

# **CROYDON COUNCIL**

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

**2013/14**

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

NOVEMBER  
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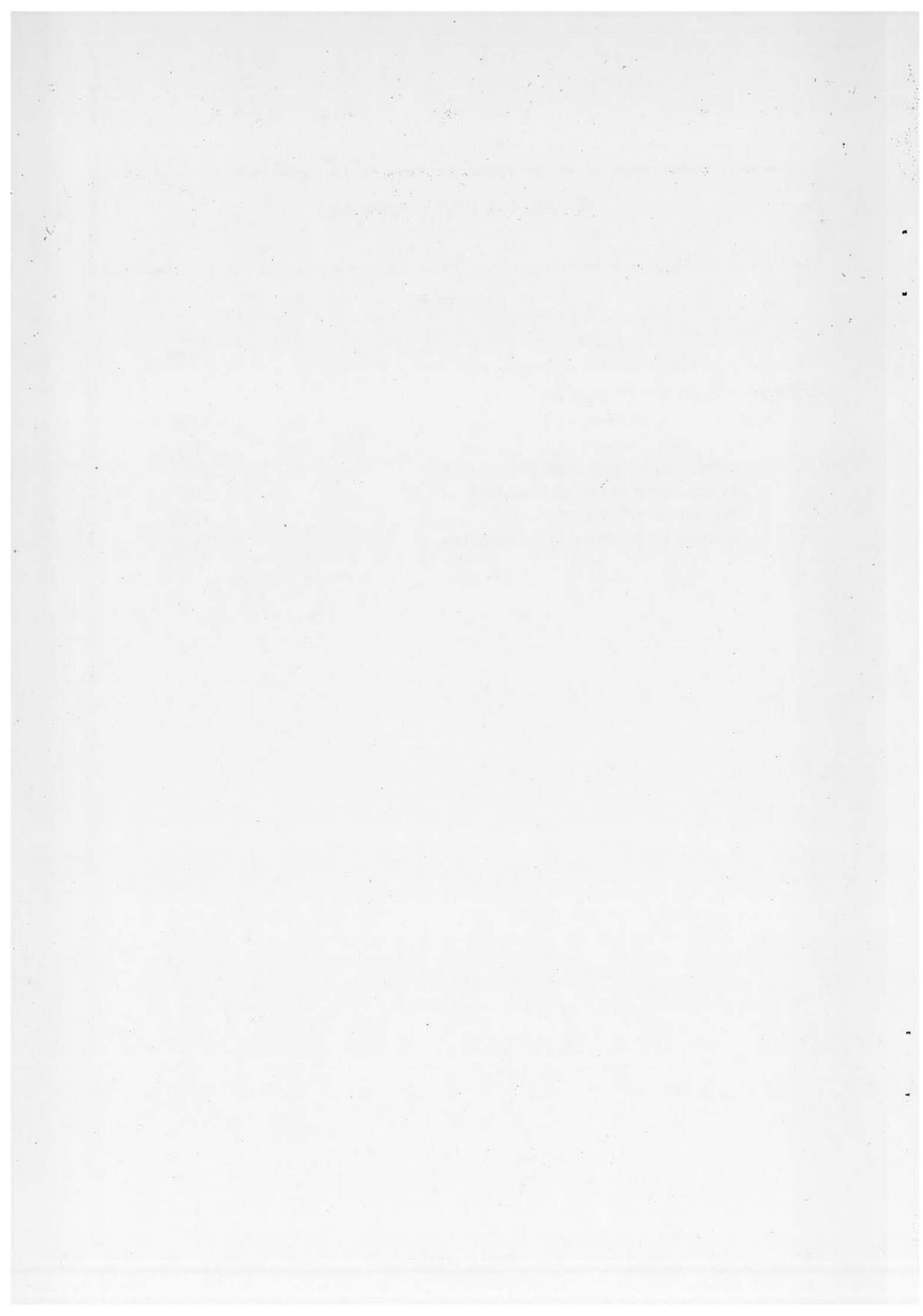
THE UNIVERSITY OF CHICAGO  
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CHICAGO

# REVENUE BUDGET SUMMARY

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

ACTUAL 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
118,866	Department of Adult Services, Housing and Health	117,760	2,130	(5,460)	114,430	(3)
101,640	Children, Families and Learners	111,465	653	(7,489)	104,629	(6)
67,337	Planning and Environment	75,248	751	(6,757)	69,242	(8)
26,674	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)	3,952	(29)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Layers and Spans	(300)	-	300	-	(100)
-	Business Support	(400)	-	400	-	(100)
-	Redundancy	-	-	1,000	1,000	n/a
-	Carbon Credits	190	-	65	255	34
320,530	<b>NET COST OF SERVICES</b>	338,906	4,937	(12,518)	331,328	(2)
(41,213)	Core Grants	(41,043)	-	27,790	(13,253)	(68)
1	Contingency / Unallocated Provision	1,000	-	-	1,000	-
	<b>Levies from Other Bodies</b>					
252	Environment Agency	272	-	-	272	-
378	Lee Valley Regional Park Authority	407	-	-	407	-
706	London Boroughs Grants Committee	507	-	(100)	407	(20)
349	London Pensions Fund Authority	438	-	-	438	-
(6,953)	Interest and Investment Income	(1,911)	-	(60)	(1,971)	3
9,924	Interest Payable	11,389	-	2,321	13,710	20
283,974	<b>NET OPERATING EXPENDITURE</b>	309,966	4,937	17,433	332,336	7
	<b>APPROPRIATIONS</b>					
18,745	Contributions to / (from) Earmarked Reserves	3,241	-	3,876	7,117	120
(27,026)	Provision for Repayment of External Loans	(27,526)	-	1,423	(26,103)	(5)
-	Revenue Expenditure Funded from Capital under Statute ( REFCUS)	(14,825)	-	(1,851)	(16,676)	12
(1,878)	Deferred / Intangible Charges Written Off	(3,149)	-	(809)	(3,958)	26
-	Contribution to / (from) General Balances	-	-	-	-	n/a
273,815	<b>BUDGET REQUIREMENT</b>	267,707	4,937	20,072	292,716	153
	<b>FINANCED BY</b>					
29,124	Revenue Support Grant	2,206	-	95,023	97,229	4,307
3,345	Collection Fund surplus / (deficit)	3,166	-	1,365	4,531	43
-	Business Rates Top Up Grant	-	-	31,722	31,722	n/a
94,221	Business Rates Income	113,800	-	(80,628)	33,172	(71)
147,125	Council Tax - Band D Equivalent	148,535	-	(22,473)	126,062	(15)
273,815	<b>TOTAL FINANCING</b>	267,707			292,716	9
2011/12 Band D Equivalent £.pp	<b>COUNCIL TAX SUMMARY</b>		2012/13 Band D Equivalent £.pp	2013/14 Band D Equivalent £.pp		Change Band D Equivalent %
1,150.11	London Borough of Croydon	148,535	1,150.11	1,171.39	126,062	1.85%
309.82	Greater London Authority	39,612	306.72	303.00	32,608	-1.21%
1,459.93		188,147	1,456.83	1,474.39	158,670	1.21%

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

ACTUAL 2011/12  £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
323,991	Employees	140,977	1,085	(8,814)	133,248	(5)
37,069	Premises related expenditure	21,642	212	4,290	26,144	21
87,208	Supplies and Services	39,531	1,698	(3,577)	37,652	(5)
213,331	Third Party Payments	205,377	2,465	16,072	223,914	9
288,629	Transfer Payments	594,175	16	(4,243)	589,948	(1)
8,472	Transport related expenditure	8,305	145	(706)	7,745	(7)
71,581	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
45,332	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)
1,154,039	<b>TOTAL EXPENDITURE</b>	1,141,319	6,968	(1,187)	1,147,101	1
	<b>INCOME</b>					
(381,928)	Government Grants	(649,195)	-	(6,894)	(656,089)	1
(243,459)	Other 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)	Other Customer and Client Receipts	(16,666)	(36)	(5,553)	(22,256)	34
(5)	Interest Receivable	(147)	(1)	120	(28)	(81)
(139,898)	Recharges to other services	(88,626)	(0)	2,157	(86,470)	(2)
(833,508)	<b>TOTAL INCOME</b>	(802,080)	(596)	(13,096)	(815,772)	2
320,530	<b>NET EXPENDITURE</b>	339,239	6,372	(14,283)	331,328	(2)

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	Note	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
		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
<b>TOTAL FTE STAFF</b>		<b>3,150.2</b>	<b>2,935.5</b>	<b>(214.6)</b>

**REVENUE BUDGET SUMMARY**

**CORPORATE SUPPORT SERVICES BROUGHT IN**

DESCRIPTION	Chief Executive's Office £'000	Corporate Resources Customer Serv. £'000	Planning and Environment £'000	Children, Families and Learners £'000	HRA * £'000	Department Of Adult Serv. Housing & Health £'000	TOTAL £'000
Central Finance	19	54	403	626	129	588	1,819
Finance Unification	0	0	485	711	0	479	1,675
Treasury and Pensions	1	4	31	49	10	46	142
Audit and Fraud	15	44	329	512	106	481	1,488
Strategy and Performance	26	74	551	857	177	805	2,490
Procurement and Commissioning	11	30	226	352	73	331	1,023
Risk and CPO	(2)	(7)	(50)	(78)	(16)	(74)	(228)
SCPP - Services	0	0	289	311	0	(63)	538
Corporate Planning	0	0	0	0	0	0	0
Exchequer	15	47	169	152	26	377	785
Cash and Control	0	266	58	0	176	0	499
Customer Strategy and Development	5	14	108	168	35	158	489
Contact Centre	13	6	753	371	1,109	914	3,166
Communications	9	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	3	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	0
Service Transformation Program	0	0	0	0	0	0	0
ICT Contract	104	914	2,614	5,562	1,453	3,115	13,763
Health and Safety Team	0	0	0	0	0	0	0
Property Team	0	0	0	0	0	0	0
Step Change PMO	0	0	0	0	0	0	0
HR Consultancy Summary	11	159	393	842	236	391	2,031
Health and Wellbeing	1	20	50	107	30	50	259
Health and Safety Team	0	0	1	1	0	1	4
Business Development Information	7	102	253	542	152	251	1,306
Organisational Effectiveness	4	53	132	282	79	131	680
Corporate Learning and Development	2	31	76	163	46	76	393
Equalities and Social Inclusion	9	25	188	292	60	274	848
<b>Total</b>	<b>379</b>	<b>3,495</b>	<b>8,969</b>	<b>15,456</b>	<b>4,890</b>	<b>10,391</b>	<b>43,579</b>

\* Non general fund support charge

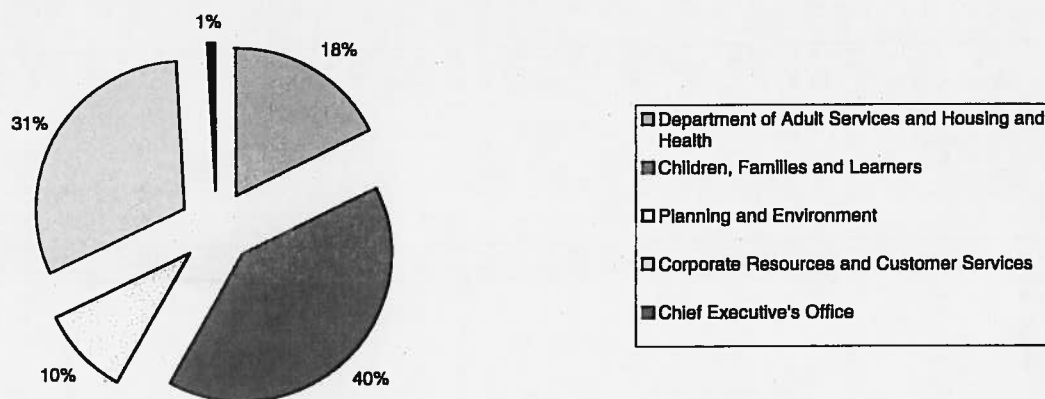
**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL GROSS EXPENDITURE**

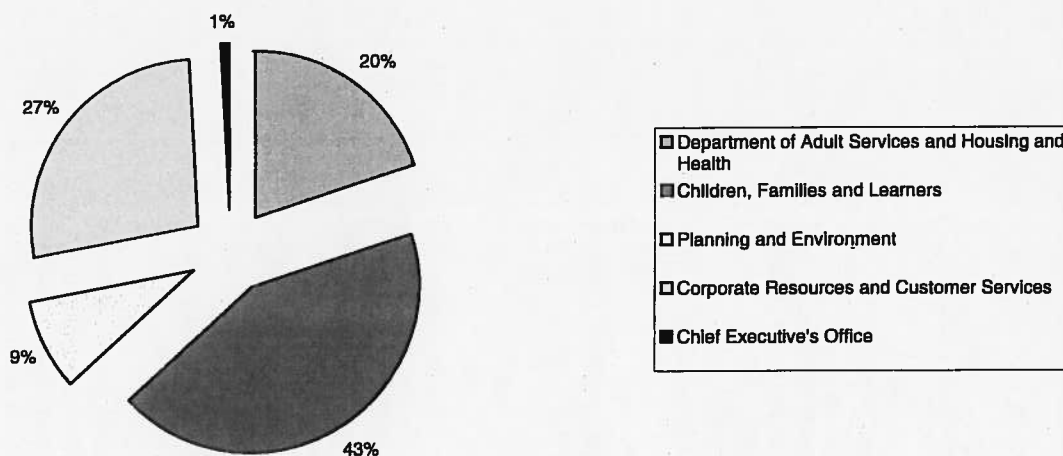
ACTUAL 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
9,969	Department of Adult Services Housing and Health	204,214	2,602	21,563	<b>228,380</b>	12
17,765	Children, Families and Learners	458,712	677	34,125	<b>493,514</b>	8
115,824	Planning and Environment	110,395	837	(8,848)	<b>102,384</b>	(7)
308,929	Corporate Resources and Customer Services	358,274	1,326	(46,353)	<b>313,246</b>	(13)
8,909	Chief Executive's Office	9,724	91	(1,674)	<b>8,141</b>	(16)
5	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	Layers and Spans	(300)	-	300	-	(100)
-	Business Support	(400)	-	400	-	(100)
-	Redundancy	-	-	1,000	<b>1,000</b>	n/a
-	Carbon Credits	190	-	65	<b>255</b>	34
<b>461,400</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>1,140,989</b>	<b>5,533</b>	<b>578</b>	<b>1,147,101</b>	<b>1</b>

