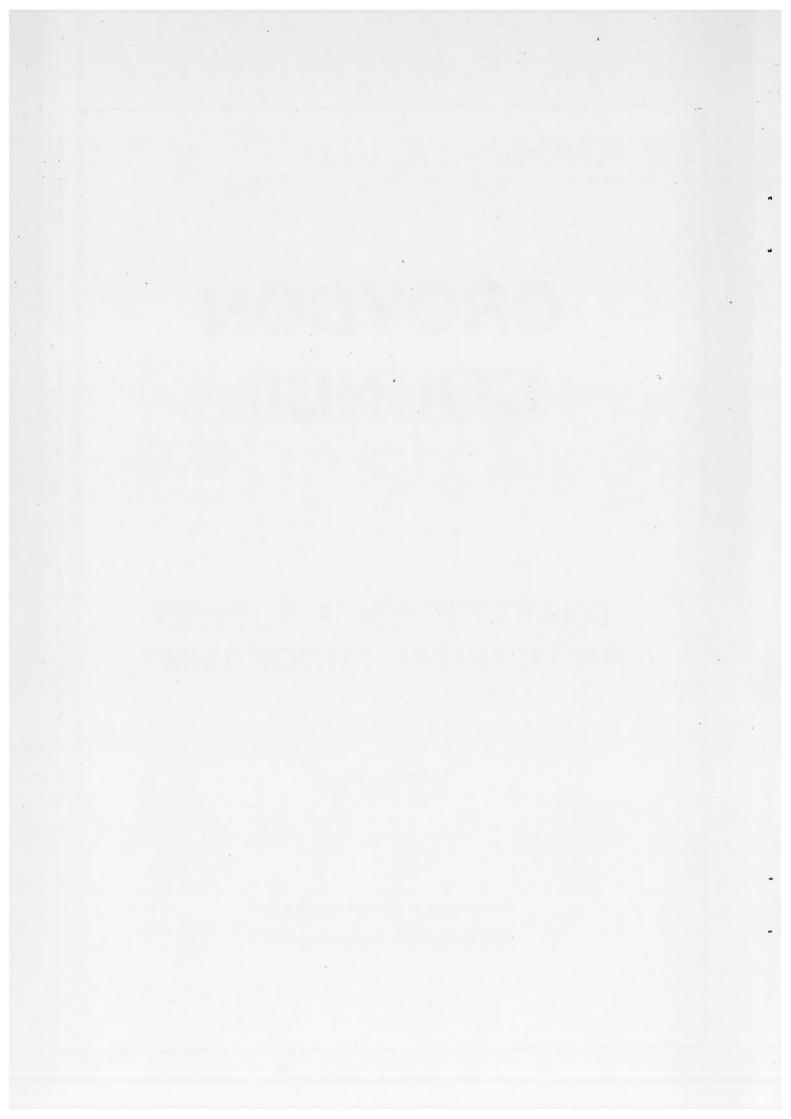
CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

