision for Repayment of External Loans | | _ | _ | | n/ |
| | Contribution to / (from) General Balances | | - | - | | n/ |
| - | TOTAL APPROPRIATIONS | - · · | - | - | - | |
| | | | | · · · · · · · · · · · | | n/ |
| 13,239 | TOTAL NET EXPENDITURE | 13,362 | 9 | 115 | 13,486 | 1 |
| | RIATIONS IN LEVEL OF EXPENDITURE | | | | | |
| | get - agreed pressures / service demands | | | - | | £000's |
| | | | | | | - |
| rategic budd | <u>aet - agreed additional income / savings</u> | | | | | |
| ther resource | e changes | | | | F | |
| crease in cv | clical repairs | | | | | |
| ther minor a | | | | | | 117 (2 |
| | | | | | | |
| | | | | | | |
| | | | | | - | 11! |

SUPERVISION AND MANAGEMENT -GENERAL EXPENSES

SERVICE DESCRIPTION

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

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

• a provider division (Croydon Landlord Services), which will have operational responsibility and carry out day-to-day property, estate and tenancy services

 a client division (the housing needs and strategy division), which will be responsible for developing and consulting on strategies, longterm plans and priorities for funding, identifying the available resources and recommending the annual budget, ensuring compliance with governance arrangements, supporting customers to scrutinise the performance of the provider division, and supporting and challenging the provider division to benchmark its performance and identify and adopt best practice. It should be noted that the provider division contributes information, advice and guidance to the development of strategies.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | | | ORIGINAL BUDGET | % - |
|---|----------------------------|----------------------------|------------------------|--------------------------|--------------------|
| | 2012/13 (A) - £000's | Inflation (B) £000's | Other (C) £000's | 2013/14 (D) £000's | CHANGE (E) % |
| Supervision and management - General expenses | 21,556 | 79 | (734) | 20,901 | (3) |
| | | 50 | | | |
| TOTAL NET SPEND | 21,556 | 79 | (734) | 20,901 | (3) |

| | | ORIGINAL | ORIGINAL | CHANGE |
|--------------------------------|------------------|-----------|-----------|-----------|
| Ward and the second second | | BUDGET | BUDGET | IN |
| | | 2012/13 | 2013/14 | FTE |
| | | FTE STAFF | FTE STAFF | FTE STAFF |
| Supervision and management - (| General expenses | 229.1 | 233.6 | 4.6 |
| | | | | |
| | | | | |
| | | | | |
| TOTAL FTE STAFF | | 229.1 | 233.6 | 4.6 |