**2012/13**

**GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



**2013/14 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



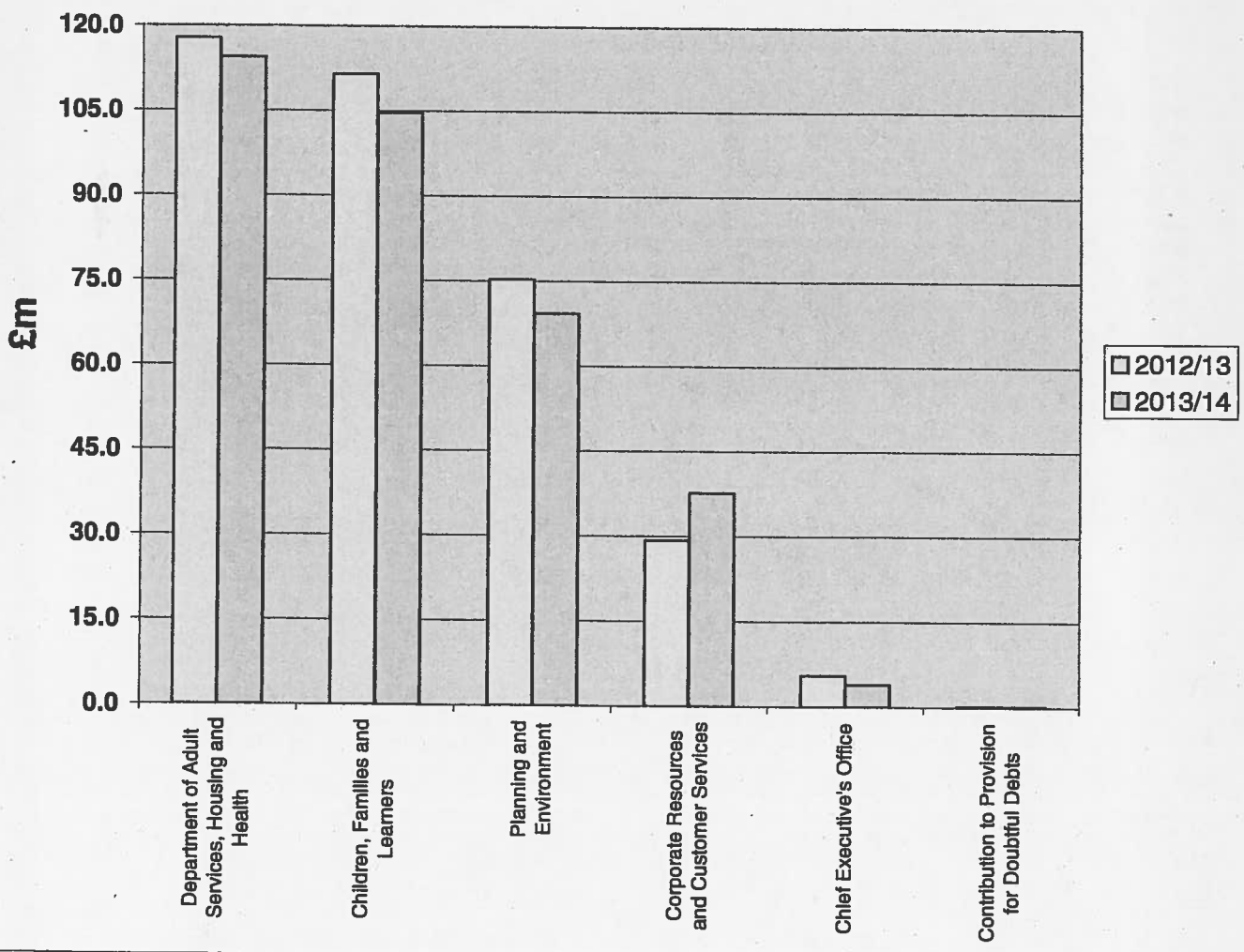


**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2011/12 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
(35,781)	Department of Adult Services, Housing and Health	117,760	2,130	(5,460)	<b>114,430</b>	(3)
101,640	Children, Families and Learners	111,465	653	(7,489)	<b>104,629</b>	(6)
67,337	Planning and Environment	75,248	751	(6,757)	<b>69,242</b>	(8)
26,674	Corporate Resources and Customer Services	29,227	1,312	7,100	<b>37,640</b>	29
6,014	Chief Executive's Office	5,539	91	(1,678)	<b>3,952</b>	(29)
-	- Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	- Layers and Spans	(300)	-	300	-	(100)
-	- Business Support	(400)	-	400	-	(100)
-	- Redundancy	-	-	1,000	<b>1,000</b>	-
-	- Carbon Credits	190	-	65	<b>255</b>	34
<b>165,883</b>	<b>NET COST OF SERVICES</b>	<b>338,909</b>	<b>4,937</b>	<b>(12,518)</b>	<b>331,328</b>	<b>(2)</b>

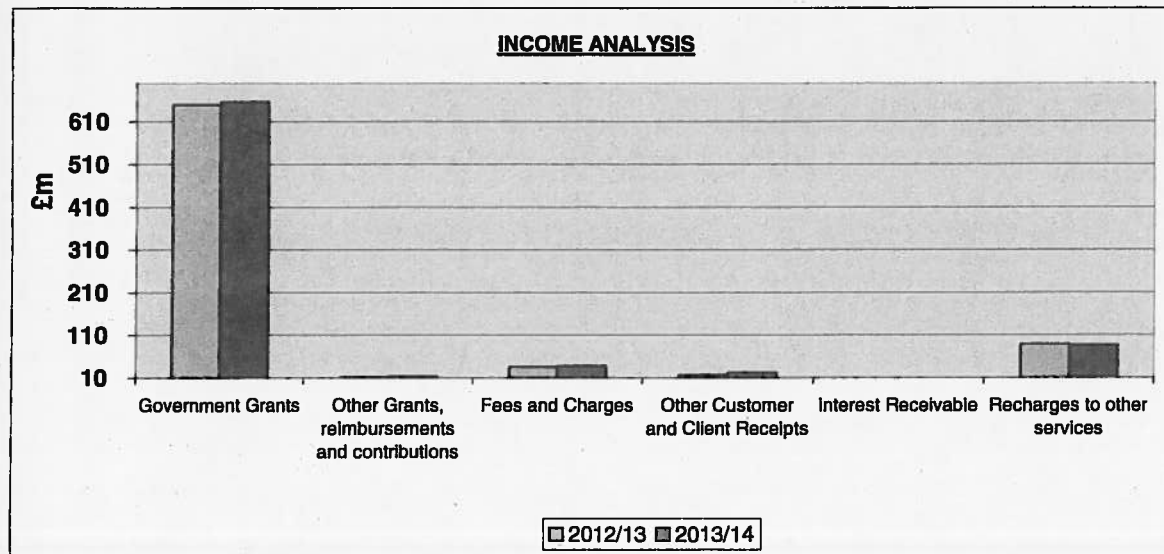
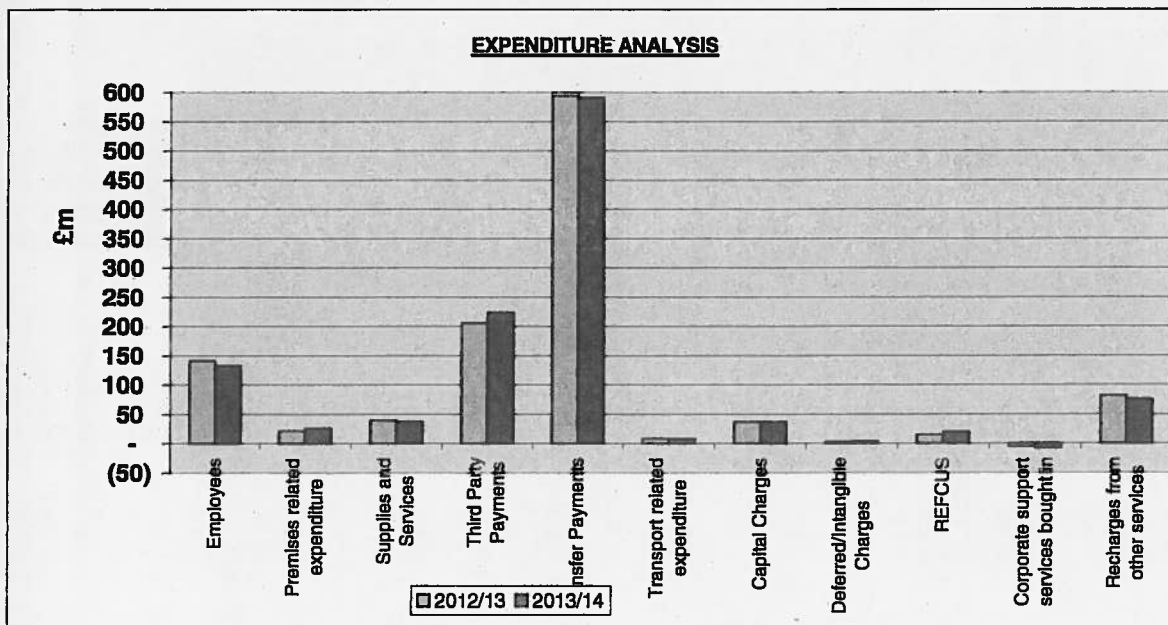
**NET EXPENDITURE BY DEPARTMENT**



**REVENUE BUDGET SUMMARY**

**ANALYSIS OF INCOME AND EXPENDITURE**

ACTUAL 2011/12  £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
338,909	Employees	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)
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	<b>TOTAL EXPENDITURE</b>	1,141,319	6,968	(1,187)	1,147,101	1
	<b>INCOME</b>					
(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
(55)	Interest Receivable	(147)	(1)	120	(28)	(81)
(142,788)	Recharges to other services	(88,626)	(0)	2,157	(86,470)	(2)
(915,947)	<b>TOTAL INCOME</b>	(802,080)	(596)	(13,096)	(815,773)	2
320,530	<b>NET EXPENDITURE</b>	339,239	6,372	(14,283)	331,328	(2)



# CHIEF EXECUTIVE'S OFFICE

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## 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	FORECAST	% CHANGE
	2011/12	2012/13	2012/13	2013/14	
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

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	% CHANGE
	2011/12 £000	2012/13 £000	2012/13 £000	2013/14 £000	
Employees	9,591	8,128	7,977	7,771	(3)
Premises related expenditure	6	10	10	10	(0)
Supplies and Services	4,208	2,840	2,752	2,900	5
Third Party Payments	3,165	3,382	2,764	2,777	0
Transfer Payments	124	134	134	-	(100)
Transport related expenditure	31	46	46	42	(9)
Capital Charges	1,310	-	-	-	n/a
Deferred/Intangible Charges	-	123	123	153	25
REFCUS	-	-	-	-	n/a
Corporate support services bought in	592	(4,944)	(4,944)	(5,517)	12
Recharges (to) / from other services	(10,118)	(1,954)	(2,646)	(2,646)	(0)
<b>TOTAL EXPENDITURE</b>	<b>8,909</b>	<b>7,765</b>	<b>6,215</b>	<b>5,490</b>	<b>(12)</b>
Government Grants	(152)	-	-	-	n/a
Other Grants, reimbursements and contributions	(33)	(39)	(39)	(18)	(54)
Fees and Charges	(2,549)	(1,818)	(1,416)	(1,384)	(2)
Other Customer and Client Receipts	(161)	(369)	(142)	(136)	(4)
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(2,895)</b>	<b>(2,226)</b>	<b>(1,597)</b>	<b>(1,538)</b>	<b>(4)</b>

<b>NET EXPENDITURE</b>	<b>6,014</b>	<b>5,539</b>	<b>4,618</b>	<b>3,952</b>	<b>(14)</b>
Contributions to / (from) Reserves	-	75	75	-	(100)
<b>CURRENT BUDGET</b>	<b>6,728</b>		<b>4,734</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(714)</b>		<b>(40)</b>		

## 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
Councillor 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 2012/13 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,223	Democratic and Legal Services	3,463	25	(403)	3,085	(11)
(664)	Workforce and Community Relations	(442)	61	(719)	(1,100)	149
1,266	Voluntary Sector Funding	1,538	-	(302)	1,236	(20)
794	Chief Executive's Office	980	5	(254)	731	(25)
4,618	<b>TOTAL NET SPEND</b>	5,539	91	(1,678)	3,952	(29)

75	Contributions to / (from) Reserves	75	-	(75)	-	(100)
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## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN 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	-	-	-
Chief Executive's Office	8.0	8.0	-
<b>TOTAL FTE STAFF</b>	155.7	138.5	(17.2)

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,977	Employees	8,128	65	(422)	7,771	(4)
10	Premises related expenditure	10	-	-	10	-
2,752	Supplies and Services	2,840	3	57	2,900	2
2,764	Third Party Payments	3,382	23	(628)	2,777	(18)
134	Transfer Payments	134	-	(134)	-	(100)
46	Transport related expenditure	46	-	(4)	42	(9)
5	Recharges from other services	5	-	-	5	-
13,688	<b>TOTAL EXPENDITURE</b>	14,545	91	(1,131)	13,505	(7)
-	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	(39)	-	21	(18)	(54)
(1,416)	Fees and Charges	(1,818)	-	434	(1,384)	(24)
(142)	Other Customer and Client Receipts	(369)	-	233	(136)	(63)
-	Interest Receivable	-	-	-	-	n/a
(2,651)	Recharges to other services	(1,959)	-	(692)	(2,651)	35
(4,248)	<b>TOTAL INCOME</b>	(4,185)	-	(4)	(4,189)	-
9,440	<b>NET CONTROLLABLE COST</b>	10,360	91	(1,135)	9,316	(10)
-	Capital Charges	-	-	-	-	n/a
123	Deferred/Intangible Charges	123	-	30	153	24
-	REFCUS	-	-	-	-	n/a
(4,944)	Corporate support services bought in	(4,944)	-	(573)	(5,517)	12
(4,821)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,821)	-	(543)	(5,364)	11
4,618	<b>NET COST OF SERVICE</b>	5,539	91	(1,678)	3,952	(29)
75	Contributions to / (from) Earmarked Reserves	75	-	(75)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
75	<b>TOTAL APPROPRIATIONS</b>	75	-	(75)	-	(100)
4,694	<b>TOTAL NET EXPENDITURE</b>	5,614	91	(1,753)	3,952	(30)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(517)
						(517)
Other resource changes						(1,236)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,753)</b>

## SERVICE DESCRIPTION

**Legal Services**

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for CFL and DASHH and internal legal support to major projects across all departments. New contracts for the external provision of legal services commenced in April 2011 and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. 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 Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process consisting of approximately 400 meetings per year. The Team supports the Overview and Scrutiny function and Member Learning and Development. In addition the Team facilitates a number of meetings, e.g. the Croydon Police Consultative Group, Church Tenements and Frank Denning Charities as well as facilitating education admissions and exclusion appeals.

**Elections, Civic Services, Registration and Coroners**

The Electoral Services Team manages the organisation of European, Parliamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains 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.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Legal	(186)	11	(189)	(364)	96
Democratic	2,607	9	109	2,725	5
Electoral	531	1	(225)	307	(42)
Mayoral	313	1	(5)	309	(1)
Registrars	(63)	3	(83)	(143)	127
Contribution to Coroner's Court	261	-	(10)	251	(4)
Contribution to the Local Election's Reserve	75	-	(75)	-	(100)
<b>TOTAL NET SPEND</b>	<b>3,538</b>	<b>25</b>	<b>(478)</b>	<b>3,085</b>	<b>(13)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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)
<b>TOTAL FTE STAFF</b>	<b>59.9</b>	<b>56.9</b>	<b>(3.0)</b>



## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,091	Employees	3,132	25	(169)	2,988	(5)
10	Premises related expenditure	10	-	-	10	-
2,008	Supplies and Services	1,993	-	-	1,993	-
447	Third Party Payments	559	-	(221)	338	(40)
-	Transfer Payments	-	-	-	-	n/a
30	Transport related expenditure	30	-	-	30	-
5	Recharges from other services	5	-	-	5	-
5,590	<b>TOTAL EXPENDITURE</b>	5,729	25	(390)	5,364	(6)
-	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	(39)	-	21	(18)	(54)
(540)	Fees and Charges	(500)	-	1	(499)	(0)
(142)	Other Customer and Client Receipts	(142)	-	6	(136)	(4)
-	Interest Receivable	-	-	-	-	n/a
(1,939)	Recharges to other services	(1,939)	-	-	(1,939)	-
(2,660)	<b>TOTAL INCOME</b>	(2,620)	-	28	(2,592)	(1)
2,930	<b>NET CONTROLLABLE COST</b>	3,109	25	(362)	2,772	(11)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
292	Corporate support services bought in	354	-	(41)	313	(12)
292	<b>TOTAL UNCONTROLLABLE COST</b>	354	-	(41)	313	(12)
3,223	<b>NET COST OF SERVICE</b>	3,463	25	(403)	3,085	(11)
75	Contributions to / (from) Earmarked Reserves	75	-	(75)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
75	<b>TOTAL APPROPRIATIONS</b>	75	-	(75)	-	(100)
3,298	<b>TOTAL NET EXPENDITURE</b>	3,538	25	(478)	3,085	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased efficiencies in legal services						(318)
Reduction in contributions to election reserves						(75)
Reduction in contributions to Coroners Court						(10)
Reduction in supplies and services						(15)
Reduction in professional training						(10)
Reduction in third-party payments						(9)
						(437)
<u>Other resource changes</u>						
Pay award budget back to Corporate						(27)
Reduce budget for design studio to Corporate						(13)
Members training budget transferred from WCR						15
BVACOP adjustments						(41)
Contingency adjustment - rolling budget saving 2012/13						115
Business support - Transfer to Corporate Services as part of Consolidation						(88)
EBCR enhancements reduction						(2)
						(41)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(478)</b>