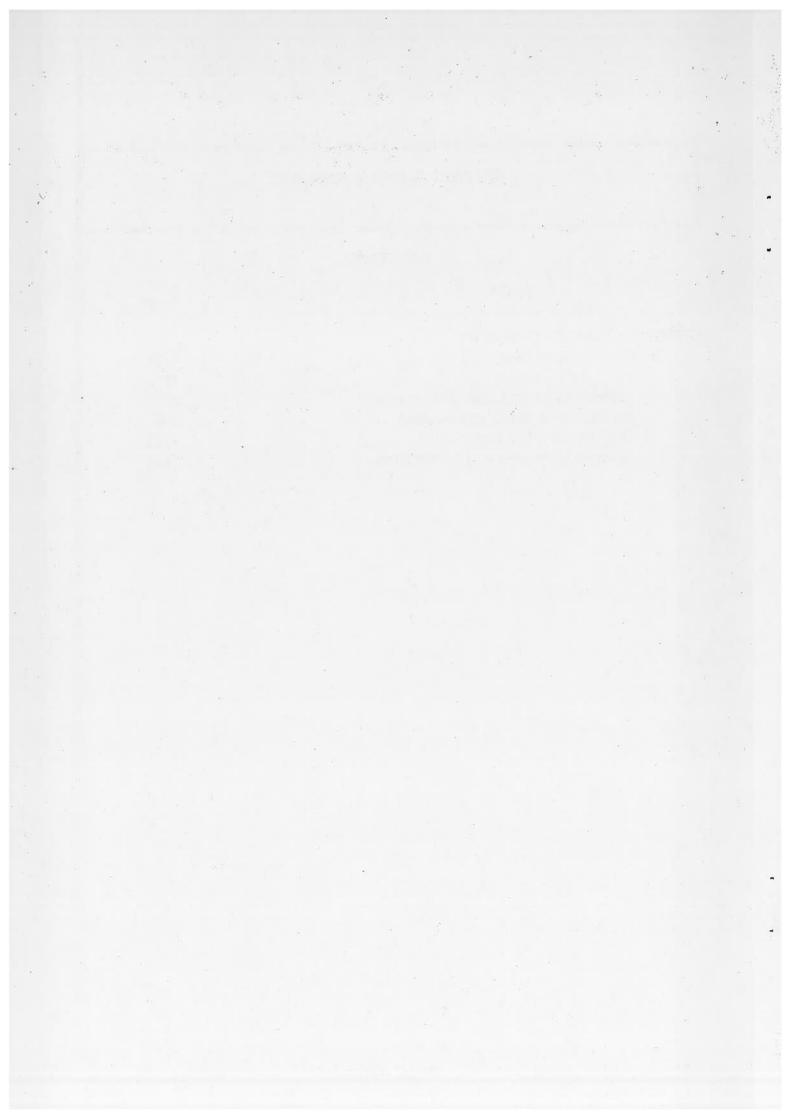
2013/14

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



CONTENTS

		Page
REV	ENUE BUDGET SUMMARY	
	General Fund Summary	RS1
	Subjective Analysis	RS2
	Analysis of central support recharges	RS3
	Departmental Gross Expenditure	RS4
	Departmental Net Expenditure	RS5
a: ²	Analysis of Income and Expenditure	RS6



GENERAL FUND SUMMARY

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

SUBJECTIVE ANALYSIS

.

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

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

CORPORATE SUPPORT SERVICES BROUGHT IN

•

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

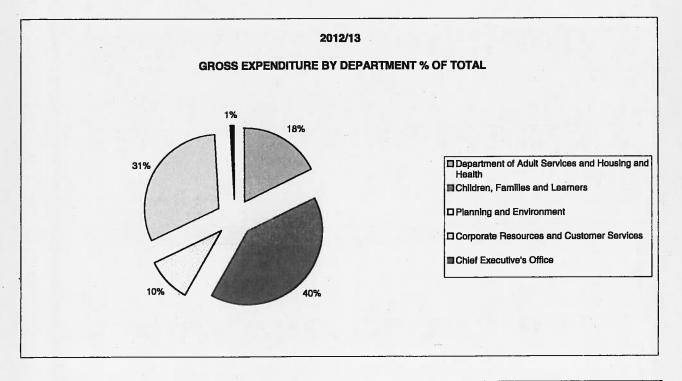
* Non general fund support charge

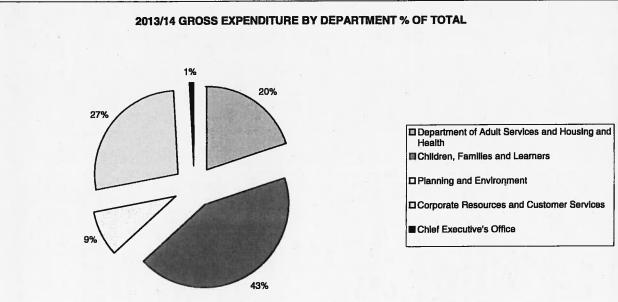
RS3

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DEPARTMENTAL GROSS EXPENDITURE