SUPERVISION AND MANAGEMENT -GENERAL EXPENSES

| FORECAST | | ORIGINAL BUDGET | Variations i | | ORIGINAL | |
|---|--|--------------------|------------------------|----------------------|-------------------|---|
| 2012/13 | DESCRIPTION | 2012/13 | Expenditu Inflation | re on (A) * Other | BUDGET 2013/14 | % CHANGE |
| | | (A) | (B) | (C) | 2013/14 (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | (⊑) % |
| 8,994 | Empioyees | 9,543 | 79 | 585 | 10,207 | |
| 917 | Premises related expenditure | 741 | - | 94 | 835 | 1 |
| | Supplies and Services | 5,789 | | (1,935) | 3,854 | (30 |
| 531 | Third Party Payments | 434 | - | 208 | 642 | 48 |
| - | Transfer Payments | - | - | - | | n/ |
| 106 | Transport related expenditure | 132 | | (28) | 104 | (21 |
| 1,680 | Recharges from other services | 1,717 | | 355 | 2,072 | 21 |
| 14,219 | TOTAL EXPENDITURE | 18,356 | 79 | (721) | 17,714 | (8 |
| (64) | Government Grants | | | () | | |
| - | Other Grants, reimbursements and contributions | | 1 | | • | n/ |
| (7) | Fees and Charges | | - | - | • | n/ |
| | Other Customer and Client Receipts | - | • | • | - | n/ |
| (17) | Interest Receivable | (28) | - | 8 | (20) | (29 |
| | | • | | - | - | n/ |
| | Recharges to other services | (1,700) | - | (16) | (1,716) | 1 |
| (1,642) | TOTAL INCOME | (1,728) | | (8) | (1,736) | |
| | | | | | | |
| 12,577 | NET CONTROLLABLE COST | 16,628 | 79 | (729) | 15,978 | (4 |
| | | | | (/=-/ | | |
| - | Capital Charges | | • | | - | n/ |
| - | Deferred/Intangible Charges | - | - | - | | . n/a |
| | Corporate support services bought in | 4,928 | - | (5) | 4,923 | |
| 4,928 | TOTAL UNCONTROLLABLE COST | 4,928 | - | (5) | 4,923 | |
| | | | | | ••• | |
| 17,505 | NET COST OF SERVICE | 21,556 | 79 | (734) | 20,901 | (3 |
| | | | | | | |
| • | Contributions to / (from) Earmarked Reserves | - | | - | - | n/ |
| • | Contributions to / (from) Capital Reserves: | - | | | - | n/ |
| - | Financing of Capital Expenditure | - | | - | - 1 | n/ |
| - | Provision for Repayment of External Loans | - | - | - | | n/ |
| - | Contribution to / (from) General Balances | | - | - | | n/ |
| - | TOTAL APPROPRIATIONS | | | | - | n/i |
| | | | | | | |
| 17,505 | TOTAL NET EXPENDITURE | 21,556 | 79 | (734) | 20,901 | (3 |
| | RIATIONS IN LEVEL OF EXPENDITURE | | | | | |
| OTTLEN VAR | INATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| Strategic budg | et - agreed pressures / service demands | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | - |
| itrategic budg | <u>iet - agreed additional income / savings</u> | | | | | |
| itrategic budg | | | | | | |
| itrategic budg | | | | | | |
| itrategic budg | | | | | | |
| | <u>iet - agreed additional income / savings</u> | | | | | |
| <u>)ther resource</u> | <u>iet - agreed additional income / savings</u> e changes | | | | | |
| Other resource Increase in Le Decrease in In | <u>iet - agreed additional income / savings</u> <u>e changes</u> gal Services teams legal costs vestment Fund | | | | | |
| Other resource Increase in Le Decrease in In | <u>iet - agreed additional income / savings</u> <u>e changes</u> gal Services teams legal costs vestment Fund | | | | | (2,109 |
| Other resource Increase in Le Decrease in In Variation in co Increase in Ins | <u>tet - agreed additional income / savings</u> <u>e changes</u> gal Services teams legal costs ivestment Fund rporate recharges jurance costs | | | | | (2,109 (5 |
| Other resource Increase in Le Decrease in In Variation in co Increase in Ins | <u>tet - agreed additional income / savings</u> <u>e changes</u> gal Services teams legal costs ivestment Fund rporate recharges jurance costs | | | | | (2,109 (5 82 |
| Other resource Increase in Le Decrease in In Variation in co Increase in Ins Increase in Sto Additional staff | e changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme | | | | | (2,109 (5 82 96 |
| Other resource Increase in Le Decrease in In Variation in co Increase in Ins Increase in Sto Inditional staff | <u>et - agreed additional income / savings</u> <u>e changes</u> gal Services teams legal costs westment Fund rporate recharges warance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform | | | | | (2,109 (5 82 96 121 |
| Other resource Increase in Le Decrease in In Ariation in co Increase in Ins Increase in Sto Indditional staff Additional staff | <u>e changes</u> gal Services teams legal costs westment Fund rporate recharges warnee costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges | | | | | (2,109 (5 82 96 121 361 |
| Other resource ncrease in Le Decrease in In Variation in co ncrease in Sta Increase in Staff dditional staff dditional staff other staff cha ncrease in IC1 | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges f recharge | | | | | - 220 (2,109 (5 82 96 121 361 86 86 127 |
| Other resource ncrease in Le Decrease in In Variation in co ncrease in Sta ditional staff ditional staff ditional staff ditional staff cherease in IC1 usiness Supp | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | | | (2,109 (5 82 96 121 361 86 127 |
| Other resource increase in Le Decrease in In Variation in co increase in Sta ditional staff ditional staff ditional staff cher staff cha increase in IC1 usiness Supp | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | | | (2,109 (5 82 96 121 361 86 127 301 |
| Other resource ncrease in Le Decrease in In Variation in co ncrease in Sta Increase in Staff dditional staff dditional staff other staff cha ncrease in IC1 | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | | | (2,109 (5 82 96 121 361 86 |
| Other resource increase in Le Decrease in In Variation in co increase in Sta ditional staff ditional staff ditional staff cher staff cha increase in IC1 usiness Supp | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | | | (2,109 (5 82 96 121 361 86 127 301 |
| ther resource crease in Le ecrease in In ariation in co crease in Sto dditional staff dditional staff ther staff cha crease in ICT usiness Supp | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | 207 | | (2,109 (5 82 96 121 361 127 301 (14 |
| ther resource crease in Le ecrease in In ariation in co icrease in Sta crease in Sta dditional staff dditional staff ther staff cha crease in IC1 usiness Supp ther minor ac | tet - agreed additional income / savings a changes gal Services teams legal costs ivestment Fund rporate recharges iurance costs ock Investment legal and consultancy costs f resources to deliver increased capital programme fing resources - welfare reform anges F recharge port recharge from the general fund | | | 747 | | (2,109 (5 82 96 121 361 86 127 301 |