**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 BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E)
	2012/13	Inflation	Other	2013/14	
	(A) £000's	(B) £000's	(C) £000's	(D) £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)
<b>TOTAL NET SPEND</b>	<b>(442)</b>	<b>61</b>	<b>(719)</b>	<b>(1,100)</b>	<b>149</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE 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)
<b>TOTAL FTE STAFF</b>	<b>87.8</b>	<b>73.6</b>	<b>(14.2)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,318	Employees	4,426	35	(242)	4,219	(5)
-	Premises related expenditure	-	-	-	-	n/a
641	Supplies and Services	745	3	49	797	7
1,186	Third Party Payments	1,174	23	6	1,203	2
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	5	-	(4)	1	(80)
-	Recharges from other services	-	-	-	-	n/a
6,152	<b>TOTAL EXPENDITURE</b>	6,350	61	(191)	6,220	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(876)	Fees and Charges	(1,318)	-	433	(885)	(33)
-	Other Customer and Client Receipts	(227)	-	227	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(692)	Recharges to other services	-	-	(692)	(692)	n/a
(1,568)	<b>TOTAL INCOME</b>	(1,545)	-	(32)	(1,577)	2
4,583	<b>NET CONTROLLABLE COST</b>	4,805	61	(223)	4,643	(3)
-	Capital Charges	-	-	-	-	n/a
123	Deferred/Intangible Charges	123	-	30	153	24
-	REFCUS	-	-	-	-	n/a
(5,370)	Corporate support services bought in	(5,370)	-	(526)	(5,896)	10
(5,247)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,247)	-	(496)	(5,743)	9
(664)	<b>NET COST OF SERVICE</b>	(442)	61	(719)	(1,100)	149
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(664)	<b>TOTAL NET EXPENDITURE</b>	(442)	61	(719)	(1,100)	149
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in trade union support						(15)
Reduce by 1FTR the support function to the Equality and Community Relations Team						(35)
						(50)
<u>Other resource changes</u>						
ICT restructure - budget transferred to CR&CS						(155)
Pay award budget back to Corporate						(37)
Realignment of ICT budget - Midland Trent to CR&CS						(99)
Staff transfer to Equalities from DASHH						31
Staff transfer to Staff Engagement from CR&CS						55
Members training budget transferred to Democratic and Legal						(15)
Payroll system amortisation						30
BVACOP adjustments						(477)
Business support - Transfer to Corporate Services as part of Consolidation						(63)
Library outsourcing						(9)
Agency staff - Contract Management						70
						(669)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(719)</b>

SERVICE DESCRIPTION

**Corporate Voluntary Sector Support**

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

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

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

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Voluntary Sector Funding	1,538	-	(302)	1,236	(20)
<b>TOTAL NET SPEND</b>	1,538	0	(302)	1,236	(20)

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
Nil Staff	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
1,132	Third Party Payments	1,404	-	(168)	1,236	(12)
134	Transfer Payments	134	-	(134)	-	(100)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,266	<b>TOTAL EXPENDITURE</b>	1,538	-	(302)	1,236	(20)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

1,266	<b>NET CONTROLLABLE COST</b>	1,538	-	(302)	1,236	(20)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

1,266	<b>NET COST OF SERVICE</b>	1,538	-	(302)	1,236	(20)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,266	<b>TOTAL NET EXPENDITURE</b>	1,538	-	(302)	1,236	(20)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
<u>Strategic budget - agreed additional income / savings</u>	
Reduction in rent subsidy and rate relief	(30)
	(30)
<u>Other resource changes</u>	
Housing Aid Service funding to DASHH	(149)
Community funding to CFL	(123)
	(272)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(302)</b>

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

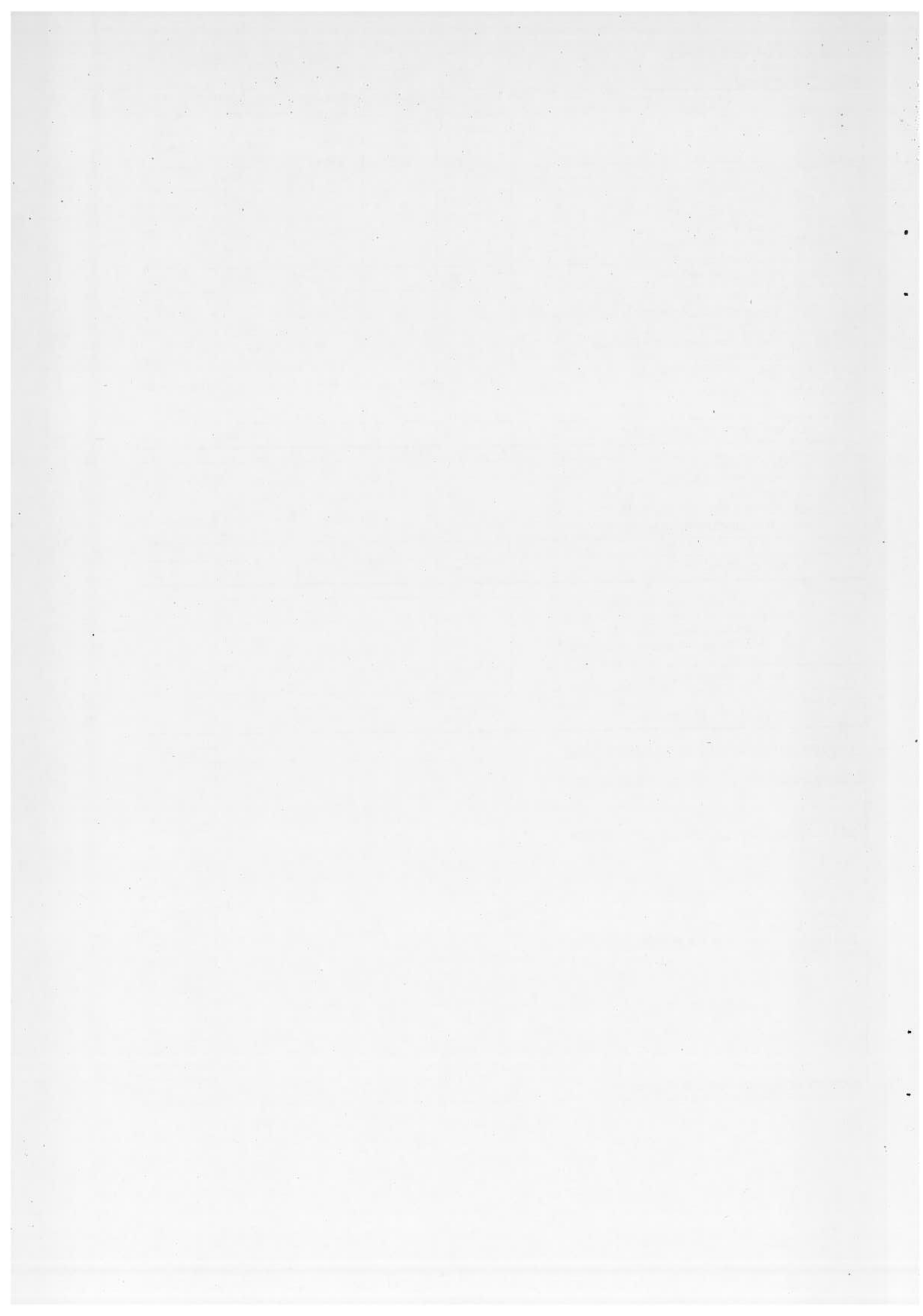
	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Chief Executive's Office	980	5	(254)	731	(25)
<b>TOTAL NET SPEND</b>	<b>980</b>	<b>5</b>	<b>(254)</b>	<b>731</b>	<b>(25)</b>

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
Chief Executive's Office	8.0	8.0	-
<b>TOTAL FTE STAFF</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
567	Employees	570	5	(11)	564	(1)
-	Premises related expenditure	-	-	-	-	n/a
102	Supplies and Services	102	-	8	110	8
-	Third Party Payments	245	-	(245)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
-	Recharges from other services	-	-	-	-	n/a
680	<b>TOTAL EXPENDITURE</b>	<b>928</b>	<b>5</b>	<b>(248)</b>	<b>685</b>	<b>(26)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(20)	Recharges to other services	(20)	-	-	(20)	-
(20)	<b>TOTAL INCOME</b>	<b>(20)</b>	<b>-</b>	<b>-</b>	<b>(20)</b>	<b>-</b>
661	<b>NET CONTROLLABLE COST</b>	<b>908</b>	<b>5</b>	<b>(248)</b>	<b>665</b>	<b>(27)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
133	Corporate support services bought in	72	-	(6)	73	1
133	<b>TOTAL UNCONTROLLABLE COST</b>	<b>72</b>	<b>-</b>	<b>(6)</b>	<b>66</b>	<b>(8)</b>
794	<b>NET COST OF SERVICE</b>	<b>980</b>	<b>5</b>	<b>(254)</b>	<b>731</b>	<b>(25)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
794	<b>TOTAL NET EXPENDITURE</b>	<b>980</b>	<b>5</b>	<b>(254)</b>	<b>731</b>	<b>(25)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Pay award budget back to Corporate						(3)
Local authorities association budgets transfer to CR&CS						(245)
BVACOP adjustments						(6)
						(254)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(254)</b>





# CHILDREN, FAMILIES AND LEARNING

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**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.
- 4) Transfer library service to new contractor, and finalise and implement arrangements for Upper Norwood Joint Library.
- 5) 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	RESTATED	FORECAST	FORECAST	% CHANGE
	2011/12	2012/13	2012/13	2013/14	
Early Years	2,489	2,766	2,766	3,586	30
Primary pupils (including nursery classes)	28,883	31,122	31,122	31,682	2
Secondary pupils	15,983	16,268	16,268	16,268	-
High Needs	3,515	3,575	3,575	3,590	-

**FINANCIAL PERFORMANCE**

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	% CHANGE
	2011/12	2012/13	2012/13	2013/14	
	£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)
<b>TOTAL EXPENDITURE</b>	<b>439,367</b>	<b>450,923</b>	<b>452,679</b>	<b>489,735</b>	<b>8</b>
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	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(337,728)</b>	<b>(339,459)</b>	<b>(342,936)</b>	<b>(385,107)</b>	<b>12</b>

<b>NET EXPENDITURE</b>	<b>101,640</b>	<b>111,464</b>	<b>109,743</b>	<b>104,628</b>	<b>(5)</b>
Contributions to / (from) Reserves	-	-	1000	-	(100)

<b>CURRENT BUDGET</b>	<b>102,585</b>
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<b>110,629</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(946)</b>
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<b>114</b>
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**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

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

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director of Children, Families and Learning	65729
Sylvia McNamara	Director - Learning 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 2012/13 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
61,918	Social Care and Family Support	63,555	390	(6,800)	57,145	(10)
-	Dedicated Schools Budget *	-	-	-	-	n/a
7,367	Learning and Inclusion	8,356	93	(1,414)	7,035	(16)
40,458	Community and Support Services and CFL Central Costs	39,553	170	725	40,448	2
109,743	<b>TOTAL NET SPEND</b>	111,464	653	(7,489)	104,628	(6)

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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	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)
<b>TOTAL FTE STAFF **</b>	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

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
52,658	Employees	51,444	380	(10,234)	41,590	(19)
3,199	Premises related expenditure	3,047	-	(752)	2,295	(25)
8,676	Supplies and Services	8,591	-	(2,580)	6,011	(30)
60,337	Third Party Payments	57,239	152	545	57,936	1
278,637	Transfer Payments	278,116	-	51,006	329,122	18
6,700	Transport related expenditure	6,615	145	(596)	6,164	(7)
6,449	Recharges from other services	10,493	-	(5,507)	4,986	(52)
416,658	<b>TOTAL EXPENDITURE</b>	415,545	677	31,882	448,104	8
(336,190)	Government Grants	(333,388)	-	(43,405)	(376,793)	13
(2,896)	Other Grants, reimbursements and contributions	(1,955)	-	(606)	(2,561)	31
(3,304)	Fees and Charges	(3,340)	(24)	(591)	(3,955)	18
(546)	Other Customer and Client Receipts	(775)	-	(1,023)	(1,798)	132
-	Interest Receivable	-	-	-	-	n/a
(7,126)	Recharges to other services	(7,789)	-	4,011	(3,778)	(51)
(350,062)	<b>TOTAL INCOME</b>	(347,248)	(24)	(41,614)	(388,885)	12

66,596	<b>NET CONTROLLABLE COST</b>	68,297	653	(9,732)	59,218	(13)
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14,555	Capital Charges	14,574	-	(1,268)	13,306	(9)
9,875	Deferred/Intangible Charges	150	-	(28)	122	(19)
-	REFCUS	9,725	-	4,551	14,276	47
18,717	Corporate support services bought in	18,718	-	(1,012)	17,706	(5)
43,147	<b>TOTAL UNCONTROLLABLE COST</b>	43,167	-	2,243	45,410	5

109,743	<b>NET COST OF SERVICE</b>	111,464	653	(7,489)	104,628	(6)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
1,000	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
1,000	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

110,743	<b>TOTAL NET EXPENDITURE</b>	111,464	653	(7,489)	104,628	(6)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		442
Strategic budget - agreed additional income / savings		(6,832)
		(6,390)
Other resource changes		(1,099)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(7,489)</b>

**SERVICE DESCRIPTION**

- 1) The work in the Early Intervention and Family Support Service comprises a range of activities from ensuring the sufficiency and quality of early years and child care to ensuring families can access children's centre services in their community. A range of family support services is commissioned from local and national organisations and the 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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £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
<b>TOTAL NET SPEND</b>	<b>63,555</b>	<b>390</b>	<b>(6,800)</b>	<b>57,145</b>	<b>(10)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE 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	-	-	-
<b>TOTAL FTE STAFF</b>	<b>614.5</b>	<b>484.2</b>	<b>(130.3)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations In Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
27,282	Employees	26,584	238	(2,303)	24,519	(8)
445	Premises related expenditure	460	-	(166)	294	(36)
3,710	Supplies and Services	3,704	-	(913)	2,791	(25)
43,080	Third Party Payments	42,328	152	(1,933)	40,547	(4)
978	Transfer Payments	1,111	-	4,672	5,783	421
195	Transport related expenditure	248	-	(33)	215	(13)
4,367	Recharges from other services	5,713	-	(1,927)	3,786	(34)
80,057	<b>TOTAL EXPENDITURE</b>	80,148	390	(2,603)	77,935	(3)
(25,146)	Government Grants	(23,993)	-	(4,661)	(28,654)	19
(599)	Other Grants, reimbursements and contributions	465	-	(1,533)	(1,068)	(330)
(4)	Fees and Charges	(5)	-	(40)	(45)	800
(25)	Other Customer and Client Receipts	(52)	-	(1,299)	(1,351)	2,498
-	Interest Receivable	-	-	-	-	n/a
(3,473)	Recharges to other services	(4,136)	-	2,271	(1,865)	(55)
(29,247)	<b>TOTAL INCOME</b>	(27,721)	-	(5,262)	(32,983)	19
50,810	<b>NET CONTROLLABLE COST</b>	52,427	390	(7,865)	44,952	(14)
218	Capital Charges	238	-	(59)	179	(25)
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
10,890	Corporate support services bought in	10,890	-	1,124	12,014	10
11,109	<b>TOTAL UNCONTROLLABLE COST</b>	11,128	-	1,065	12,193	10
61,918	<b>NET COST OF SERVICE</b>	63,555	390	(6,800)	57,145	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
61,918	<b>TOTAL NET EXPENDITURE</b>	63,555	390	(6,800)	57,145	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						
<u>Strategic budget - agreed pressures / service demands</u>						£000's
Social Care - Service re-modelling						52
Children Looked After - Supporting access to education, employment and training						80
Quality Assurance & Safeguarding - Ongoing review of children in need cases						110
						242
<u>Strategic budget - agreed additional income / savings</u>						
Children Looked After - Reduction in fostering costs						(66)
Children Looked After - Reduction in number of children looked after and associated placement costs						(364)
Children In Need - Efficiencies in short breaks and residential provision for children with disabilities						(400)
Children Looked After - Closure of Internal residential homes						(370)
Children Looked After - Improved external placement procurement						(47)
Children Looked After - Reduction in expenditure on external fostering						(386)
Children In Need - Reduction following employment based cost review						(23)
Step Change - Supplies and Services reduction						(127)
Youth Services - Bringing Not In Employment Education or Training (NEET) tracking into LA						(50)
Youth Services - Reduction in local commissioning programme						(20)
Youth Services - End Journeys Programme						(140)
Youth Services - Reduction in commissioned youth counselling service						(10)
Youth Services - increased income generated from youth activity services						(20)
Youth Services - Embed new youth model at locality level						(30)
Review of Early Intervention & Family Support & Integrated Youth Support Services						(1,010)
Early years - Efficiencies in commissioning						(495)
Children's Centres recommissioning						(100)
Recharge sufficiency post to 2 year old funding						(35)
Use of Interim Staff Review						(32)
Early Intervention - Reduction in staff						(62)
Mandatory PVI course Cost Reduction						(5)
Domestic violence service commissioning						(20)
Early Intervention access strategy						(105)
						(3,917)
<u>Other resource changes</u>						
Children Looked After - Increase in secure remand budget following legislative change						321
DSG funding changes						(305)
Realignment of corporate, departmental and capital charges						1,084
Business Support - Transfer to corporate Services as part of Consolidation						(2,317)
2 Year Nursery Places funded by DSG						(635)
Virements actioned in year						(795)
Intra Service Transfers						(478)
						(3,125)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(6,800)</b>