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

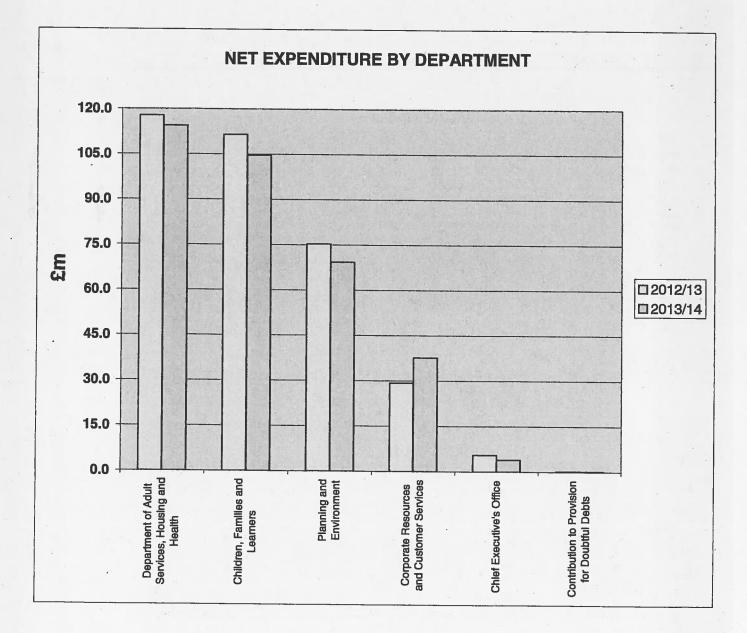




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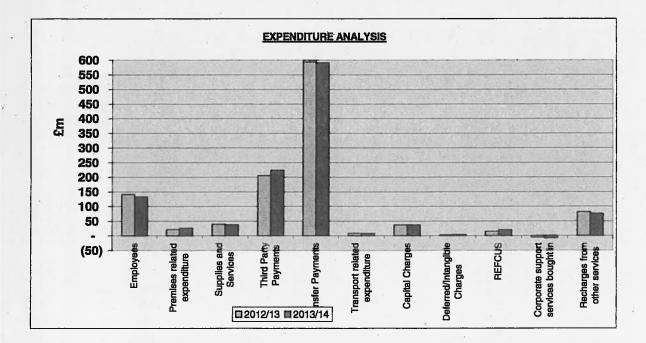
DEPARTMENTAL NET EXPENDITURE

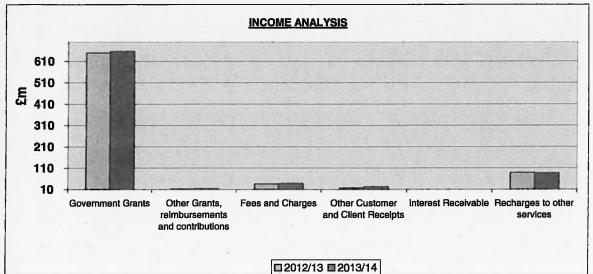
ACTUAL		ORIGINAL BUDGET	Variations Expenditu	in Level of are on (A)	ORIGINAL BUDGET	%
201 1/12	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1
	SERVICE BUDGETS					
(35,781)	Department of Adult Services,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