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 Grounds Maintenance - £7.48 - £1.94

MOVEMENT IN NET EXPENDITURE

| | <i>ih</i> | ORIGINAL BUDGET 2012/13 | Variations in Level of Expenditure on (A) Inflation Other | | ORIGINAL BUDGET 2013/14 | % CHANGE |
|----------------------------|-----------|-------------------------------|---|----------|-------------------------------|-------------|
| | | (A) | (B) | (C) | (D) | (E) |
| | | £000's | £000's | £000's | £000's | % |
| Utility charges | | 1,512 | | (200) | 1,312 | (13) |
| Horticultural Services | | 698 | 17 | (44) | 671 | (4) |
| Sheltered Housing services | | 1,116 | - | (74) | 1,042 | (7) |
| Neighbourhood Services | | 4,236 | (91) | 112 | 4,257 | - |
| | | | | | | |
| | | | | - 1 | а. — у. — | |
| | | | | 1. 1. | | |
| | | | | | | |
| | | | | | | |
| | | | | | | 9611 |
| TOTAL NET SPEND | | 7,562 | (74) | (206) | 7,282 | (4) |

| | | ORIGINAL | ORIGINAL | CHANGE |
|------------------------|-----|-----------|-----------|-----------|
| | | BUDGET | BUDGET | IN |
| | | 2012/13 | 2013/14 | FTE |
| | | FTE STAFF | FTE STAFF | FTE STAFF |
| Neighbourhood Services | | 88.0 | 86.0 | (2.0) |
| | | | 111 10 | |
| | | | 5 C | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | 1 | | |
| | | | | |
| | · · | | | 1.00 |
| TOTAL FTE STAFE | | 88.0 | 86.0 | (2.0) |
| TOTAL FTE STAFF | | 88.0 | 86.0 | |

SUPERVISION AND MANAGEMENT -SPECIAL EXPENSES

| FORECAST | | ORIGINAL BUDGET | Variations I Expenditu | re on (A) | ORIGINAL BUDGET | % |
|----------------|---|--------------------|---------------------------|---------------|--------------------|-------------|
| 2012/13 | DESCRIPTION | 2012/13 | inflation | * Other | 2013/14 | CHANGE |
| £000's | | (A) £000's | (B) £000's | (C) £000's | (D) | (E) |
| 2,713 | Employees | 2,946 | 23 | (39) | £000's 2,930 | <u>%</u> (* |
| 7,702 | Premises related expenditure | 7,820 | 38 | (446) | 7,412 | (|
| 383 | Supplies and Services | 352 | - | 5 | 357 | |
| 19 | Third Party Payments | 50 | | (23) | 27 | (4) |
| 6 | Transfer Payments | 4 | - | (3) | 1 | (7 |
| 117 | Transport related expenditure | 114 | • | 15 | 129 | 1 |
| | Recharges from other services | 1,811 | | 417 | 2,228 | 2 |
| 12,778 | TOTAL EXPENDITURE | 13,097 | 61 | (74) | 13,084 | |
| - | Government Grants | | | - | | n |
| - · | Other Grants, reimbursements and contributions | | | | | |
| (5.513) | Fees and Charges | (5,423) | (135) | (135) | (5 600) | n |
| | Other Customer and Client Receipts | (3) | (155) | • • | (5,693) | (10) |
| | Interest Receivable | (5) | - | 3 | - | (10 |
| (109) | Recharges to other services | (109) | - | | - | , u |
| | | | | | (109) | • |
| (3,622) | TOTAL INCOME | (5,535) | (135) | (132) | (5,802) | |
| 7,157 | NET CONTROLLABLE COST | 7,562 | (74) | (206) | 7,282 | (4 |
| | Capital Charges | T - T | | | | |
| - | Deferred/Intangible Charges | | | | - | n/ n/ |
| - | Corporate support services bought In | | | | _ | n |
| | TOTAL UNCONTROLLABLE COST | | | | | |
| | | | | 1 | • | <u> </u> |
| 7,157 | NET COST OF SERVICE | 7,562 | (74) | (206) | 7,282 | (|
| - | Contributions to / (from) Earmarked Reserves | 1 | - 1 | | | n |
| - | Contributions to / (from) Capital Reserves: | | | | | n. |
| - | Financing of Capital Expenditure | | | | | 11 D/ |
| • | Provision for Repayment of External Loans | | - | - | - | n |
| | Contribution to / (from) General Balances | | | | - | n |
| - | | - | | | - | n/ |
| 7,157 | TOTAL NET EXPENDITURE | 7,562 | (74) | (206) | 7,282 | (|
| OTHER VAR | RATIONS IN LEVEL OF EXPENDITURE | | | | Г | £000's |
| trategic budg | net - agreed pressures / service demands | | | | | |
| | | | | | | |
| trategic budg | <u>aet - agreed additional income / savings</u> | | | | | |
| ther resource | e channes | | | | L | - |
| ffiiclency sav | ings | | | | | (279 |
| icrease in dw | vellings water expenditure recharged to tenants | | | | | 24 |
| icrease in wa | ter income recharged to tenants | | | | | (12 |
| | ter commission income | | | | | (14 |
| ther minor at | ajustments | | | | | (34 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | ŀ | (20) |
| | R VARIATIONS IN RESOURCE | | | | ŀ | (20) |