## 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 (PVI) 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) PVI - currently 150 (note settings close and open throughout the year)
- ii) Childminders - currently 20 (note childminders join and leave throughout the year)
- iii) Nursery and early years centres - 6
- iv) Infant Schools - 9 schools (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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £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
<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

## STAFF ESTABLISHMENT NUMBERS

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



**CHILDREN, FAMILIES AND LEARNING**

**DEDICATED SCHOOLS BUDGET**

**SUBJECTIVE SUMMARY**

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
123,289	- Primary	123,289	-	3,347	126,636	n/a
87,324	- Secondary	87,324	-	2,195	89,519	3
-	- Growth Fund	-	-	3,250	3,250	3
	- Central		-	2,374	2,374	n/a
	<b>High Needs</b>					
44,973	- Provision	44,973	-	580	45,553	n/a
-	- Support	-	-	-	-	1
3,015	- Central	3,015	-	(76)	2,939	n/a
	<b>Early Years</b>					
-	- 2 yr Old	-	-	5,078	5,078	(3)
15,729	- 3 & 4 yr Old	15,729	-	236	15,965	n/a
2,289	- Central	2,289	-	-	2,289	2
276,619	<b>TOTAL EXPENDITURE</b>	276,619	-	16,984	293,603	6
(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)	<b>TOTAL INCOME</b>	(276,619)	-	(16,984)	(293,603)	6
-	<b>NET EXPENDITURE</b>	-	-	-	-	n/a

## SERVICE DESCRIPTION

- 1) Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs or other alternative provision, pupils with poor school attendance and young people excluded from school and education in pupil referral units.
- 2) The Special Educational Needs (SEN) Service has a statutory responsibility to provide specialist educational assessment, support and placements for pupils presenting with a range of special educational needs, as well as educational psychology and specialist teaching services.
- 3) The Schools Improvement Service contains the primary and secondary and special phase teams who focus on school improvement matters in the main to drive forward both national and local strategies as well as local projects. It also contains a strategic team who are responsible for working to promote the educational opportunities of vulnerable children and young people. A major part of their work is also establishing and developing a Traded Service across CFL.
- 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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £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
<b>TOTAL NET SPEND</b>	<b>8,356</b>	<b>93</b>	<b>(1,414)</b>	<b>7,035</b>	<b>(16)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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)
<b>TOTAL FTE STAFF</b>	<b>317.7</b>	<b>297.1</b>	<b>(20.6)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
19,277	Employees	19,285	117	(4,825)	14,577	(24)
1,678	Premises related expenditure	1,610	-	(400)	1,210	(25)
3,549	Supplies and Services	3,651	-	(728)	2,923	(20)
16,116	Third Party Payments	13,629	-	(939)	12,690	(7)
891	Transfer Payments	284	-	29,350	29,634	10,335
94	Transport related expenditure	93	-	-	93	-
870	Recharges from other services	3,599	-	(3,081)	518	(86)
42,474	<b>TOTAL EXPENDITURE</b>	42,151	117	19,377	61,645	46
(33,865)	Government Grants	(32,265)	-	(21,350)	(53,615)	66
(2,296)	Other Grants, reimbursements and contributions	(2,420)	-	1,408	(1,012)	(58)
(3,082)	Fees and Charges	(3,124)	(24)	(762)	(3,910)	25
(255)	Other Customer and Client Receipts	(378)	-	71	(307)	(19)
-	Interest Receivable	-	-	-	-	n/a
(1,129)	Recharges to other services	(1,129)	-	381	(748)	(34)
(40,628)	<b>TOTAL INCOME</b>	(39,316)	(24)	(20,252)	(59,592)	52
1,846	<b>NET CONTROLLABLE COST</b>	2,835	93	(875)	2,053	(28)
737	Capital Charges	737	-	(461)	276	(86)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,784	Corporate support services bought in	4,784	-	(78)	4,706	(2)
5,521	<b>TOTAL UNCONTROLLABLE COST</b>	5,521	-	(539)	4,982	(10)
7,367	<b>NET COST OF SERVICE</b>	8,356	93	(1,414)	7,035	(16)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
1,000	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
1,000	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,367	<b>TOTAL NET EXPENDITURE</b>	8,356	93	(1,414)	7,035	(16)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						
Parent Partnership recommissioning						(16)
Victoria House running costs funded from DSG						(37)
Reduce the funding for supplementary education, mentoring and community languages						(78)
Education Welfare - Traded Service Income						(200)
Education Psychology Service - Traded Service income						(50)
School Improvement - Traded Service income						(104)
Education Welfare Service - Reduction in staff						(47)
School Improvement - Reduction in staff						(184)
DSG funding - Additional SEN provision						(1,000)
Step Change - Supplies & Services reduction						(99)
						(1,815)
<u>Other resource changes</u>						
Virements actioned in year						(15)
Realignment of corporate, departmental and capital charges						(538)
Business Support - Transfer to corporate Services as part of Consolidation						(144)
DSG funding changes						1,029
Inter & Intra Service Transfers						69
						401
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,414)</b>

## 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 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £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
<b>TOTAL NET SPEND</b>	<b>39,553</b>	<b>170</b>	<b>725</b>	<b>40,448</b>	<b>2</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE 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)
<b>TOTAL FTE STAFF</b>	<b>172.5</b>	<b>52.1</b>	<b>(120.4)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,100	Employees	5,575	25	(3,106)	2,494	(55)
1,077	Premises related expenditure	977	-	(186)	791	(19)
1,417	Supplies and Services	1,236	-	(939)	297	(76)
1,141	Third Party Payments	1,283	-	3,417	4,700	266
149	Transfer Payments	102	-	-	102	-
6,412	Transport related expenditure	6,274	145	(563)	5,856	(7)
1,213	Recharges from other services	1,181	-	(499)	682	(42)
17,508	<b>TOTAL EXPENDITURE</b>	16,628	170	(1,876)	14,922	(10)
(560)	Government Grants	(512)	-	(410)	(922)	80
-	Other Grants, reimbursements and contributions	-	-	(481)	(481)	n/a
(218)	Fees and Charges	(211)	-	211	-	(100)
(266)	Other Customer and Client Receipts	(345)	-	205	(140)	(59)
-	Interest Receivable	-	-	-	-	n/a
(2,524)	Recharges to other services	(2,524)	-	1,359	(1,165)	(54)
(3,568)	<b>TOTAL INCOME</b>	(3,592)	-	884	(2,708)	(25)
13,940	<b>NET CONTROLLABLE COST</b>	13,036	170	(992)	12,214	(6)
13,599	Capital Charges	13,599	-	(748)	12,851	(6)
9,875	Deferred/Intangible Charges	150	-	(28)	122	(19)
-	REFCUS	9,725	-	4,551	14,276	47
3,043	Corporate support services bought in	3,043	-	(2,058)	985	(68)
26,518	<b>TOTAL UNCONTROLLABLE COST</b>	26,517	-	1,717	28,234	6
40,458	<b>NET COST OF SERVICE</b>	39,553	170	725	40,448	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
40,458	<b>TOTAL NET EXPENDITURE</b>	39,553	170	725	40,448	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased funding to Fairfield Halls						200
						200
<u>Strategic budget - agreed additional income / savings</u>						
School Travel Plans - Increasing Independent Travel						(498)
Upper Norwood Joint Library - reduced contribution						(114)
Reduction in the facilitation of culture including reduced archive service						(105)
School's Catering Service - saving due to cessation of service						(61)
School Crossing Patrols - reduced service						(60)
Croydon Voluntary Action contract - 3rd sector partnership engagement						(38)
Step Change - Supplies & Services reduction						(24)
Libraries savings due to outsourcing of service						(200)
						(1,100)
<u>Other resource changes</u>						
Virements actioned in year						(25)
Intra Service Transfers						409
Business Support - Transfer to Corporate Services as part of Consolidation						(379)
Realignment of corporate, departmental and capital charges						1,716
DSG funding changes						(724)
Libraries Outsourcing - Inter Departmental Transfer						420
Olympic Costs - Inter Departmental Transfer						8
Librairies - realign resources budgets						200
						1,625
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>725</b>



# CORPORATE RESOURCES & CUSTOMER SERVICES

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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**

DESCRIPTION	ACTUAL 2011/12	ORIGINAL 2012/13	FORECAST 2012/13	FORECAST 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 2011/12 £000	ORIGINAL 2012/13 £000	FORECAST 2012/13 £000	BUDGET 2013/14 £000	% CHANGE
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)	(39,619)	(2)
Recharges (to) / from other services	(46,923)	(4,664)	(3,863)	(5,887)	52
<b>TOTAL EXPENDITURE</b>	<b>308,929</b>	<b>353,406</b>	<b>355,464</b>	<b>307,108</b>	<b>(14)</b>
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
<b>TOTAL INCOME</b>	<b>(282,255)</b>	<b>(324,179)</b>	<b>(324,090)</b>	<b>(269,469)</b>	<b>(17)</b>

<b>NET EXPENDITURE</b>	<b>26,674</b>	<b>29,227</b>	<b>31,374</b>	<b>37,640</b>	<b>20</b>
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Contributions to / (from) Reserves	-	-	(198)	-	(100)
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<b>CURRENT BUDGET</b>	<b>28,146</b>		<b>31,662</b>		
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(1,472)</b>		<b>(487)</b>		
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**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

## CORPORATE RESOURCES &amp; CUSTOMER SERVICES

## 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'Connell	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 2012/13 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
1,574	Finance & Assets	1,234	90	(671)	653	(47)
7,865	Customer, Transformation & Communication Service	7,556	154	(1,041)	6,669	(12)
13,274	Concessionary Fares	13,395	331	7	13,733	3
987	Strategy, Commissioning, Procurement and Performance	(205)	38	131	(36)	(82)
7,476	Corporate Services	7,247	699	8,674	16,621	129
31,176	<b>TOTAL NET SPEND</b>	29,227	1,312	7,100	37,640	29

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN 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
<b>TOTAL FTE STAFF</b>	702.0	881.7	179.7

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,888	Employees	29,862	244	5,280	35,386	18
8,423	Premises related expenditure	8,230	172	(1,635)	6,767	(18)
8,276	Supplies and Services	7,518	54	(935)	6,637	(12)
32,347	Third Party Payments	32,194	856	(865)	32,185	-
313,254	Transfer Payments	313,254	-	(54,662)	258,592	(17)
160	Transport related expenditure	51	-	108	159	212
318	Recharges from other services	204	-	47	251	23
392,665	<b>TOTAL EXPENDITURE</b>	391,313	1,326	(52,662)	339,977	(13)
(312,831)	Government Grants	(312,831)	-	54,823	(258,008)	(18)
(5,897)	Other Grants, reimbursements and contributions	(5,808)	-	(396)	(6,204)	7
(4,025)	Fees and Charges	(3,110)	(13)	124	(2,999)	(4)
(1,338)	Other Customer and Client Receipts	(2,310)	-	53	(2,257)	(2)
-	Interest Receivable	(120)	-	120	-	(100)
(4,181)	Recharges to other services	(4,868)	-	(1,270)	(6,138)	26
(328,271)	<b>TOTAL INCOME</b>	(329,047)	(13)	53,454	(275,607)	(16)

64,394	<b>NET CONTROLLABLE COST</b>	62,266	1,312	792	64,371	3
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4,791	Capital Charges	4,772	-	1,580	6,352	33
2,563	Deferred/Intangible Charges	2,562	-	601	3,163	23
-	REFCUS	-	-	3,373	3,373	n/a
(40,374)	Corporate support services bought in	(40,373)	-	754	(39,619)	(2)
(33,020)	<b>TOTAL UNCONTROLLABLE COST</b>	(33,039)	-	6,308	(26,731)	(19)

31,374	<b>NET COST OF SERVICE</b>	29,227	1,312	7,100	37,640	29
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(198)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(198)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

31,176	<b>TOTAL NET EXPENDITURE</b>	29,227	1,312	7,100	37,640	29
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	270
Strategic budget - agreed additional income / savings	(4,170)
	(3,900)
Other resource changes	11,000
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>7,100</b>

## 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 Internal 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 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

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations in Level of		ORIGINAL	% CHANGE
	BUDGET	Expenditure on (A)		BUDGET	
	2012/13	Inflation	Other	2013/14	
(A)	(B)	(C)	(D)	(E)	
£000's	£000's	£000's	£000's	£000's	%
Corporate Finance	(87)	8	21	(58)	(33)
Governance	25	39	(76)	(12)	(148)
Treasury & Pensions	343	8	(57)	294	(14)
Departmental Finance	(25)	27	158	160	(740)
Asset management & Estate	978	8	953	1,939	98
Agency staff rebate	-	-	(1,670)	(1,670)	n/a
<b>TOTAL NET SPEND</b>	<b>1,234</b>	<b>90</b>	<b>(671)</b>	<b>653</b>	<b>(47)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE IN FTE
	BUDGET	BUDGET	
	2012/13	2013/14	
	FTE STAFF	FTE STAFF	FTE STAFF
Corporate Finance	15.6	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)
<b>TOTAL FTE STAFF</b>	<b>134.4</b>	<b>125.7</b>	<b>(8.7)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,741	Employees	6,781	52	(532)	6,301	(7)
703	Premises related expenditure	675	3	28	706	5
1,004	Supplies and Services	1,013	16	(1,772)	(743)	(173)
787	Third Party Payments	1,102	19	(315)	806	(27)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
68	Recharges from other services	125	-	(57)	68	(46)
9,305	<b>TOTAL EXPENDITURE</b>	9,697	90	(2,648)	7,139	(26)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,781)	Fees and Charges	(2,025)	-	303	(1,722)	(15)
(799)	Other Customer and Client Receipts	(816)	-	54	(762)	(7)
-	Interest Receivable	-	-	-	-	n/a
(134)	Recharges to other services	(586)	-	477	(109)	(81)
(2,714)	<b>TOTAL INCOME</b>	(3,427)	-	834	(2,593)	(24)
6,590	<b>NET CONTROLLABLE COST</b>	6,270	90	(1,814)	4,546	(27)
400	Capital Charges	380	-	223	603	59
202	Deferred/Intangible Charges	202	-	(123)	79	(61)
-	REFCUS	-	-	-	-	n/a
(5,618)	Corporate support services bought in	(5,618)	-	1,043	(4,575)	(19)
(5,017)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,036)	-	1,143	(3,893)	(23)
1,574	<b>NET COST OF SERVICE</b>	1,234	90	(671)	653	(47)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,574	<b>TOTAL NET EXPENDITURE</b>	1,234	90	(671)	653	(47)

## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Finance Staffing Efficiencies	(170)
External Audit Contract	(170)
Income Options - Shared Services	(10)
Step Change - Supplies and Services	(6)
	(356)
<u>Other resource changes</u>	
Budget Virements - P&E Re-alignment	(126)
Budget Virements - Trainees	30
Budget Virements - CRB Budget moved to CFL	(14)
Budget Virements - Consolidation of community halls from CFL and DASHH	452
Budget Virements - Pay Awards 1% back to corporate	(54)
Budget Virements - Increased budget relating to Bank Charges from corporate	60
Budget Virements - Transfer of Design Studio budget to Customer Services	(8)
Budget Virements - Rolling Budget items to corporate	(20)
Budget Virements - Agency Rebate	(920)
Budget Adjustment - Business Support - Transfer to Corporate Services as part of consolidation	(103)
Budget Adjustment - Library Post (0.5 fte) due to Libraries Outsourcing	(25)
Budget Adjustment - Budget realignment	20
Budget Adjustment - Agency Re-Procurement Benefits	(750)
Capital Charges and Intangible Assets	100
Corporate Recharges	1,043
	(315)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(671)</b>

## 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 BUDGET 2012/13 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D)	% CHANGE (E)
		Inflation (B)	Other (C)		
	£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
<b>TOTAL NET SPEND</b>	<b>7,556</b>	<b>154</b>	<b>(1,041)</b>	<b>6,669</b>	<b>(12)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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
<b>TOTAL FTE STAFF</b>	<b>415.6</b>	<b>365.1</b>	<b>(50.5)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,658	Employees	14,113	124	(1,340)	12,897	(9)
5	Premises related expenditure	5	-	-	5	-
4,821	Supplies and Services	4,667	10	150	4,827	3
1,104	Third Party Payments	1,109	20	(42)	1,087	(2)
313,254	Transfer Payments	313,254	-	(54,662)	258,592	(17)
12	Transport related expenditure	11	-	1	12	9
142	Recharges from other services	36	-	97	133	269
333,996	<b>TOTAL EXPENDITURE</b>	333,195	154	(55,796)	277,553	(17)
(312,718)	Government Grants	(312,718)	-	54,911	(257,807)	(18)
(5,897)	Other Grants, reimbursements and contributions	(5,808)	-	(396)	(6,204)	7
(1,539)	Fees and Charges	(332)	-	(215)	(547)	65
(214)	Other Customer and Client Receipts	(1,020)	-	(196)	(1,216)	19
-	Interest Receivable	-	-	-	-	n/a
(2,162)	Recharges to other services	(2,160)	-	111	(2,049)	(5)
(322,530)	<b>TOTAL INCOME</b>	(322,038)	-	54,215	(267,823)	(17)