ANALYSIS OF INCOME AND EXPENDITURE

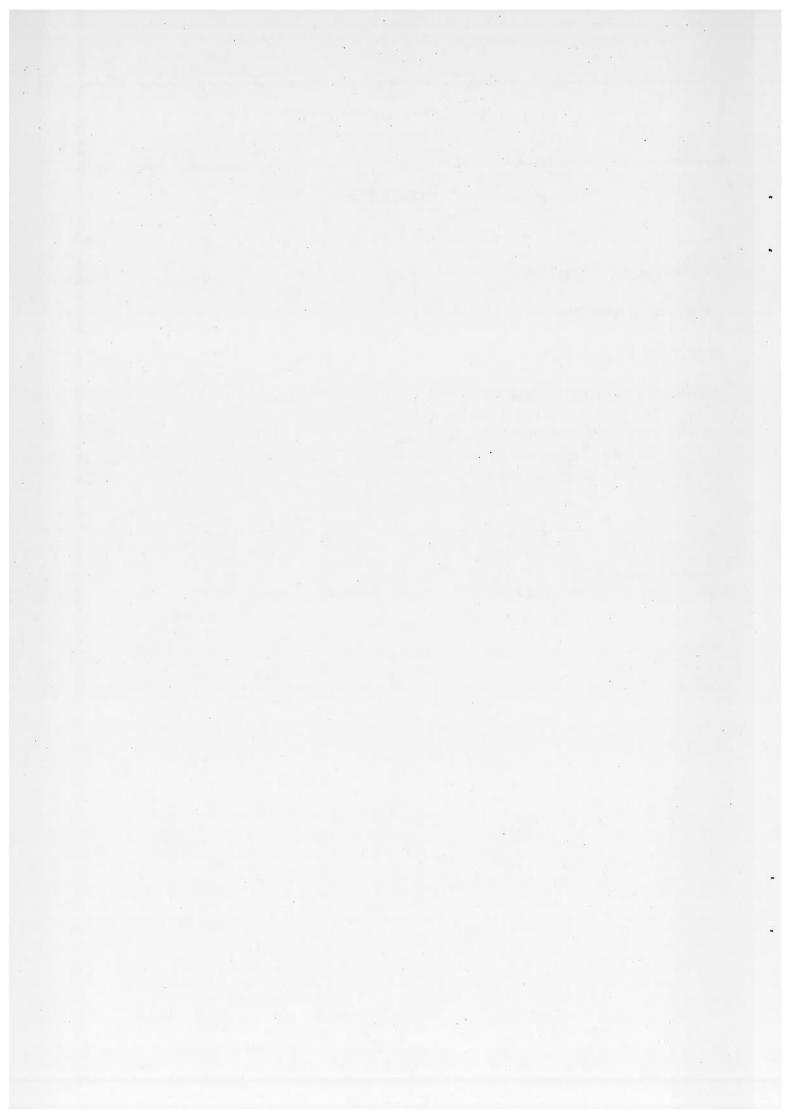
ACTUAL 2011/12		ORIGINAL BUDGET	Variations I Expenditu		ORIGINAL BUDGET	%
2010/12	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
- 1410 - F	EXPENDITURE				1 4	
338,909	Empioyees	140,977	1,085	(8,814)	133,248	(5
58,727	Premises related expenditure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





CONTENTS

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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

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

2. Trade more services with schools and other Local Authorities

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

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

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

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

TOP FINANCIAL RISKS 2013/14

1. Failure to promote equality and eliminate unlawful discrimination

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

3. Risk that planned efficiency targets will not be achieved

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

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

SUBJECTIVE SUMMARY

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

DEMOCRATIC AND LEGAL SERVICES

SERVICE DESCRIPTION

Legal Services

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

Democratic Services and Scrutiny

Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Coopted Members, advise on the Council's constitution and co-ordinate the decision making process consisting of approximately 400 meetings per year. The Team supports the Overview and Scrutiny function and Member Learning and Development. In addition the Team facilitates a number of meetings, e.g. the Croydon Police Consultative Group, Church Tenements and Frank Denning Charities as well as facilitating education admissions and exclusion appeals.

Elections, Civic Services, Registration and Coroners

The Electoral Services Team manages the organisation of European, Parilamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains 261,900 names. We act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

The Registrars Service provides a variety of services including registration of births, deaths and marriages, Civil Partnerships, Citizenship Ceremonies and Nationality Checking services to communities in Croydon and others. The Mayoral Services office provides support to the Mayor and Deputy Mayor. The service also takes a leading role in the promotion and arrangement of civic events.

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

MOVEMENT IN NET EXPENDITIBE

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

DEMOCRATIC AND LEGAL SERVICES

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

WORKFORCE AND COMMUNITY RELATIONS

Mission: SERVICE DESCRIPTION

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

Key Objectives:

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

MOVEMENT IN NET EXPENDITURE

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

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

WORKFORCE AND COMMUNITY RELATIONS

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

VOLUNTARY SECTOR FUNDING

SERVICE DESCRIPTION

Corporate Voluntary Sector Support

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

VOLUNTARY SECTOR FUNDING

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

SERVICE DESCRIPTION

•

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

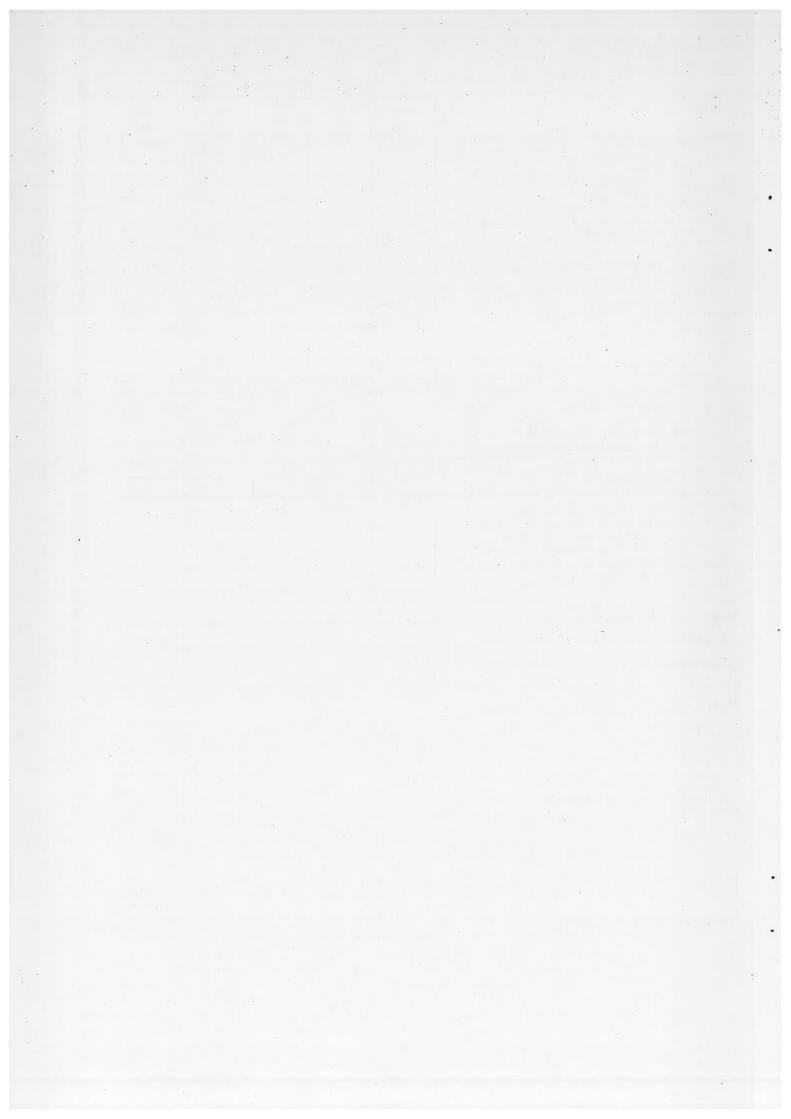
MOVEMENT IN NET EXPENDITURE

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

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

CHIEF EXECUTIVE'S OFFICE

FORECAST		ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
2012/13	DESCRIPTION	2012/13 (A)	Inflation (B)	* Other (C)	2013/14 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	%
567		570	5	(11)	564	(
102	Premises related expenditure Supplies and Services	024 -	-		-	n/
102	Third Party Payments	102		8	110	1
-	Transfer Payments	245	-	(245)	-	(100
11		11	- [-		n
-	Recharges from other services			-	11	
680		000		-		<u>n</u>
		928	5	(248)	685	(2)
-	Government Grants		-	-	-	n
-	Other Grants, reimbursements and contributions			-	-	n
-	Fees and Charges	-	- 1	- 1	-	n/
-	Other Customer and Client Receipts	-	-	-		n
-	Interest Receivable	-	-	-	-	n/
(20)	Recharges to other services	(20)	- 1		(20)	_
(20)	TOTAL INCOME	(20)			(20)	
		(20)			(20)	•
661	NET CONTROLLABLE COST	908	5	(248)	665	(2
				(/		
•	Capital Charges	-		-		n/
-	Deferred/Intangible Charges		-	-		n
-	REFCUS		- [-	-	n
	Corporate support services bought in	72		(6)	73	
133	TOTAL UNCONTROLLABLE COST	72	-	(6)	66	(1
794	NET COST OF SERVICE	980	5	(254)	731	(2
-	Contributions to / (from) Earmarked Reserves	- 1	- 1	- 1		
-	Contributions to / (from) Capital Reserves:			- 1	-	. n/
-	Financing of Capital Expenditure	-		-		n
-	Provision for Repayment of External Loans		-	-		
-	Contribution to / (from) General Balances	-	-	-	-	n
-	TOTAL APPROPRIATIONS	-	-	-		
	<i>2</i>					n
794	TOTAL NET EXPENDITURE	980	5	(254)	731	(2
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CONTENTS

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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

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

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

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

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

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

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

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

9) Further strengthen joint commissioning with Health services.