CAPITAL FINANCING

SERVICE DESCRIPTION

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

The Major Repairs Allowance is used to finance the improvements of the housing stock. Self financing will be introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £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 shown below reflects the increased valuation of Croydon's stock under self financing. The Major Repairs Allowance is currently used to fund capital investment in our housing stock.

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | BUDGET Expenditure on (A) | | ORIGINAL BUDGET | % |
|----------------------------------|--------------------|---------------------------|--------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | · (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Major Repairs Allowance | 16,035 | - | 422 | 16,457 | 3 |
| Interest Charges | 11,397 | - | 748 | 12,145 | 7 |
| Debt Management Expenses | 89 | - 1 | 11 | 100 | 12 |
| Premium | 400 | - | (1) | 399 | |
| Discount | (21) | - | 14 | (7) | (67) |
| Financing of Capital Expenditure | 6,186 | - | 2,000 | 8,186 | 32 |
| | | \$ | | | |
| | | | | | |
| | | | | | |
| TOTAL NET SPEND | 34,086 | - | 3,194 | 37,280 | 9 |

| | ORIGINAL | ORIGINAL | CHANGE |
|-----------------|---|-----------|-----------|
| | BUDGET | BUDGET | IN |
| | 2012/13 | 2013/14 | FTE |
| | FTE STAFF | FTE STAFF | FTE STAFF |
| | | | - |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - | | |
| | | | |
| TOTAL FTE STAFF | | | |