11,466	<b>NET CONTROLLABLE COST</b>	11,157	154	(1,581)	9,730	(13)
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-	Capital Charges	-	-	-	-	n/a
58	Deferred/Intangible Charges	58	-	10	68	17
-	REFCUS	-	-	-	-	n/a
(3,659)	Corporate support services bought in	(3,659)	-	530	(3,129)	(14)
(3,601)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,601)	-	540	(3,061)	(15)

7,865	<b>NET COST OF SERVICE</b>	7,556	154	(1,041)	6,669	(12)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

7,865	<b>TOTAL NET EXPENDITURE</b>	7,556	154	(1,041)	6,669	(12)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Reduction of 3 FTE's in Communication Team	(126)
Income Options - Land Charges	(150)
Efficiencies - Convitca Software (Assessment Team)	(30)
Step Change - Access Strategy (Contact Centre)	(1,012)
Step Change - Document Storage	(17)
Step Change - Supplies and Services	(26)
	(1,361)
<u>Other resource changes</u>	
Virements -1% Pay Award - Contact Centre	(48)
Virements -1% Pay Award - Customer Support	(17)
Virements - 1% Pay Award - Revenues & Benefits	(67)
Virements -1% Pay Award - Strategy and Comms	9
Virements - Subsidised Travel	(6)
Virements - Welfare Team from DASHH	114
Virements - Consolidate Internal and External Communications	169
Virements - Fixed Element of Complaints Recharge	107
Virements - Transformation Team	324
Business Support - Transfer to Corporate services as part of consolidation	(805)
Intangibles Amortisation	10
Corporate Recharges	530
	320
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(1,041)</b>

## SERVICE DESCRIPTION

**Freedom Pass Scheme**

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

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

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

**London Taxicard Scheme**

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

**Blue Badge Scheme**

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

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Freedom Pass Scheme	13,259	331	127	13,717	3
Taxicard Scheme	163	-	(147)	16	(90)
Blue Badge Scheme	(27)	-	27	-	(100)
<b>TOTAL NET SPEND</b>	<b>13,395</b>	<b>331</b>	<b>7</b>	<b>13,733</b>	<b>3</b>

## STAFF ESTABLISHMENT NUMBERS

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



## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	68	-	(20)	48	(29)
13,397	Third Party Payments	13,354	331	-	13,685	2
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
13,407	<b>TOTAL EXPENDITURE</b>	13,422	331	(20)	13,733	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	(27)	-	27	-	(100)
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	(27)	-	27	-	(100)

13,407	<b>NET CONTROLLABLE COST</b>	13,395	331	7	13,733	3
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

13,407	<b>NET COST OF SERVICE</b>	13,395	331	7	13,733	3
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(133)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(133)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

13,274	<b>TOTAL NET EXPENDITURE</b>	13,395	331	7	13,733	3
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Budget Virements within CRCS		(20)
Budget Virements within CRCS		27
		7
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		7

**CORPORATE RESOURCES & CUSTOMER SERVICES**

**STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE**

**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
Commissioning and Procurement	(649)	9	780	140	(122)
Risk and Corporate Programme Management	(380)	6	311	(63)	(83)
Strategy and Performance	671	10	(654)	27	(96)
SCPP - Departmental	175	8	(73)	110	(37)
Business Development and departmental support	(22)	5	(233)	(250)	1,036
<b>TOTAL NET SPEND</b>	<b>(205)</b>	<b>38</b>	<b>131</b>	<b>(36)</b>	<b>(82)</b>

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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)
<b>TOTAL FTE STAFF</b>	<b>77.0</b>	<b>77.2</b>	<b>0.2</b>

**CORPORATE RESOURCES & CUSTOMER SERVICES**

**STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE**

**SUBJECTIVE SUMMARY**

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,779	Employees	4,884	38	(335)	4,587	(6)
9	Premises related expenditure	-	-	5	5	n/a
(264)	Supplies and Services	(1,174)	-	765	(409)	(65)
243	Third Party Payments	12	-	230	242	1,917
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	7	-	(4)	3	(57)
85	Recharges from other services	20	-	7	27	35
4,856	<b>TOTAL EXPENDITURE</b>	3,749	38	668	4,455	19
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(48)	Fees and Charges	(69)	-	9	(60)	(13)
(150)	Other Customer and Client Receipts	(372)	-	267	(105)	(72)
-	Interest Receivable	(120)	-	120	-	(100)
(392)	Recharges to other services	(180)	-	(114)	(294)	63
(590)	<b>TOTAL INCOME</b>	(741)	-	282	(459)	(38)

4,266	<b>NET CONTROLLABLE COST</b>	3,008	38	950	3,996	33
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,213)	Corporate support services bought in	(3,213)	-	(819)	(4,032)	25
(3,213)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,213)	-	(819)	(4,032)	25

1,052	<b>NET COST OF SERVICE</b>	(205)	38	131	(36)	(82)
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(65)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(65)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

987	<b>TOTAL NET EXPENDITURE</b>	(205)	38	131	(36)	(82)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Corporate Insurances - Riesco Collection	22
	22
<u>Strategic budget - agreed additional income / savings</u>	
Reduce staff in Corporate Programme Office (1fte)	(45)
Step Change - SCPP efficiencies	(150)
Step Change - Transport	(50)
Step Change - reduction in Supplies and Services budgets	(4)
	(249)
<u>Other resource changes</u>	
Budget Virements - to Corporate	1,012
Budget Virements - from CEO	245
Budget Virements - within CRCS	(30)
Business Support - Transfer to Corporate services as part of consolidation	(50)
Changes in Corporate Recharges	(819)
	358
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>131</b>

**SERVICE DESCRIPTION**

Corporate Services provides a range of essential support services for the Council, which are key to transforming how the Council undertakes its business and delivers public services to its residents. In essence, Corporate Services supports the Council to deliver services, better, faster and cheaper. This includes a fundamental shift in how we operate as 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 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Transformation and Programme Management	72	2	(16)	58
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
<b>TOTAL NET SPEND</b>	<b>7,247</b>	<b>699</b>	<b>8,674</b>	<b>16,621</b>	<b>129</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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
<b>TOTAL FTE STAFF</b>	<b>75.0</b>	<b>313.7</b>	<b>238.7</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,710	Employees	4,084	30	7,487	11,601	184
7,706	Premises related expenditure	7,550	169	(1,668)	6,051	(20)
2,704	Supplies and Services	2,944	28	(58)	2,914	(1)
16,816	Third Party Payments	16,617	486	(738)	16,365	(2)
-	Transfer Payments	-	-	-	-	n/a
143	Transport related expenditure	32	-	111	143	347
23	Recharges from other services	23	-	-	23	-
<b>31,102</b>	<b>TOTAL EXPENDITURE</b>	<b>31,250</b>	<b>713</b>	<b>5,134</b>	<b>37,097</b>	<b>19</b>
(113)	Government Grants	(113)	-	(88)	(201)	78
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(657)	Fees and Charges	(657)	(13)	-	(670)	2
(174)	Other Customer and Client Receipts	(102)	-	(72)	(174)	71
-	Interest Receivable	-	-	-	-	n/a
(1,493)	Recharges to other services	(1,942)	-	(1,744)	(3,686)	90
<b>(2,437)</b>	<b>TOTAL INCOME</b>	<b>(2,814)</b>	<b>(13)</b>	<b>(1,904)</b>	<b>(4,732)</b>	<b>68</b>
<b>28,665</b>	<b>NET CONTROLLABLE COST</b>	<b>28,436</b>	<b>699</b>	<b>3,230</b>	<b>32,366</b>	<b>14</b>
4,392	Capital Charges	4,392	-	1,357	5,749	31
2,302	Deferred/intangible Charges	2,302	-	714	3,016	31
-	REFCUS	-	-	3,373	3,373	n/a
(27,883)	Corporate support services bought in	(27,883)	-	-	(27,883)	-
<b>(21,189)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(21,189)</b>	<b>-</b>	<b>5,444</b>	<b>(15,745)</b>	<b>(26)</b>
<b>7,476</b>	<b>NET COST OF SERVICE</b>	<b>7,247</b>	<b>699</b>	<b>8,674</b>	<b>16,621</b>	<b>129</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>7,476</b>	<b>TOTAL NET EXPENDITURE</b>	<b>7,247.00</b>	<b>699.35</b>	<b>8,674.41</b>	<b>16,621</b>	<b>129</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
New Children Recording System Hosting and Support						87
Staffing for Share Point						125
Deeds and Document Officer						36
						248
<u>Strategic budget - agreed additional income / savings</u>						
Cap Gemini Contract Extensions						(1,486)
Core IT Skills Training for CFL - remove one-off Spend						(100)
Reduction in PC's across the Council						(125)
ICT Quick Wins						(51)
Systems Rationalisation						(100)
Supplies & Services 10% reduction						(14)
One Oracle - Hosting and Support						(148)
FM Contract Extension to 2016						(180)
						(2,204)
<u>Other resource changes</u>						
Virements						601
Business Support transfer from departments as part of consolidation						5,727
Business Support savings						(600)
Contingency Adjustments - 2012/13 rolling budget savings						180
Libraries Outsourcing						(586)
Increase in Corporate Recharges						3,238
Increase in Depreciation charges						1,355
Increase in Intangibles Amortisation						714
						10,630
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>8,674</b>



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

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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 decisions affecting them
- make the most equitable response to housing need in the borough, through advice, assistance and making the best use of existing housing stock
- improve housing conditions by investing in the council's own housing stock and enabling or forcing private landlords and owner-occupiers to improve their homes
- mitigate the effects of the recession for households through information, advice, assistance and support in areas including welfare benefits, debts and housing
- offer professional care services and meet social care needs effectively through the transformation of services
- continue to roll-out self-directed support through the use of personal budgets, to promote independence, well-being and choice
- safeguard those at risk and help people in emergencies
- develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents
- promote better and fair access to adult and housing services and join up our services to ensure the most efficient customer experience
- make best use of resources, achieve value for money and balance the budget, and invest in our staff.

## 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 2011/12 £000	ORIGINAL 2012/13 £000	FORECAST 2012/13 £000	BUDGET 2013/14 £000	% CHANGE
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)
<b>TOTAL EXPENDITURE</b>	<b>154,647</b>	<b>140,036</b>	<b>149,427</b>	<b>163,347</b>	<b>9</b>
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
<b>TOTAL INCOME</b>	<b>(35,781)</b>	<b>(22,277)</b>	<b>(30,473)</b>	<b>(48,917)</b>	<b>61</b>

<b>NET EXPENDITURE</b>	<b>118,866</b>	<b>117,759</b>	<b>118,954</b>	<b>114,430</b>	<b>(4)</b>
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Contributions to / (from) Reserves	-	-	(155)	-	(100)
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<b>CURRENT BUDGET</b>	<b>118,130</b>	<b>117,357</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>736</b>	<b>1,442</b>
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## TOP FINANCIAL RISKS 2013/14

- 1) Significant demographic change including ordinary residence claims.
- 2) Increased demand for temporary accommodation and increase in homelessness.
- 3) Significant 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 Mead	Cabinet Member for Health and Adult Services
Councillor Dudley Mead	Deputy Leader & Cabinet Member for Housing, Budget and Asset Management

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services, Housing and Health	65490
Peter Brown	Director - Housing Needs and Strategy	65474
Brenda Scanlan	Director - Adult Care Commissioning	65727
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 2012/13 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £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	Personal Support	5,002	(76)	(4,312)	615	(88)
275	Public Health	235	-	(235)	-	(100)
(268)	Directorate	-	114	(114)	-	n/a
118,799	<b>TOTAL NET SPEND</b>	117,760	2,130	(5,460)	114,430	(3)

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs and Strategy	87.5	77.7	(9.8)
Adult Care Commissioning	175.6	137.3	(38.3)
Personal Support	352.5	312.4	(40.1)
Public Health	3.8	32.0	28.2
Directorate	1	1	-
<b>TOTAL FTE STAFF</b>	<b>620.40</b>	<b>560.36</b>	<b>(60.04)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £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	127
4,506	Supplies and Services	2,646	55	352	3,053	15
84,999	Third Party Payments	88,790	980	17,160	106,930	20
16,502	Transfer Payments	2,671	16	(453)	2,234	(16)
428	Transport related expenditure	646	-	(210)	436	(32)
62,405	Recharges from other services	63,245	1,348	(744)	63,849	1
202,692	<b>TOTAL EXPENDITURE</b>	190,219	2,602	21,973	214,795	13
(2,983)	Government Grants	(2,976)	-	(18,312)	(21,288)	615
(7,464)	Other Grants, reimbursements and contributions	(3,619)	(88)	(306)	(4,014)	11
(12,433)	Fees and Charges	(12,150)	(364)	(2,352)	(14,866)	22
(7,593)	Other Customer and Client Receipts	(3,505)	(19)	(5,197)	(8,722)	149
-	Interest Receivable	(27)	(1)	-	(28)	3
(67,487)	Recharges to other services	(64,177)	-	(856)	(65,033)	1
(97,960)	<b>TOTAL INCOME</b>	(86,454)	(473)	(27,023)	(113,950)	32

104,732	<b>NET CONTROLLABLE COST</b>	103,765	2,130	(5,050)	100,845	(3)
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968	Capital Charges	968	-	(13)	955	(1)
2,213	Deferred/Intangible Charges	313	-	26	339	8
-	REFCUS	1,900	-	-	1,900	-
11,041	Corporate support services bought in	10,814	-	(423)	10,391	(4)
14,222	<b>TOTAL UNCONTROLLABLE COST</b>	13,995	-	(410)	13,585	(3)

118,954	<b>NET COST OF SERVICE</b>	117,760	2,130	(5,460)	114,430	(3)
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(155)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(155)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

118,799	<b>TOTAL NET EXPENDITURE</b>	117,760	2,130	(5,460)	114,430	(3)
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	3,184
	3,184
<u>Strategic budget - agreed additional income / savings</u>	(6,543)
	(6,543)
<u>Other resource changes</u>	(2,102)
	(2,102)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(5,461)</b>

## SERVICE DESCRIPTION

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

- **Housing options**

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

- **Housing solutions**

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

- **Operational support**

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

- **Housing strategy, commissioning & standards**

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

- **Housing standards and enforcement**

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

- **Housing renewal**

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

- **Stock investment**

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

- **Housing strategy**

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

- **Resident participation**

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

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

Croydon has seen a significant rise in homelessness due to the economic downturn and the changes to welfare benefits which has resulted in an increase in expenditure on temporary accommodation.

## MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		inflation (B) £000's	Other (C) £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
<b>TOTAL NET SPEND</b>	<b>7,945</b>	<b>(93)</b>	<b>2,408</b>	<b>10,260</b>	<b>29</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Options	24.4	22.5	(2.0)
Housing Solutions	3.3	2.9	(0.4)
Housing Strategy, Commissioning and Standards	55.8	51.3	(4.5)
Operational Support	3.0	0.0	(3.0)
SWL Partnership	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	<b>87.5</b>	<b>77.7</b>	<b>-9.8</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,575	Employees	3,573	29	(236)	3,366	(8)
8,282	Premises related expenditure	4,475	-	7,189	11,664	161
780	Supplies and Services	610	-	216	826	35
493	Third Party Payments	346	-	68	414	20
3	Transfer Payments	3	-	(3)	-	(100)
82	Transport related expenditure	51	-	(7)	44	(14)
402	Recharges from other services	400	-	(215)	185	(54)
13,617	<b>TOTAL EXPENDITURE</b>	9,458	29	7,012	16,499	74
28	Government Grants	(107)	-	-	(107)	-
87	Other Grants, reimbursements and contributions	(81)	-	81	-	(100)
(1,226)	Fees and Charges	(1,547)	(105)	10	(1,642)	6
(7,004)	Other Customer and Client Receipts	(2,740)	-	(5,214)	(7,954)	190
-	Interest Receivable	-	-	-	-	n/a
(626)	Recharges to other services	(697)	-	29	(668)	(4)
(8,741)	<b>TOTAL INCOME</b>	(5,172)	(105)	(5,094)	(10,371)	101

4,876	<b>NET CONTROLLABLE COST</b>	4,286	(76)	1,918	6,128	43
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21	Capital Charges	21	-	36	57	171
1,900	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	1,900	-	-	1,900	-
1,738	Corporate support services bought in	1,738	-	437	2,175	25
3,659	<b>TOTAL UNCONTROLLABLE COST</b>	3,659	-	473	4,132	13

8,536	<b>NET COST OF SERVICE</b>	7,945	(76)	2,391	10,260	29
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(67)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(67)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

8,469	<b>TOTAL NET EXPENDITURE</b>	7,945	(76)	2,391	10,260	29
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Additional net cost of homelessness	2,100
	2,100
<u>Strategic budget - agreed additional income / savings</u>	
Transforming the tenancy relations team	(36)
Efficiencies in management of homelessness	(25)
Staffing efficiencies	(18)
Shared services efficiencies	(5)
Step change - improved ways of managing the housing register	(35)
Step change - implementation of Housing Wizard	(60)
Increase in pet control charges	(5)
Increase in licencing fees	(24)
	(208)
<u>Other resource changes</u>	
Transfer of business support functions to corporate resources and customer	(164)
Increase in capital asset charges	36
Increase in cost of corporate services bought in	437
Reduction in internal charges to other services due to lower net costs	29
Permanent allocation of sub regional funding	75
Removal of budget for inflationary increases to staff salaries	(30)
Transfer of housing aid service from Chief Executive's Office	149
Transfer of costs in relation to SCPP	(31)
Transfer of building costs from CFL	90
Transfer of budgets in relation to internal/external communications	(54)
Other minor variations	(38)
	499
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>2,391</b>

## SERVICE DESCRIPTION

## Adult Care Commissioning Division

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

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

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

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

Pending the implementation of future organisation arrangements, the division 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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Learning 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)
<b>TOTAL NET SPEND</b>	<b>104,578</b>	<b>2,168</b>	<b>(3,191)</b>	<b>103,555</b>	<b>(1)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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	-
Mental Health	67.4	62.5	(4.9)
<b>TOTAL FTE STAFF</b>	<b>175.6</b>	<b>137.3</b>	<b>(38.3)</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
7,153	Employees	7,561	57	(525)	7,092	(6)
688	Premises related expenditure	681	1	7	689	1
1,265	Supplies and Services	1,093	-	58	1,151	5
35,448	Third Party Payments	34,937	913	(2,244)	33,606	(4)
299	Transfer Payments	626	16	(224)	418	(33)
56	Transport related expenditure	107	-	(3)	104	(3)
61,666	Recharges from other services	62,476	1,348	(341)	63,483	2
106,576	<b>TOTAL EXPENDITURE</b>	107,481	2,334	(3,272)	106,543	(1)
(3,012)	Government Grants	(2,869)	-	-	(2,869)	-
(1,049)	Other Grants, reimbursements and contributions	(1,650)	(41)	711	(980)	(41)
(3,992)	Fees and Charges	(4,260)	(107)	17	(4,350)	2
(537)	Other Customer and Client Receipts	(682)	(17)	17	(683)	-
-	Interest Receivable	(27)	(1)	-	(28)	4
(3,520)	Recharges to other services	(3,302)	-	224	(3,078)	(7)
(12,111)	<b>TOTAL INCOME</b>	(12,790)	(165)	968	(11,987)	(6)
94,464	<b>NET CONTROLLABLE COST</b>	94,691	2,168	(2,304)	94,555	(0)
914	Capital Charges	914	-	(58)	856	(6)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,200	Corporate support services bought in	8,973	-	(829)	8,144	(9)
10,114	<b>TOTAL UNCONTROLLABLE COST</b>	9,887	-	(887)	9,000	(9)
104,578	<b>NET COST OF SERVICE</b>	104,578	2,168	(3,191)	103,555	(1)
(88)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(88)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
104,490	<b>TOTAL NET EXPENDITURE</b>	104,578	2,168	(3,191)	103,555	(1)

## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
mental Health - new residential and self directed support placements	181
Learning Disability - Transition from Child Care	903
	1,084
<u>Strategic budget - agreed additional income / savings</u>	
Extend current programme of transformation by reducing residential placements and moving into supported housing options	(750)
Introduction of life coaching and career advice, thus reducing the numbers of people requiring costly care packages	(137)
Move 80% of LD Clients to use generic domiciliary care providers	(57)
Self Directed Support reviews for new and existing clients (not transitions cases)	(50)
Transitions Package Re-Design 19-25	(50)
Introduction of risk stratification/preablement (figures calculated with informatics NHS South West London)	(400)
Better use of personal budgets - Community development & cultural and behaviour training	(50)
Older persons reablement anticipated reduction in support costs for individuals	(350)
Bathroom and wet rooms installation in special sheltered housing, targeting people with large support packages, to reduce care package costs and avoid residential and nursing placements.	(250)
Systematic contract management review across all residential providers focusing on standards/quality and VFM	(600)
Expansion of scheme to accelerate move from residential care to community options for mental health service users	(200)
Learning Disability package saving through personalisation of transport; review client contributions, commissioned transport & direct payments plus community based transport options	(150)
CONTINUED ON PAGE DASHH 2.2a	





* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
CONTINUED FROM PAGE DASHH 2.2	
Individual Price Reductions through outcomes based efficiencies including the use of assistive 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)	(50)
Reduce the care support budgets for Older People, People with a Learning and Physical Disability and those with a Mental Health problem.	(137)
Provide Careline to support independent hospital discharges	(140)
Modernisation of shared lives scheme	(188)
Joint Transition 14-25 transformation programme with CFL	(200)
Release Savings - promote independence in Mental Health services	(312)
Using the Supporting People framework agreement to renegotiate hourly costs & re-tender service at a lower cost	(250)
Registered Social Landlords Sheltered Housing support review	(68)
Mental Health - review and re-negotiation of package costs across the 4 SLAM boroughs	(200)
Generation of external funding for the Third Sector to enable preventative solutions and reduce the direct cost of care packages	(150)
Staffing re-design (MH with SLAM as part of 4 Boroughs commissioned programme)	(150)
Review Homes 4 the Future contract relating to infrastructure and care support	(100)
Re-letting the meals in the home contract	(60)
Review of Partnership for Older People Programme Service	(20)
Older People and Longer Term Conditions - Development of Self Directed Support Market	(20)
Review of advocacy	(10)
Reduction of 2 FTE in Adult Care Commissioning costs	(139)
Reduction of 1 FTE in Professional Standards Team in Adult Social care	(44)
Further reduction in payments to the voluntary sector	(80)
Reduce the care support budgets for Older People, People with a Learning and Physical Disability and	(14)
Modernisation of shared lives scheme	(63)
Introduction of demand management processes through Mental Health Reablement	(150)
Continued programme of savings through the Croydon Care Solutions Ltd contract	(205)
Employment based cost review	(43)
	(5,935)
<u>Other resource changes</u>	
Transfer of business support function to corporate resources and customer services	(215)
Removal of budget for inflationary increases to staff salaries	(82)
Removal of budget for internal charges for buildings no longer required	(10)
Transfer of welfare benefits team to corporate resources and customer services	(115)
Change in purchasing budget for micro-commissioning of services by Personal Support division	3,556
In year transfer of budgets within adult social care following restructure realignment	(336)
Additional funding for lone families	270
Change in capital asset charges	(58)
Reduction in cost of corporate services bought in	(1,056)
Reduction in internal charges to other services due to lower net costs	(295)
	1,660
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(3,191)</b>

## 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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
	Assessment and Case Management	50,256	(121)	(1,673)	48,463
Provider Commercial Relations and Brokerage	(54,153)	16	(2,248)	(56,385)	4
Early Intervention and Reablement	4,225	30	(129)	4,126	(2)
Social Work and Safeguarding - Adult Care	4,589	(2)	(261)	4,326	(6)
Strategic Projects	86	1	(1)	86	-
<b>TOTAL NET SPEND</b>	<b>5,003</b>	<b>(76)</b>	<b>(4,312)</b>	<b>615</b>	<b>(88)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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	1.2
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	-
<b>TOTAL FTE STAFF</b>	<b>352.5</b>	<b>312.4</b>	<b>-40.1</b>

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
13,541	Employees	14,987	114	(2,241)	12,860	(14)
254	Premises related expenditure	399	2	(204)	197	(51)
1,964	Supplies and Services	412	1	139	552	34
48,553	Third Party Payments	53,190	9	1,719	54,918	3
16,199	Transfer Payments	2,043	-	(226)	1,817	(11)
290	Transport related expenditure	292	-	(5)	287	(2)
271	Recharges from other services	306	-	(225)	81	(74)
<b>81,072</b>	<b>TOTAL EXPENDITURE</b>	<b>71,629</b>	<b>126</b>	<b>(1,043)</b>	<b>70,712</b>	<b>(1)</b>
1	Government Grants	-	-	-	-	n/a
(6,502)	Other Grants, reimbursements and contributions	(1,888)	(47)	402	(1,534)	(19)
(7,215)	Fees and Charges	(6,347)	(153)	(2,376)	(8,876)	40
(52)	Other Customer and Client Receipts	(82)	(2)	-	(84)	2
-	Interest Receivable	-	-	-	-	n/a
(61,817)	Recharges to other services	(58,655)	-	(1,329)	(59,984)	2
<b>(75,584)</b>	<b>TOTAL INCOME</b>	<b>(66,972)</b>	<b>(202)</b>	<b>(3,303)</b>	<b>(70,477)</b>	<b>5</b>

<b>5,488</b>	<b>NET CONTROLLABLE COST</b>	<b>4,657</b>	<b>(76)</b>	<b>(4,347)</b>	<b>234</b>	<b>(95)</b>
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32	Capital Charges	32	-	9	41	28
313	Deferred/intangible Charges	313	-	26	339	8
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
<b>346</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>345</b>	<b>-</b>	<b>35</b>	<b>380</b>	<b>10</b>

<b>5,833</b>	<b>NET COST OF SERVICE</b>	<b>5,002</b>	<b>(76)</b>	<b>(4,312)</b>	<b>615</b>	<b>(88)</b>
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>5,833</b>	<b>TOTAL NET EXPENDITURE</b>	<b>5,002</b>	<b>(76)</b>	<b>(4,312)</b>	<b>615</b>	<b>(88)</b>
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## \* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Preparing for change of delivery model	(140)
Continued transfer of Appointeeship cases to Deputyship	(65)
Reduction of 2 FTE in the Assessment and Case Management	(80)
Employment based cost review savings	(34)
Charging for Appointeeships/funerals	(15)
Charging the PCT for brokerage support	(46)
	(380)
<u>Other resource changes</u>	
Transfer of business support function to corporate resources and customer services	(804)
Removal of budget for inflationary increases to staff salaries	(123)
Removal of budget for internal charges for buildings no longer required	(226)
Change in capital asset charges	35
Reduction in internal charges to other services due to lower net costs therefore reduced income	80
Change in micro-commissioning budget from Adult Care Commissioning division. This is offset against the purchasing budget within Adult Care Commissioning.	(3,556)
In year transfer of budgets within adult social care following restructure realignment	663
	(3,931)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(4,312)</b>

## 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	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Public Health	235	-	(235)	(0)	(100)
<b>TOTAL NET SPEND</b>	<b>235</b>	<b>-</b>	<b>(235)</b>	<b>(0)</b>	<b>(100)</b>

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
Public Health	3.8	32.00	28.2
<b>TOTAL FTE STAFF</b>	<b>3.8</b>	<b>32.0</b>	<b>28.2</b>

## DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

## PUBLIC HEALTH

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
208	Employees	169	-	1,824	1,993	1,079
-	Premises related expenditure	-	-	80	80	n/a
6	Supplies and Services	6	-	100	106	1,667
-	Third Party Payments	-	-	17,590	17,590	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8	Recharges from other services	8	-	(5)	3	(63)
222	<b>TOTAL EXPENDITURE</b>	183	-	19,589	19,772	10,704
-	Government Grants	-	-	(18,312)	(18,312)	n/a
-	Other Grants, reimbursements and contributions	-	-	(1,500)	(1,500)	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(19,812)	(19,812)	n/a
222	<b>NET CONTROLLABLE COST</b>	183	-	(223)	(40)	(122)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
52	Corporate support services bought in	52	-	(12)	40	(23)
52	<b>TOTAL UNCONTROLLABLE COST</b>	52	-	(12)	40	(23)
275	<b>NET COST OF SERVICE</b>	235	-	(235)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
275	<b>TOTAL NET EXPENDITURE</b>	235	-	(235)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Transfer of Public Health from NHS to Croydon from 1 April 2013						19,812
Government funding for Public Health						(18,312)
Reimbursement from South & South West London HIV Partnership						(1,500)
Existing Public Health provision now included in Government grant						(175)
Reduction in cost of corporate service bought in						(12)
Reduction in recharges from other services						(5)
Other minor variations						(43)
						(235)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(235)</b>

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

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Directorate	1.0	1.0	0.0
<b>TOTAL FTE STAFF</b>	1.0	1.0	0.0

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

DIRECTORATE

SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
252	Employees	361	2	(11)	352	(2)
(100)	Premises related expenditure	16	-	(16)	-	(100)
490	Supplies and Services	524	54	(160)	417	(20)
505	Third Party Payments	318	58	27	404	27
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	195	-	(195)	-	(100)
57	Recharges from other services	55	-	42	97	76
1,205	<b>TOTAL EXPENDITURE</b>	1,469	113.46	(313)	1,270	(14)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	3	0	(3)	-	(100)
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,523)	Recharges to other services	(1,523)	-	221	(1,302)	(15)
(1,523)	<b>TOTAL INCOME</b>	(1,520)	0	218	(1,302)	(14)

(319)	<b>NET CONTROLLABLE COST</b>	(51)	114	(95)	(32)	(37)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
51	Corporate support services bought in	51	-	(19)	32	(37)
51	<b>TOTAL UNCONTROLLABLE COST</b>	51	-	(19)	32	(37)

(268)	<b>NET COST OF SERVICE</b>	-	114	(114)	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(268)	<b>TOTAL NET EXPENDITURE</b>	-	114	(114)	-	n/a
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Review Direct Payment Contracts / Independence Planning	(20)
	(20)
<u>Other resource changes</u>	
Removal of budget for inflationary increases to staff salaries	(2)
Reduction of budget for printing	(12)
In year transfer of budgets within adult social care following restructure realignment	(327)
Reduction in cost of corporate services bought in	(19)
Reduction in internal charges to other services due to lower net costs therefore reduced income	221
Increase in internal charges from other services	42
Other minor variations	2
	(94)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(114)</b>





# PLANNING & ENVIRONMENT

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**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 2011/12	ORIGINAL 2012/13	FORECAST 2012/13	FORECAST 2013/14	% CHANGE
Percentage of household waste recycled / composted = reduce landfill tonnage	38.1%	45%	45%	TBC	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	TBC	TBC	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%	TBC	TBC	n/a
Utilities overruns - the number of works where an actual overrun identified by the authority	n/a	110	74	TBC	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 2011/12 £000	ORIGINAL 2012/13 £000	FORECAST 2012/13 £000	BUDGET 2013/14 £000	% CHANGE
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	(1)
Deferred/Intangible Charges	-	-	3,200	-	(100)
REFCUS	-	3,200	-	500	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)
<b>TOTAL EXPENDITURE</b>	<b>115,824</b>	<b>110,395</b>	<b>109,123</b>	<b>102,384</b>	<b>(6)</b>
Government Grants	(3,965)	-	(26)	-	(100)
Other Grants, reimbursements and contributions	(4,190)	(337)	(1,677)	(321)	(81)
Fees and Charges	(11,857)	(15,270)	(13,518)	(14,608)	8
Other Customer and Client Receipts	(14,940)	(9,707)	(9,298)	(9,343)	-
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(13,535)	(9,833)	(9,203)	(8,870)	(4)
<b>TOTAL INCOME</b>	<b>(48,487)</b>	<b>(35,147)</b>	<b>(33,722)</b>	<b>(33,142)</b>	<b>(2)</b>

<b>NET EXPENDITURE</b>	<b>67,337</b>	<b>75,248</b>	<b>75,401</b>	<b>69,242</b>	<b>(8)</b>
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Good housekeeping loan repayment	-	-	-	-	n/a
Contributions to / (from) Reserves	-	-	(157)	-	(100)

<b>CURRENT BUDGET</b>	<b>67,402</b>
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<b>74,352</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(66)</b>
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<b>892</b>
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**TOP FIVE FINANCIAL RISKS 2013/14**

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

**PLANNING & ENVIRONMENT**

**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 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
66,761	Public Realm & Public Safety	66,995	687	(5,362)	62,320	(7)
4,772	Planning and Building Control	4,289	40	(382)	3,947	(8)
3,868	Regeneration and Economy	3,964	24	(1,013)	2,975	(25)
<b>75,401</b>	<b>TOTAL NET SPEND</b>	<b>75,248</b>	<b>751</b>	<b>(6,757)</b>	<b>69,242</b>	<b>(9)</b>