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

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

TOP FINANCIAL RISKS 2013/14

1) Delivery of savings targets and transformation plans.

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

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

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

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

STAFF ESTABLISHMENT NUMBERS

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

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

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

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

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

SOCIAL CARE AND FAMILY SUPPORT

SERVICE DESCRIPTION

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

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

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

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

FORECAST		ORIGINAL BUDGET	Variations I		ORIGINAL	
2012/13	DESCRIPTION	2012/13	Expenditu Inflation	re on (A) * Other	BUDGET 2013/14	% CHANGE
£000's		(A)	(B)	(C)	(D)	(E)
	Employees	£000's 26,584	£000's 238	£000's (2,303)	£000's 24.519	. %.
445	Premises related expenditure	460	- 230	(2,303)	24,519	(3
3,710	Supplies and Services Third Party Payments	3,704	-	(913)	2,791	(2
978	Transfer Payments	42,328	152	(1,933) 4,672	40,547 5,783	(
195	Transport related expenditure	248		(33)	215	42 (1
	Recharges from other services	5,713	<u></u>	(1,927)	3,786	(3
	TOTAL EXPENDITURE	80,148	390	(2,603)	77,935	(
	Government Grants	(23,993)		(4,661)	(28,654)	1
	Other Grants, reimbursements and contributions	465	-	(1,533)	(1,068)	(33
	Other Customer and Client Receipts	(5)		(40)	(45)	80
	Interest Receivable	(32)		(1,299)	(1,351)	2,49 N
(3,473)	Recharges to other services	(4,136)	_	2,271	(1,865)	(5
(29,247)	TOTAL INCOME	(27,721)		(5,262)	(32,983)	1
		г				
50,810	NET CONTROLLABLE COST	52,427	390	(7,865)	44,952	(1
	Capital Charges	238	•	(59)	179	(2
-	Deferred/intangible Charges	-	-	· - '	-	'n
10.890	Corporate support services bought in	10,890		1,124	-	n
	TOTAL UNCONTROLLABLE COST	11,128		1,065	<u> </u>	1
		,		1,000 [12,155	1
61,918	NET COST OF SERVICE	63,555	390	(6,800)	57,145	(1
•	Contributions to / (from) Earmarked Reserves	•	- 1			n
-	Contributions to / (from) Capital Reserves:			•		n
	Financing of Capital Expenditure Provision for Repayment of External Loans	•	-			n
	Contribution to / (from) General Balances			:	1	n
-	TOTAL APPROPRIATIONS	•	-		•	n
61,918	TOTAL NET EXPENDITURE	00 555		(0.000)		
01,010	TOTAL NET EXPENDITORE	63,555	390	(6,800)	57,145	. (1
Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE	· · · · ·				£000's
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SERVICE DESCRIPTION

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

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

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

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

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

Other funding streams from the EFA include:

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

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

i) PVIs - currently 150 (note settings close and open throughout the year)

ii) Childminders - currently 20 (note childminders join and leave throughout the year)

- iii) Nursery and early years centres 6
- iv) Infant Schools 9 schools (8 maintained and 1 academy, 8 of these with nursery provision)

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

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

viii) Special Schools - 6 schools

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

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

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

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

DEDICATED SCHOOLS BUDGET

SUBJE	CTIVE	SUMMARY

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

LEARNING AND INCLUSION

SERVICE DESCRIPTION

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

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

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

4) The adult education provision is known as CALAT (Croydon Adult Learning and Training) and provides a wide range of accredited (1000) and non-accredited (500) courses annually in every curriculum area. The service offers courses in basic skills to level 2/3 qualifications, leisure and recreational courses, extensive family learning programme and support services such as IAG, dyslexia support and language support. The service will operate from 3 core sites across the borough from April 2013.