CAPITAL FINANCING

| | SUBJECTIVE | SUMMARY |
|--|------------|---------|
|--|------------|---------|

| 2012/13 | • | ORIGINAL BUDGET | Variations Expenditu | re on (A) | ORIGINAL BUDGET | % |
|--|--|--------------------|-------------------------|-----------|--|---------------------------------|
| | DESCRIPTION | 2012/13 | Inflation | * Other | 2013/14 | CHANGE |
| | | (A) | (B) | (C) | (D) | (E) |
| £000's | | £000's | £000's | £000's | £000's | % |
| - | Employees | - 1 | | - | - | r |
| - | Premises related expenditure Supplies and Services | | • | - | · · · · • | - п |
| | Third Party Payments | | | | - | n n |
| - | Transfer Payments | · · · | _ | _ | | r |
| - | Transport related expenditure | | - | - | - | Г |
| - | Recharges from other services | - | - 1 | | <u> </u> | г |
| - | TOTAL EXPENDITURE | | - | - | - | , n |
| • | Government Grants | - | - | - | - | п |
| - | Other Grants, reimbursements and contributions | - | - | - | - | п |
| - | Fees and Charges | | - | - | - | п |
| - | Other Customer and Client Receipts | | - | + | | п |
| - | Interest Receivable | · · | | | - | п |
| | Recharges to other services | - | | | - | n |
| - | | - | - | - | • | п |
| - | NET CONTROLLABLE COST | - | - | | - | r. |
| 35 424 | Capital Charges | | | | | |
| | Deferred/Intangible Charges | 34,086 | | 3,194 | 37,280 | |
| | Corporate support services bought in | | - | | | ព ព |
| | TOTAL UNCONTROLLABLE COST | 34,086 | _ | 3,194 | 37,280 | |
| | | 04,000 | | 3,134 | 37,200 | |
| 35,424 | NET COST OF SERVICE | 34,086 | - | 3,194 | 37,280 | |
| - | Contributions to / (from) Earmarked Reserves | | | | | |
| - | Contributions to / (from) Capital Reserves: | | | | - | . n n |
| - | Financing of Capital Expenditure | - | - | _ | | n |
| - | Provision for Repayment of External Loans | - | - | | a | п |
| - | Contribution to / (from) General Balances | - | - | | - | n |
| - | TOTAL APPROPRIATIONS | • | - | - | | n |
| | TOTAL NET EXPENDITURE | 34,086 | | 3,194 | 37,280 | |
| 35,424 | | | | | 01,200 | |
| | | 04,000 | | | ······································ | |
| THER VAL | RIATIONS IN LEVEL OF EXPENDITURE | 04,000 | | | | £000's |
| OTHER VAL | | | | | | |
| THER VAL | RIATIONS IN LEVEL OF EXPENDITURE | | | | | |
| DTHER VAI | RIATIONS IN LEVEL OF EXPENDITURE | | | | | |
| DTHER VAI | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| OTHER VAN | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings | | | | | £000's |
| OTHER VAN | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay | | | | | £000's |
| Attegic bude attegic bude attegic bude ner resourc rease in re- rease in re- | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing | | | | | £000's |
| Ategic bude ategic bude ategic bude ner resourc rease in re- rease in int rease in Ma | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | £000's 2,00 74 42 |
| Attegic bude attegic bude attegic bude ner resourc rease in re- rease in int rease in Ma | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | 2,00 74 42 |
| DTHER VAN rategic bude rategic bude ner resourc rease in re- rease in int rease in Ma | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | 2,00 74 42 |
| Ategic bude ategic bude ategic bude ner resourc rease in re- rease in int rease in Ma | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | 2,00 74 42 |
| DTHER VAR rategic bude rategic bude rategic bude her resourc rease in re- | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | £000's 2,00 74 42 2 |
| Attegic bude attegic bude attegic bude ner resourc rease in re- rease in int rease in Ma | RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings e changes venue contribution to capital outlay terest payments on additional borrowing ajor Repairs Allowance | | | | | £000's 2,00 74 42 |

INCOME

SERVICE DESCRIPTION

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

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

| Average Dwelling Rent (50 weeks) | Actual Service Charge (Caretaking and Grounds Maintenance) | Mortgage Interest Rates |
|-------------------------------------|---|-------------------------|
| 2009-10 £87.70 | £5.05 | 01.04.09 4.81% |
| 2010-11 £88.51 | £5.05 | 01.04.10 4.81% |
| 2011-12 £92.22 | £8.61 | 01.04.11 4.81% |
| 2012-13 £99.59 | £9.14 | 01.04.12 |
| 2013-14 £104.07 | £9.42 | |
| | | |
| | | |
| | | |

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL Variations In Level of BUDGET Expenditure on (A) | | | ORIGINAL BUDGET | % |
|--|--|-----------|---------|--------------------|--------|
| | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £00 0 's | £000's | £000's | £000's | % |
| Dwellings Rents and Service Charges | (73,212) | (94) | (3,070) | (76,376) | 4 |
| Doubtful Debt Provision | 250 | • | 750 | 1,000 | 300 |
| Garages | (1,390) | - | 66 | (1,324) | (5) |
| Heating and Insurance | (555) | (14) | 8 | (561) | 1 |
| Interest | (8) | | - | (8) | 1 |
| Service Charges - Leaseholders | (1,579) | - | - | (1,579) | - |
| Other Income Contributions to / (from) Earmarked Reserves | (72) | (5) | (24) | (101) | 40 |
| | | | | 2 | |
| | | | | | |
| TOTAL NET SPEND | (76,566) | (113) | (2,270) | (78,949) | 3 |