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

SERVICE	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE 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)
<b>TOTAL FTE STAFF</b>	<b>567.4</b>	<b>521.6</b>	<b>(45.8)</b>

SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
23,379	Employees	24,892	195	(2,250)	22,837	(8)
4,496	Premises related expenditure	4,785	37	(378)	4,444	(7)
18,703	Supplies and Services	17,936	151	(471)	17,616	(2)
23,384	Third Party Payments	23,772	454	(140)	24,086	1
-	Transfer Payments	-	-	-	-	n/a
1,117	Transport related expenditure	947	-	(4)	943	-
7,704	Recharges from other services	7,723	-	(1,004)	6,719	(13)
<b>78,783</b>	<b>TOTAL EXPENDITURE</b>	<b>80,055</b>	<b>837</b>	<b>(4,247)</b>	<b>76,645</b>	<b>(4)</b>
(26)	Government Grants	-	-	-	-	n/a
(1,677)	Other Grants, reimbursements and contributions	(337)	-	16	(321)	(5)
(13,518)	Fees and Charges	(15,270)	(69)	731	(14,608)	(4)
(9,298)	Other Customer and Client Receipts	(9,707)	(17)	381	(9,343)	(4)
-	Interest Receivable	-	-	-	-	n/a
(9,203)	Recharges to other services	(9,833)	-	963	(8,870)	(10)
<b>(33,722)</b>	<b>TOTAL INCOME</b>	<b>(35,147)</b>	<b>(86)</b>	<b>2,091</b>	<b>(33,142)</b>	<b>(6)</b>

<b>45,062</b>	<b>NET CONTROLLABLE COST</b>	<b>44,908</b>	<b>751</b>	<b>(2,156)</b>	<b>43,503</b>	<b>(3)</b>
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16,428	Capital Charges	16,428	-	(158)	16,270	(1)
3,200	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	3,200	-	(2,700)	500	(84)
10,712	Corporate support services bought in	10,712	-	(1,743)	8,969	(16)
<b>30,340</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>30,340</b>	<b>-</b>	<b>(4,601)</b>	<b>25,739</b>	<b>(15)</b>

<b>75,401</b>	<b>NET COST OF SERVICE</b>	<b>75,248</b>	<b>751</b>	<b>(6,757)</b>	<b>69,242</b>	<b>(8)</b>
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(157)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(157)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>75,244</b>	<b>TOTAL NET EXPENDITURE</b>	<b>75,248</b>	<b>751</b>	<b>(6,757)</b>	<b>69,242</b>	<b>(8)</b>
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	2,224
Strategic budget - agreed additional income / savings	(3,084)
	(860)
Other resource changes	(5,897)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(6,757)</b>

**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 council's statutory and partnership obligations relating to Anti-Social Behaviour Orders, Acceptable Behaviour Agreements, training partners and coordinating a borough wide response to Antisocial Behaviour.

**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 land, 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 welfare of people in those premises where the local authority is the designated enforcement agency
- Licensing secures the suitability of those premises where the council is the licensing or certifying authority, and to secure the health, safety and welfare of those attending these premises
- Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices
- Pollution service deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution.

**Bereavement services**

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

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2012/13 (A)	Inflation (B)	Other (C)	2013/14 (D)	
	£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)	5,135	(11)
Bereavement Services	1,712	(36)	(1,346)	330	(81)
Departmental Recharges	(3,008)	-	628	(2,380)	(21)
<b>TOTAL NET SPEND</b>	<b>66,995</b>	<b>687</b>	<b>(5,362)</b>	<b>62,320</b>	<b>(7)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE 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)
<b>TOTAL FTE STAFF</b>	<b>416.1</b>	<b>387.5</b>	<b>(28.6)</b>



SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations In Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
16,351	Employees	17,315	131	(1,655)	15,791	(9)
4,474	Premises related expenditure	4,785	37	(378)	4,444	(7)
17,307	Supplies and Services	17,248	151	(388)	17,011	(1)
23,189	Third Party Payments	23,494	453	(107)	23,840	1
-	Transfer Payments	-	-	-	-	n/a
1,066	Transport related expenditure	906	-	(6)	900	(1)
5,436	Recharges from other services	5,451	-	(799)	4,652	(15)
67,823	<b>TOTAL EXPENDITURE</b>	69,199	772	(3,333)	66,638	(4)
-	Government Grants	-	-	-	-	n/a
(726)	Other Grants, reimbursements and contributions	(337)	-	16	(321)	(5)
(11,247)	Fees and Charges	(12,126)	(69)	419	(11,776)	(3)
(9,262)	Other Customer and Client Receipts	(9,651)	(16)	382	(9,285)	(4)
-	Interest Receivable	-	-	-	-	n/a
(7,037)	Recharges to other services	(7,267)	-	1,019	(6,248)	(14)
(28,272)	<b>TOTAL INCOME</b>	(29,381)	(85)	1,836	(27,630)	(6)
39,551	<b>NET CONTROLLABLE COST</b>	39,818	687	(1,497)	39,008	(2)
15,928	Capital Charges	15,929	-	245	16,174	2
3,200	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	3,200	-	(2,867)	333	(90)
8,082	Corporate support services bought in	8,048	-	(1,243)	6,805	(15)
27,210	<b>TOTAL UNCONTROLLABLE COST</b>	27,177	-	(3,865)	23,312	(14)
66,761	<b>NET COST OF SERVICE</b>	66,995	687	(5,362)	62,320	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
66,761	<b>TOTAL NET EXPENDITURE</b>	66,995	687	(5,362)	62,320	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						
						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Lion Green Car Park - Rebasalng Income						61
Waddon Leisure Centre						142
Additional Environmental Enforcement						200
MSCP Income Reserve						750
Landfill tax Increases						744
Transport for London Signal Network Support						25
						1,922
<u>Strategic budget - agreed additional income / savings</u>						
Parking - review of the structure to fully implement layers and spans						(60)
Car parks review closure of Poplar Walk car park						(25)
Street lighting policy						(30)
Environment & Leisure - restructure						(116)
Reduction in Waste procurement costs						(47)
Recycling - Introduction of compulsory recycling						(140)
Community Safety - Re-organisation and restructure						(10)
Review of Mobile Enforcement Unit						(205)
Grounds Maintenance Contract (Bereavement)						(80)
Reduction of maintenance of trees						(20)
Reduction of tree planting (highways)						(15)
Removal of under-used football pitches						(12)
Various reductions in parks related costs (trees/sports equipments)						(10)
No maintenance of South Norwood pitch and putt						(20)
Reduce Safer Croydon Partnership budget						(23)
Bereavement Services - review of customer support						(23)
Highways washing to be absorbed within the ERT function						(50)
Permits - P&D fees increase						(50)
Charge for compost						(30)
Utility Works Income						(150)
Departmental - Layers & Spans						(85)
EBCR Enhancements						(259)
Parking - Layers & Spans						(80)
Restructure of Regulatory Services including review of shared services approach with other boroughs						(230)
Scaling down of Environmental Response Team						(132)
Review of CCTV and Out of Hours service						(100)
Fairfield Car Park Lease Income						(400)
Costs in connection with the Olympics						(8)
CONTINUED ON NEXT PAGE P&E 1.2a						(2,410)



**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
CONTINUED FROM PAGE P&E 1.2	
<u>Other resource changes</u>	
Virements to :-	
Children, families and learning - Family Justice Centre	(90)
Children, families and learning - Split 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	(60)
Corporate resources and customer services - Internal / External Comms restructure	(36)
Corporate resources and customer services - Interserve savings from Facilities Management	(171)
Corporate resources and customer services - Transfer Family Justice Centre premises budgets	(251)
Virements 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
Staff Changes	(24)
Variations in income	1
Variations in recharges	41
Capital Charges	245
Deferred/Intangible Charges	
REFCUS	(2,700)
Corporate support services bought in	(1,277)
Minor variations	
Contingency Adjustments - Bereavement Grounds Maintenance Contract	60
Business Support - transfer to Corporate Services as part of Consolidation	(420)
	(4,874)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(5,362)</b>

**SERVICE DESCRIPTION**

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

**Spatial Planning :**

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 local 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**

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

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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	-
<b>TOTAL FTE STAFF</b>	<b>95.0</b>	<b>90.6</b>	<b>(4.4)</b>

SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,327	Employees	4,589	40	(194)	4,435	(3)
22	Premises related expenditure	-	-	-	-	n/a
347	Supplies and Services	438	-	(52)	386	(12)
39	Third Party Payments	26	1	(2)	25	(4)
-	Transfer Payments	-	-	-	-	n/a
47	Transport related expenditure	40	-	-	40	-
1,779	Recharges from other services	1,779	-	(88)	1,691	(5)
6,561	<b>TOTAL EXPENDITURE</b>	6,872	41	(336)	6,577	(4)
-	Government Grants	-	-	-	-	n/a
(62)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,270)	Fees and Charges	(2,941)	-	262	(2,679)	(9)
(36)	Other Customer and Client Receipts	(56)	(1)	(1)	(58)	4
-	Interest Receivable	-	-	-	-	n/a
(1,338)	Recharges to other services	(1,503)	-	(8)	(1,511)	1
(3,706)	<b>TOTAL INCOME</b>	(4,500)	(1)	253	(4,248)	(6)

2,854	<b>NET CONTROLLABLE COST</b>	2,372	40	(83)	2,329	(2)
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329	Capital Charges	329	-	(236)	93	(72)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	127	127	n/a
1,588	Corporate support services bought in	1,588	-	(190)	1,398	(12)
1,917	<b>TOTAL UNCONTROLLABLE COST</b>	1,917	-	(299)	1,618	(16)

4,772	<b>NET COST OF SERVICE</b>	4,289	40	(382)	3,947	(8)
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(63)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(63)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,709	<b>TOTAL NET EXPENDITURE</b>	4,289	40	(382)	3,947	(8)
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Shortfall on Planning Income	302
	302
<u>Strategic budget - agreed additional income / savings</u>	
Spatial Planning review of level of service	(200)
	(200)
<u>Other resource changes</u>	
Virements to :-	
Directorate - Reallocation of removal of 1% pay award	(45)
Directorate - Reallocation of reduced budget for Design Studio	(10)
Directorate - Reallocation of insurance budgets	(17)
Staff Changes	15
Variations in recharges	30
Capital Charges	(236)
Corporate support services bought in	(190)
Business Support	(31)
	(484)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(382)</b>

**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 strategies, 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 bids 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 level of affordable housing provided by private developers through S106 planning policy requirements and strategic & client development of the council new build programme. The team also promote and deliver a range of housing options to help local people meet their housing needs and aspirations. 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 BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £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)
<b>TOTAL NET SPEND</b>	<b>3,964</b>	<b>24</b>	<b>(1,013)</b>	<b>2,975</b>	<b>(25)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	CHANGE IN 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)
<b>TOTAL FTE STAFF</b>	<b>56.3</b>	<b>43.5</b>	<b>(12.8)</b>

SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,702	Employees	2,988	24	(401)	2,611	(13)
-	Premises related expenditure	-	-	-	-	n/a
1,049	Supplies and Services	250	-	(31)	219	(12)
156	Third Party Payments	252	-	(31)	221	(12)
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	1	-	2	3	200
489	Recharges from other services	493	-	(117)	376	(24)
4,400	<b>TOTAL EXPENDITURE</b>	3,984	24	(578)	3,430	(14)
(26)	Government Grants	-	-	-	-	n/a
(889)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Fees and Charges	(203)	-	50	(153)	(25)
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(828)	Recharges to other services	(1,063)	-	(48)	(1,111)	5
(1,744)	<b>TOTAL INCOME</b>	(1,266)	-	2	(1,264)	(0)
2,656	<b>NET CONTROLLABLE COST</b>	2,718	24	(578)	2,166	(20)
170	Capital Charges	170	-	(167)	3	(98)
-	Deferred/intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	40	40	n/a
1,042	Corporate support services bought in	1,076	-	(310)	766	(29)
1,212	<b>TOTAL UNCONTROLLABLE COST</b>	1,246	-	(437)	809	(35)
3,868	<b>NET COST OF SERVICE</b>	3,964	24	(1,013)	2,975	(25)
(94)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(94)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,774	<b>TOTAL NET EXPENDITURE</b>	3,964	24	(1,013)	2,975	(25)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						
<u>Strategic budget - agreed pressures / service demands</u>						£000's
Strategic budget - agreed additional income / savings						-
Housing Development staff amendments						(50)
Increase return on Investment (ROI) from funding sources through Improved budget delivery						(15)
Commissioning of business intelligence						(26)
Efficiencies in provision of district centre support						(20)
Review voluntary contribution to BID to ensure the spend aligns and complements the councils activity						(30)
Reduced MIPIM communications						(8)
Capital Delivery Hub Increased recharges to capital						(47)
Capital Delivery Hub team						(50)
Housing Development restructure - further reductions						(50)
Transport income increase from external sources						(30)
Business Support - transfer to Corporate Services as part of Consolidation						(148)
						(474)
<u>Other resource changes</u>						
<u>Other resource changes</u>						
Virements to :-						
Children, families and learning - FTE transfer from Capital Delivery Hub						(53)
Corporate resources and customer services - Internal / External Comms restructure						(37)
Directorate - Reallocation of removal of 1% pay award						(30)
Directorate - Reallocation of reduced budget for Design Studio						(3)
Directorate - Transfer Service Development Unit budgets						(36)
Virements from :-						
Corporate resources and customer services - Adjust Intra recharge budget						125
Staff Changes						8
Variations in recharges						(69)
Capital Charges						(167)
Deferred/intangible Charges						
REFCUS						
Corporate support services bought in						(277)
Minor variations						-
						(539)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,013)</b>





# HOUSING REVENUE ACCOUNT

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## HOUSING REVENUE ACCOUNT

## 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
- 3) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for council housing
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities 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 Sheltered and Special Sheltered Housing			14,075	14,070	(0)
Sheltered Housing for the Elderly (flats)	1,062	1,062	1,062	1,062	-
Special Sheltered Housing (flats)	242	242	242	242	-
Average sick days per FTE					

## FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2011/12 £000	ORIGINAL 2012/13 £000	FORECAST 2012/13 £000	BUDGET 2013/14 £000	% CHANGE
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	(17)
Corporate support services bought in	5,121	4,928	4,928	4,923	-
Recharges (to) / from other services	(2,890)	1,703	1,665	2,459	48
<b>TOTAL EXPENDITURE</b>	<b>79,549</b>	<b>84,037</b>	<b>81,148</b>	<b>87,615</b>	<b>8</b>
Government Grants	(26)	-	(64)	-	(100)
Other Grants, reimbursements and contributions	-	-	-	-	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)	5
Interest Receivable	(50)	(8)	(8)	(8)	-
<b>TOTAL INCOME</b>	<b>(79,549)</b>	<b>(84,037)</b>	<b>(84,179)</b>	<b>(87,615)</b>	<b>4</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>(3,032)</b>	<b>-</b>	
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>-</b>	<b>-</b>	<b>(3,032)</b>	<b>-</b>	

## 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)

**HOUSING REVENUE ACCOUNT**
**SERVICE SUMMARY**
**CABINET MEMBER**

Deputy Leader Councillor Dudley Mead	Cabinet Member for Housing, Capital Budget and Asset Management
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**DEPARTMENT MANAGEMENT TEAM**

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

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2012/13 £000's	SERVICE	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £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	9
(76,356)	Income	(76,566)	(113)	(2,270)	(78,949)	3
-	Notional H.R.A and Government Grant	-	-	-	-	n/a
(3,032)	<b>TOTAL NET SPEND</b>	-	(99)	99	-	n/a