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

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

MOVEMENT IN NET EXPENDITURE

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

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

LEARNING AND INCLUSION

SUBJECTIVE SUMMARY

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

TOTAL OTHER VARIATIONS IN RESOURCE

(1,414)

SERVICE DESCRIPTION

School Places & Admissions

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

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

Libraries & Culture

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

Partnership & Business Development

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

Central Costs

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

MOVEMENT IN NET EXPENDITURE

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

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

CHILDREN, FAMILIES AND LEARNING

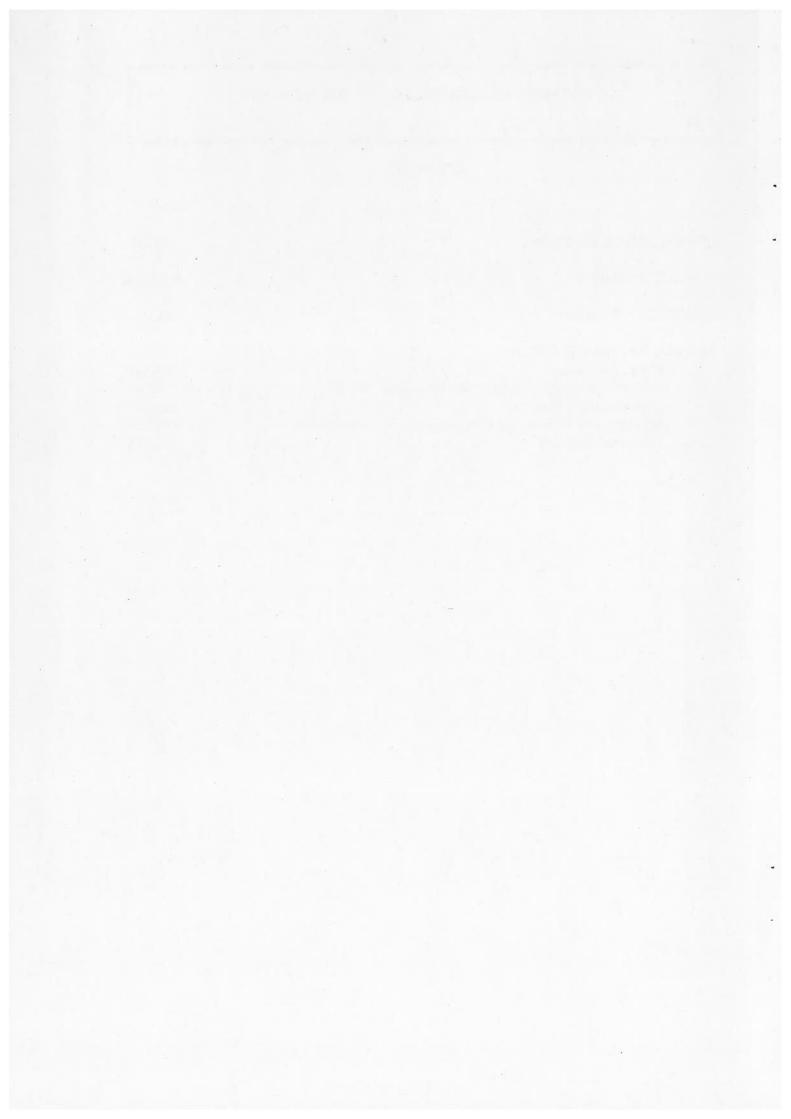
COMMUNITY AND SUPPORT SERVICES AND CFL CENTRAL COSTS

		ORIGINAL	Variations	n Level of	ORIGINAL	-
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGI
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
6,100	Employees	5,575	25	(3,106)	2,494	(5
1,077	Premises related expenditure	977		(186)	791	(1
1,417	Supplies and Services	1,236	-	(939)	297	(7
1,141	Third Party Payments	1,283	-	3,417	4,700	26
149	Transfer Payments	102	-	-	102	
0,412	Transport related expenditure	6,274	. 145	(563)	5,856	(
	Recharges from other services	1,181		(499)	682	
17,508	TOTAL EXPENDITURE	16,628	170	(1,876)	14,922	(1
(560)	Government Grants	(512)	-	(410)	(922)	
-	Other Grants, reimbursements and contributions		-	(481)	(481)	r
(218)	Fees and Charges	(211)		211	(401)	
(266)	Other Customer and Client Receipts	(345)			(140)	(10
	Interest Receivable	(343)	-	205	(140)	(5
(2 524)	Recharges to other services	(0 504)		1 0 0 0	-	r
		(2,524)		1,359	(1,165)	
(3,568)	TOTAL INCOME	(3,592)	-	884	(2,708)	(2
					· · · · · · · · ·	
13,940	NET CONTROLLABLE COST	13,036	170	(992)	12,214	
13,599	Capital Charges	13,599		(740)	10.054	
	Deferred/Intangible Charges	150		(748)	12,851	
	REFCUS	9,725	-	(28)	122	(1
	Corporate support services bought in	3,043		4,551	14,276	4
				(2,058)	985	
20,510	TOTAL UNCONTROLLABLE COST	26,517	-	1,717	28,234	
40,458	NET COST OF SERVICE	39,553	170	725	40,448	
		00,000		725	40,440	_
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	r
	Contributions to / (from) Capital Reserves:	-	-	-		r
-	Financing of Capital Expenditure	-	1			r
	Provision for Repayment of External Loans Contribution to / (from) General Balances	-		-	-	r
				-		r
	TOTAL APPROPRIATIONS	-	-	•	-	<u> </u>
40,458	TOTAL NET EXPENDITURE	39,553	170	725	40,448	_
	TOTAL NET EXPENDITORE	00,000				
OTHER VAL		00,000			Г	00001-
	RIATIONS IN LEVEL OF EXPENDITURE	00,000				£000's
rategic bud	RIATIONS IN LEVEL OF EXPENDITURE				[
rategic bud	RIATIONS IN LEVEL OF EXPENDITURE	00,000				20
rategic bud creased fun	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands inding to Fairfield Halls	00,000				£000's 20 20
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CONTENTS

	Page
DEPARTMENT OVERVIEW	CRCSS1
SERVICE SUMMARY	CRCSS2
SUBJECTIVE SUMMARY	CRCSS
SERVICE REVENUE BUDGETS	
Finance & Assets	CRCS1
Customer, Transformation & Communication Service	CRCS2
Concessionary Fares	CRCS3
Strategy, Commissioning, Procurement and Performance	CRCS4
Corporate Services	CRCS5



CORPORATE RESOURCES & CUSTOMER SERVICES KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

1. To implement Oracle One

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

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

4. To ensure strong and robust financial management and reporting

5. To implement the asset disposal programme

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

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

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