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

INCOME

SUBJECTIVE SUMMARY

| FORECAST 2012/13 £000's | DESCRIPTION | ORIGINAL BUDGET 2012/13 (A) £000's | Variations Expenditu Inflation (B) £000's | | ORIGINAL BUDGET 2013/14 (D) £000's | % CHANGE (E) % |
|--|---|--|---|--------------------------|--|---|
| 1,574 257 - 177 | Premises related expenditure Supplies and Services Third Party Payments Transfer Payments | 1,660 261 112 | | 154 750 32 | 1,814 1,011 - 144 | n/a 9 287 n/a 29 |
| | Transport related expenditure Recharges from other services | - | - | - | | n/a n/a |
| | TOTAL EXPENDITURE | 2,033 | - | 936 | 2,969 | 46 |
| - (4,437) (73,901) (8) | Government Grants Other Grants, reimbursements and contributions Fees and Charges Other Customer and Client Receipts Interest Receivable Recharges to other services | - (4,516) (74,059) (8) (18) | (113) - | - 474 (3,680) - | (8) | n/a n/a (8) 5 - |
| | TOTAL INCOME | (16) | - (113) | (3,206) | (16) (81,918) | - |
| (76,356) | NET CONTROLLABLE COST | (76,566) | (113) | (2,270) | (78,949) | 4 |
| | Capital Charges Deferred/Intangible Charges Corporate support services bought in | - | - | - | - | n/a n/a n/a |
| - · | TOTAL UNCONTROLLABLE COST | - | - | | - | n/a |
| (76,356) | NET COST OF SERVICE | (76,566) | (113) | (2,270) | (78,949) | 3 |
| • | Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans | - | | -• | - | n/a n/a n/a n/a |
| | Contribution to / (from) General Balances TOTAL APPROPRIATIONS | | - | | - | n/a |
| (76,356) | TOTAL NET EXPENDITURE | (76,566) | (113) | (2,270) | (78,949) | |
| * OTHER VAP | NATIONS IN LEVEL OF EXPENDITURE | | | (| (,) | £000's |
| Strategic budg | <u>aet - agreed pressures / service demands</u> | | | | | |
| Strategic budg | <u>aet - agreed additional income / savings</u> | | | | | |
| Additional inco Additional inco Variation in ter Variation in ga Increase in bac | <u>e changes</u> ome from dwelling rents ome from tenants service charges ome from garage rents nants void costs rage void costs d debt provision ajor works costs recovered from leaseholders | | | | | (3,059) (23) (84) 28 101 750 (45) |
| Other minor ac | djustments | | | | | 62 |
| Other minor ac | djustments | | | | | |

NOTIONAL H.R.A AND GOVERNMENT GRANT

æ

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

| | ORIGINAL BUDGET | BUDGET Expendit | | ORIGINAL BUDGET | % |
|--|--------------------|-----------------|--------|--------------------|--------|
| 4° | 2012/13 | Inflation | Other | 2013/14 | CHANGE |
| | (A) | (B) | (C) | (D) | (E) |
| | £000's | £000's | £000's | £000's | % |
| Notional Management and Maintenance Allowances | • | | | - | n/a |
| Major Repairs Allowance | - | - | - | - | n/a |
| Capital asset charges | | - | - | - | n/a |
| Admissible Allowance | | - | - | - | n/a |
| Notional Guideline Rent | | - | - | - | n/a |
| Interest on Rent to buy mortgages | - | - | - | - | n/a |
| Rental Constraint Allowance | - | a 1 | - | - | n/a |
| | | | | | |
| | | | | | |
| | ÷. | | | | |
| TOTAL NET SPEND | - | - | - | - | n/a |