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

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

## HOUSING REVENUE ACCOUNT

## SUBJECTIVE SUMMARY

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,928	Employees	13,596	111	546	14,253	5
22,129	Premises related expenditure	22,388	38	(67)	22,359	-
3,033	Supplies and Services	6,466	-	(1,196)	5,270	(18)
550	Third Party Payments	484	-	185	669	38
183	Transfer Payments	116	-	29	145	25
308	Transport related expenditure	270	-	(13)	257	(5)
4,291	Recharges from other services	4,072	-	776	4,848	19
43,422	<b>TOTAL EXPENDITURE</b>	47,392	149	260	47,801	1
(64)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9,956)	Fees and Charges	(9,939)	(248)	339	(9,848)	(1)
(74,151)	Other Customer and Client Receipts	(74,090)	-	(3,669)	(77,759)	5
(8)	Interest Receivable	(8)	-	-	(8)	-
(2,626)	Recharges to other services	(2,369)	-	(20)	(2,389)	1
(86,805)	<b>TOTAL INCOME</b>	(86,406)	(248)	(3,350)	(90,004)	4
(43,383)	<b>NET CONTROLLABLE COST</b>	(39,014)	(99)	(3,090)	(42,203)	7
35,424	Capital Charges	34,086	-	3,194	37,280	9
-	Deferred/Intangible Charges	-	-	-	-	n/a
4,928	Corporate support services bought in	4,928	-	(5)	4,923	(0)
40,352	<b>TOTAL UNCONTROLLABLE COST</b>	39,014	-	3,189	42,203	8
(3,032)	<b>NET COST OF SERVICE</b>	-	(99)	99	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,032)	<b>TOTAL NET EXPENDITURE</b>	-	(99)	99	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						99
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>99</b>

**HOUSING REVENUE ACCOUNT**

**REPAIRS AND MAINTENANCE**

**SERVICE DESCRIPTION**

This service provides responsive repairs and cyclical maintenance to the Council's housing stock. The service responds to around 60,000 repair requests each year. The repairs service is delivered through 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 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Responsive Repairs	12,487	9	(2)	12,494	-
Cyclical Works	875	-	117	992	13
<b>TOTAL NET SPEND</b>	<b>13,362</b>	<b>9</b>	<b>115</b>	<b>13,486</b>	<b>1</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
Responsive Repairs	27.6	27.6	-
Cyclical Works	-	-	-
<b>TOTAL FTE STAFF</b>	<b>27.6</b>	<b>27.6</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

## REPAIRS AND MAINTENANCE

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,221	Employees	1,107	9	-	1,116	1
11,935	Premises related expenditure	12,167	-	131	12,298	1
402	Supplies and Services	64	-	(16)	48	(25)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
85	Transport related expenditure	24	-	-	24	-
774	Recharges from other services	544	-	4	548	1
14,417	<b>TOTAL EXPENDITURE</b>	13,906	9	119	14,034	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(233)	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(946)	Recharges to other services	(544)	-	(4)	(548)	1
(1,179)	<b>TOTAL INCOME</b>	(544)	-	(4)	(548)	1
13,239	<b>NET CONTROLLABLE COST</b>	13,362	9	115	13,486	1
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
13,239	<b>NET COST OF SERVICE</b>	13,362	9	115	13,486	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
13,239	<b>TOTAL NET EXPENDITURE</b>	13,362	9	115	13,486	1
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Increase in cyclical repairs						117
Other minor adjustments						(2)
						115
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>115</b>

**HOUSING REVENUE ACCOUNT**

**SUPERVISION AND MANAGEMENT -  
GENERAL EXPENSES**

**SERVICE DESCRIPTION**

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

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

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

**MOVEMENT IN NET EXPENDITURE**

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supervision and management - General expenses	21,556	79	(734)	20,901	(3)
<b>TOTAL NET SPEND</b>	<b>21,556</b>	<b>79</b>	<b>(734)</b>	<b>20,901</b>	<b>(3)</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE STAFF
Supervision and management - General expenses	229.1	233.6	4.6
<b>TOTAL FTE STAFF</b>	<b>229.1</b>	<b>233.6</b>	<b>4.6</b>



## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
GENERAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,994	Employees	9,543	79	585	10,207	7
917	Premises related expenditure	741	-	94	835	13
1,990	Supplies and Services	5,789	-	(1,935)	3,854	(33)
531	Third Party Payments	434	-	208	642	48
-	Transfer Payments	-	-	-	-	n/a
106	Transport related expenditure	132	-	(28)	104	(21)
1,680	Recharges from other services	1,717	-	355	2,072	21
14,219	<b>TOTAL EXPENDITURE</b>	<b>18,356</b>	<b>79</b>	<b>(721)</b>	<b>17,714</b>	<b>(3)</b>
(64)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Fees and Charges	-	-	-	-	n/a
(17)	Other Customer and Client Receipts	(28)	-	8	(20)	(29)
-	Interest Receivable	-	-	-	-	n/a
(1,554)	Recharges to other services	(1,700)	-	(16)	(1,716)	1
(1,642)	<b>TOTAL INCOME</b>	<b>(1,728)</b>	<b>-</b>	<b>(8)</b>	<b>(1,736)</b>	<b>-</b>
12,577	<b>NET CONTROLLABLE COST</b>	<b>16,628</b>	<b>79</b>	<b>(729)</b>	<b>15,978</b>	<b>(4)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
4,928	Corporate support services bought in	4,928	-	(5)	4,923	-
4,928	<b>TOTAL UNCONTROLLABLE COST</b>	<b>4,928</b>	<b>-</b>	<b>(5)</b>	<b>4,923</b>	<b>-</b>
17,505	<b>NET COST OF SERVICE</b>	<b>21,556</b>	<b>79</b>	<b>(734)</b>	<b>20,901</b>	<b>(3)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
17,505	<b>TOTAL NET EXPENDITURE</b>	<b>21,556</b>	<b>79</b>	<b>(734)</b>	<b>20,901</b>	<b>(3)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Legal Services teams legal costs						220
Decrease in Investment Fund						(2,109)
Variation in corporate recharges						(5)
Increase in Insurance costs						82
Increase in Stock Investment legal and consultancy costs						96
Additional staff resources to deliver increased capital programme						121
Additional staffing resources - welfare reform						361
Other staff changes						86
Increase in ICT recharge						127
Business Support recharge from the general fund						301
Other minor adjustments						(14)
						(734)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(734)</b>

## HOUSING REVENUE ACCOUNT

## SUPERVISION AND MANAGEMENT - SPECIAL EXPENSES

### SERVICE DESCRIPTION

This part of the Housing Revenue Account includes any expenditure which relates only to specific estates rather than the general housing stock. This includes services such as Caretaking, Neighbourhood Wardens and grounds maintenance.

The income from the charges made for central heating is credited directly to income and the full cost of the standard space water heating provided will be recovered from tenants.

There is a service charge for the following services:-

Caretaking - £7.48  
Grounds Maintenance - £1.94

### MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £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	-
<b>TOTAL NET SPEND</b>	<b>7,562</b>	<b>(74)</b>	<b>(206)</b>	<b>7,282</b>	<b>(4)</b>

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE FTE STAFF
Neighbourhood Services	88.0	86.0	(2.0)
<b>TOTAL FTE STAFF</b>	<b>88.0</b>	<b>86.0</b>	<b>(2.0)</b>

## HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -  
SPECIAL EXPENSES

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations In Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,713	Employees	2,946	23	(39)	2,930	(1)
7,702	Premises related expenditure	7,820	38	(446)	7,412	(5)
383	Supplies and Services	352	-	5	357	1
19	Third Party Payments	50	-	(23)	27	(46)
6	Transfer Payments	4	-	(3)	1	(75)
117	Transport related expenditure	114	-	15	129	13
1,837	Recharges from other services	1,811	-	417	2,228	23
12,778	<b>TOTAL EXPENDITURE</b>	<b>13,097</b>	<b>61</b>	<b>(74)</b>	<b>13,084</b>	<b>-</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5,513)	Fees and Charges	(5,423)	(135)	(135)	(5,693)	5
-	Other Customer and Client Receipts	(3)	-	3	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(109)	Recharges to other services	(109)	-	-	(109)	-
(5,622)	<b>TOTAL INCOME</b>	<b>(5,535)</b>	<b>(135)</b>	<b>(132)</b>	<b>(5,802)</b>	<b>5</b>
7,157	<b>NET CONTROLLABLE COST</b>	<b>7,582</b>	<b>(74)</b>	<b>(206)</b>	<b>7,282</b>	<b>(4)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
7,157	<b>NET COST OF SERVICE</b>	<b>7,582</b>	<b>(74)</b>	<b>(206)</b>	<b>7,282</b>	<b>(4)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
7,157	<b>TOTAL NET EXPENDITURE</b>	<b>7,582</b>	<b>(74)</b>	<b>(206)</b>	<b>7,282</b>	<b>(4)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Efficiency savings						(279)
Increase in dwellings water expenditure recharged to tenants						242
Increase in water income recharged to tenants						(121)
Increase in water commission income						(14)
Other minor adjustments						(34)
						(206)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(206)</b>

**HOUSING REVENUE ACCOUNT**

**CAPITAL FINANCING**

**SERVICE DESCRIPTION**

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

The Major Repairs Allowance is used to finance the improvements of the housing stock. Self financing will be introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £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 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Major Repairs Allowance	16,035	-	422	16,457	3
Interest Charges	11,397	-	748	12,145	7
Debt Management Expenses	89	-	11	100	12
Premium	400	-	(1)	399	-
Discount	(21)	-	14	(7)	(67)
Financing of Capital Expenditure	6,186	-	2,000	8,186	32
<b>TOTAL NET SPEND</b>	<b>34,086</b>	<b>-</b>	<b>3,194</b>	<b>37,280</b>	<b>9</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE FTE STAFF
			-
<b>TOTAL FTE STAFF</b>	<b>-</b>	<b>-</b>	<b>-</b>

## HOUSING REVENUE ACCOUNT

## CAPITAL FINANCING

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
35,424	Capital Charges	34,086	-	3,194	37,280	9
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
35,424	<b>TOTAL UNCONTROLLABLE COST</b>	34,086	-	3,194	37,280	9
35,424	<b>NET COST OF SERVICE</b>	34,086	-	3,194	37,280	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
35,424	<b>TOTAL NET EXPENDITURE</b>	34,086	-	3,194	37,280	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Increase in revenue contribution to capital outlay						2,000
Increase in interest payments on additional borrowing						748
Increase in Major Repairs Allowance						422
Other minor adjustments						24
						3,194
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,194</b>

**HOUSING REVENUE ACCOUNT**

**INCOME**

**SERVICE DESCRIPTION**

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

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

Average Dwelling Rent (50 weeks)	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 BUDGET 2012/13 (A) £000's	Variations In Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £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)	-
Service Charges - Leaseholders	(1,579)	-	-	(1,579)	-
Other Income	(72)	(5)	(24)	(101)	40
Contributions to / (from) Earmarked Reserves					
<b>TOTAL NET SPEND</b>	<b>(76,566)</b>	<b>(113)</b>	<b>(2,270)</b>	<b>(78,949)</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-

## HOUSING REVENUE ACCOUNT

## INCOME

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
1,574	Premises related expenditure	1,660	-	154	1,814	9
257	Supplies and Services	261	-	750	1,011	287
-	Third Party Payments	-	-	-	-	n/a
177	Transfer Payments	112	-	32	144	29
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,007	<b>TOTAL EXPENDITURE</b>	2,033	-	936	2,969	46
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,437)	Fees and Charges	(4,516)	(113)	474	(4,155)	(8)
(73,901)	Other Customer and Client Receipts	(74,059)	-	(3,680)	(77,739)	5
(8)	Interest Receivable	(8)	-	-	(8)	-
(16)	Recharges to other services	(16)	-	-	(16)	-
(78,363)	<b>TOTAL INCOME</b>	(78,599)	(113)	(3,206)	(81,918)	4
(76,356)	<b>NET CONTROLLABLE COST</b>	(76,566)	(113)	(2,270)	(78,949)	3
-	Capital Charges	-	-	-	-	n/a
-	Deferred/intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(76,356)	<b>NET COST OF SERVICE</b>	(76,566)	(113)	(2,270)	(78,949)	3
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(76,356)	<b>TOTAL NET EXPENDITURE</b>	(76,566)	(113)	(2,270)	(78,949)	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Additional income from dwelling rents						(3,059)
Additional income from tenants service charges						(23)
Additional income from garage rents						(84)
Variation in tenants void costs						28
Variation in garage void costs						101
Increase in bad debt provision						750
Increase in major works costs recovered from leaseholders						(45)
Other minor adjustments						62
						(2,270)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,270)</b>

**HOUSING REVENUE ACCOUNT**

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

**SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE**

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

**STAFF ESTABLISHMENT NUMBERS**

	ORIGINAL BUDGET 2012/13 FTE STAFF	ORIGINAL BUDGET 2013/14 FTE STAFF	CHANGE IN FTE FTE STAFF
<b>TOTAL FTE STAFF</b>	-	-	-



## HOUSING REVENUE ACCOUNT

## NOTIONAL H.R.A AND GOVERNMENT GRANT

## SUBJECTIVE SUMMARY

FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



# **CAPITAL PROGRAMME**

## **CONTENTS**

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<b>DETAILED PROGRAMME 2013/14</b>	<b>CP1</b>
<b>FUNDING</b>	<b>CP2</b>

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		2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s
EXT - PIS / LBC	Academies Programme	8,470	6,391	-	-	14,861
LBC	Secondary Schools Programme	15,000	23,800	10,155	-	48,955
EXT - DfE / LBC	Primary School Capital programme	48,187	36,946	5,600	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	1,800	1,800	7,350
LBC	Corporate Property Maintenance Programme	3,925	2,250	2,530	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	-	17,000
HRA	Housing Investment Programme	34,821	34,821	34,821	34,821	138,484
		<b>154,732</b>	<b>112,164</b>	<b>73,706</b>	<b>42,521</b>	<b>383,123</b>

Transforming our Place		2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Highways Maintenance Programme	5,500	6,500	8,000	7,500	27,500
LBC	Soakaways Maintenance and Replacement - Highways Drainage	350	350	350	350	1,400
EXT - TFL	LIP - Road Safety, Highways, Public Realm Improvements	2,712	3,336	3,336	-	9,384
EXT - GLA / EXT - TFL / LBC	Connected Croydon Public Realm Programme	10,318	6,635	-	-	16,953
EXT - TFL / LBC	Bridge Strengthening Programme	490	480	470	400	1,840
LBC	Fairfield Halls Refurbishment	750	750	10,000	15,000	26,500
		<b>20,120</b>	<b>18,051</b>	<b>22,156</b>	<b>23,250</b>	<b>83,577</b>

TRANSFORMING OUR SERVICES		2013/14	2014/15	2015/16	2016/17	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	New Burial Land	1,200	-	-	-	1,200
LBC	Feasibility Fund	500	500	500	500	2,000
LBC	Transformational ICT Programme	3,000	3,000	3,000	3,000	12,000
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	150	600
		<b>18,177</b>	<b>5,672</b>	<b>4,650</b>	<b>3,650</b>	<b>32,149</b>

<b>193,029</b>	<b>135,887</b>	<b>100,512</b>	<b>69,421</b>	<b>498,849</b>
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**Capital Programme Resourcing 2013/14 to 2016/17**

<b>GENERAL FUND</b>					
<b>Description</b>	<b>2013/14 £'000s</b>	<b>2014/15 £'000s</b>	<b>2015/16 £'000s</b>	<b>2016/17 £'000s</b>	<b>Total £'000s</b>
Improving our Assets	154,732	112,164	73,706	42,521	383,123
Transforming our Place	20,120	18,051	22,156	23,250	83,577
Transforming our Services	18,177	5,672	4,650	3,650	32,149
<b>RESOURCE REQUIREMENT (Including HRA)</b>	<b>193,029</b>	<b>135,887</b>	<b>100,512</b>	<b>69,421</b>	<b>498,849</b>
<b>General Fund</b>					
Borrowing	118,968	72,497	61,205	33,900	286,570
Capital Receipt	3,000	-	-	-	3,000
Greater London Authority (GLA)	5,000	4,500	-	-	9,500
Communities and Local Government (CLG)	900	900	900	900	3,600
Department of Health (DoH)	-	-	-	-	-
Department for Education (DfE)	16,919	13,192	-	-	30,111
Transport For London (TfL)	5,662	3,786	3,786	-	13,234
Partnership for Schools (Pfs)	7,959	6,391	-	-	14,350
	<b>158,408</b>	<b>101,266</b>	<b>65,891</b>	<b>34,800</b>	<b>360,365</b>
<b>HRA</b>					
HRA Receipts	900	900	900	900	3,600
Major Repairs Allowance	16,457	16,457	16,457	16,457	65,828
New Homes Bonus	-	-	-	-	-
HRA Unsupported Borrowing	9,078	9,064	2,158	-	20,300
S106	-	-	-	-	-
HRA - Reserves	-	-	-	-	-
HRA - Revenue Contribution	8,186	8,200	15,106	17,264	48,756
	<b>34,621</b>	<b>34,621</b>	<b>34,621</b>	<b>34,621</b>	<b>138,484</b>
<b>TOTAL ESTIMATED RESOURCES</b>	<b>193,029</b>	<b>135,887</b>	<b>100,512</b>	<b>69,421</b>	<b>498,849</b>
<b>(OVER) / UNDER FUNDING OF PROGRAMME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