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

NOTIONAL H.R.A AND GOVERNMENT GRANT

-

| FORECAST | | ORIGINAL BUDGET | Variations Expenditu | | ORIGINAL BUDGET | % |
|--------------|---|--------------------|-------------------------|----------------|--------------------|---------------|
| 2012/13 | DESCRIPTION | 2012/13 (A) | Inflation (B) | * Other (C) | 2013/14 (D) | CHANGE (E) |
| £000's | | £000's | £000's | £000's | £000's | (Ľ) % |
| - | Employees | - | | • | - | n/ |
| - | Premises related expenditure | - | - | - | | n |
| | Supplies and Services | - | - | - | | n/ |
| - | Third Party Payments Transfer Payments | - | • | - | - | n n |
| | Transport related expenditure | - | - | - | - | n |
| - | Recharges from other services | | - | - | - | n. |
| | | | | | | <u>n</u> . |
| | | | - | - | - | <u>n</u> . |
| - | Government Grants | - 1 | | - | - | n |
| | Other Grants, reimbursements and contributions | - | - | - | - | n |
| • | Fees and Charges | • | - | - | - | n. |
| - | Other Customer and Client Receipts Interest Receivable | - | - | - | - | n |
| | | - | - | - | | n |
| • | Recharges to other services | | | • | - | n |
| - | TOTAL INCOME | - | - | - | - | . n. |
| | NET CONTROLLABLE COST | T | | | | |
| | | | - | • | - | n |
| - | Capital Charges | | - 1 | | - | n, |
| - 1 | Deferred/Intangible Charges | - | - 1 | - | - | n |
| - | Corporate support services bought in | - | - | | - | n |
| • | TOTAL UNCONTROLLABLE COST | | - | | - | n |
| | | | | | | |
| - | NET COST OF SERVICE | - | - | | - | n |
| - | Contributions to / (from) Earmarked Reserves | | | | | |
| | Contributions to / (from) Capital Reserves: | | | - | - | n n |
| - | Financing of Capital Expenditure | - | - | · · · · | | n |
| - | Provision for Repayment of External Loans | | | - | | n |
| - | Contribution to / (from) General Balances | - | - | | - | n |
| - | TOTAL APPROPRIATIONS | - | - | - | - | n |
| | | T T | | | | |
| • | | - | - | - | - | n |
| THER VAR | RIATIONS IN LEVEL OF EXPENDITURE | | | | | £000's |
| rategic budg | et - agreed pressures / service demands | | | | | |
| | | | | | | |
| | | | | | | |
| rategic budo | <u>iet - agreed additional income / savings</u> | | | | | |
| | | | | | | |
| her resource | e changes | | | | | |
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| | R VARIATIONS IN RESOURCE | | | | | |
| | K VARIALIUNS IN DEGRI IDRE | | | | | |

TOTAL OTHER VARIATIONS IN RESOURCE



CAPITAL PROGRAMME

CONTENTS

| | | 4. 4 4 4. | Page |
|------------------|------------|--------------|------|
| DETAILED PROGRAM | ME 2013/14 | | CP1 |
| FUNDING | | | CP2 |

Capital Programme 2013/14 TO 2016/17

These pages show details of the proposed capital programme for 2013/14 and draft programme for 2016/17

| | Improving our Assets | | | | 80.8 | |
|-----------------|--|-------------------|-------------------|---------------------------|-------------------|-----------------|
| Funding Source | Description | 2013/14 £'000s | 2014/15 £'000s | 2015/16 £'000s | 2016/17 £'000s | Total £'000s |
| EXT - PIS / LBC | Academies Programme | 8,470 | 6.391 | - | - | 14,861 |
| LBC | Secondary Schools Programme | 15,000 | 23,800 | 10.155 | 5 | 48,955 |
| EXT - DfE / LBC | Primary School Capital programme | 48,187 | 36,946 | | 2.000 | 92,733 |
| LBC | Special Education Needs Programme | 18,678 | 5,806 | | | 24,484 |
| LBC | Education Disability Access Programme | 1,000 | 500 | | - | 1,500 |
| EXT - CLG / LBC | Disabled Facilities Grants | 1,900 | 1,850 | Contraction of the second | 1,800 | 7,350 |
| LBC | Corporate Property Maintenance Programme | 3,925 | 2.250 | | 2,100 | 10,805 |
| LBC | Acquisition Fund | 20,951 | -, | _, | | 20,951 |
| LBC | Regeneration (Acquisitions) Fund | 2,000 | | 2,000 | 2.000 | 6,000 |
| LBC | New Addington Regeneration - Pool | | | 17,000 | 2,000 | 17,000 |
| HRA | Housing Investment Programme | 34,621 | 34,821 | 34,621 | 34,621 | 138,484 |
| | | 154,732 | 112,184 | 73,706 | | 383,123 |

| Funding Source | Transforming our Place | 2013/14 £'0005 |
|-----------------------------|---|-------------------|
| LBC | Highways Maintenance Programme | 5,50 |
| LBC | Soakaways Maintenance and Replacement - Highways Drainage | 350 |
| EXT - TFL | LIP - Road Safety, Highways, Public Realm Improvements | 2.71 |
| EXT - GLA / EXT - TFL / LBC | Connected Croydon Public Realm Programme | 10.318 |
| EXT - TFL / LBC | Bridge Strengthening Programme | 490 |
| LBC | Fairfield Halls Refurbishment | 750 |

| 2013/14 | 2014/15 | 2015/16 | 2016/17 | Totai |
|---------|---------|---------|---------|--------|
| £'000s | £'000s | £'000s | £'000s | £'000s |
| 5,500 | 6,500 | 8,000 | 7,500 | 27,500 |
| 350 | 350 | 350 | 350 | 1,400 |
| 2,712 | 3,336 | 3,336 | | 9,384 |
| 10,318 | 6,635 | 1 | | 16,953 |
| 490 | 480 | 470 | 400 | 1,840 |
| 750 | 750 | 10,000 | 15,000 | 26,500 |
| 20,120 | 18,051 | 22,156 | 23,250 | 69,577 |

3

| Funding Source | TRANSFORMING OUR SERVICES | | 2013/14 £'000s | | | | Total £'000a |
|----------------|-----------------------------------|-----|-------------------|-------|-------|-----|-----------------|
| LBC | New Burial Land | 2.4 | 1,200 | | | | 1,200 |
| LBC | Feasibility Fund | | 500 | 500 | 500 | 500 | |
| LBC | Transformational ICT Programme | | 3.000 | 3,000 | | | |
| LBC | New Salt Barn | · | -, | | 1,000 | | 1,000 |
| LBC | Transforming our Space | | 13,327 | 2.022 | | | 15,349 |
| LBC | Waste Services - Replacement Bins | _ | 150 | 150 | | 150 | |
| | | | 18,177 | 5,672 | | | 32,149 |

193,029 135,887 100,512 69,421 498,849

Capital Programme Resourcing 2013/14 to 2016/17

| GENERAL FUND Description | 2013/14 £'000s | 2014/15 £'000s | 2015/16 £'000s | 2016/17 £'000ş | Total £'000s |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Improving our Assets | 154,732 | 112,164 | 73,706 | 42.521 | 383,12 |
| Transforming our Place | 20,120 | 18,051 | 22,156 | 23,250 | |
| Transforming our Services | 18,177 | 5,672 | 4,650 | 3.650 | 83,57 32,14 |
| RESOURCE REQUIREMENT (Including HRA) | 193,029 | 135,887 | 100,512 | 69,421 | 498.84 |
| General Fund | | | | | <u> </u> |
| Borrowing | 118,968 | 72,497 | 61,205 | 33,900 | 000 57 |
| Capital Receipt | 3,000 | 12,401 | 01,200 | 33,900 | 286,57 |
| Greater London Authority (GLA) | 5,000 | 4,500 | | | 3,00 |
| Communities and Local Government (CLG) | 900 | 900 | 900 | 900 | 9,50 3,60 |
| Department of Health (DoH) | | - | | 300 | 3,60 |
| Department for Education (DfE) | 16,919 | 13,192 | | | 30,11 |
| Transport For London (TfL) | 5,662 | 3,786 | 3,786 | - | 13,23 |
| Partnership for Schools (PfS) | 7,959 | 6,391 | - | - | 14,35 |
| | 158,408 | 101,266 | 65,891 | 34,800 | 360,36 |
| IRA | | | | 01,000 | 000,000 |
| HRA Receipts | 900 | 900 | 000 | | |
| Major Repairs Allowance | 16,457 | 16,457 | 900 | 900 | 3,600 |
| New Homes Bonus | 10,457 | 10,457 | 16,457 | 16,457 | 65,828 |
| IRA Unsupported Borrowing | 9.078 | 9,064 | 0.150 | - | |
| 5106 | 3,070 | 9,004 | 2,158 | - | 20,300 |
| HRA - Reserves | | | - | | - |
| HRA - Revenue Contribution | 8,186 | 8,200 | 15,106 | 17.264 | 40 750 |
| | 34,621 | 34,621 | 34,621 | 34,621 | 48,756 138,484 |
| | | | | | |
| OTAL ESTIMATED RESOURCES | 193,029 | 135,887 | 100,512 | 69,421 | 498,849 |
| | | | - | | |
| OVER) / UNDER FUNDING OF PROGRAMME | 0 | 0 | 0 | 0 | |