9. To establish and implement the ICT sourcing strategy

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

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

FINANCIAL PERFORMANCE

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

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

TOP FIVE FINANCIAL RISKS 2013/14

1. Realising efficiency options

2. Delays in implementation of transformation projects

3. Impact of council tax rebate and benefit changes

4. Maximising effective contractual relationships with partners

5. Collection of benefits overpayment

SERVICE SUMMARY

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

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

SUBJECTIVE SUMMARY

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

SERVICE DESCRIPTION

The Finance Division consists of 4 service areas;

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

Corporate Finance and Departmental Finance

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

Pensions and Treasury

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

Governance

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

Assets

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

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

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

SERVICE DESCRIPTION

Divisional Overview of Services

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

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

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

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

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

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

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

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

Division's Service Priorities

increase customer satisfaction with quality of all local public services;

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

Deliver service efficiencies Identified in customer access project

Drive service improvement from customer feedback;

Answer 95% of personal visits in 15mins;

Reduce abandoned calls;

70% of enquiries completed at the first point of contact in the customer contact centre;

• increase self service options through redesign of service delivery to enable them to be delivered via the website;

Maximise collection of revenues to the authority through the development of the corporate debt team;

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

MOVEMENT IN NET EXPENDITURE

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

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

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

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

SERVICE DESCRIPTION

Freedom Pass Scheme

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

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

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

London Taxicard Scheme

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

Biue Badge Scheme

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

MOVEMENT IN NET EXPENDITURE

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

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

SUBJECTIVE SUMMARY

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

SERVICE DESCRIPTION

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

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

Procure Commissioning solutions;

- Develop Contract Management
- Manage the Observatory and Data Analysis

Support performance management and performance outcomes

Support the Risk Management and Insurance framework

Provide Business continuity and emergency planning services.

Support performance management and performance outcomes

Support the risk management and insurance framework

Provide Business continuity and emergency planning services.

MOVEMENT IN NET EXPENDITURE

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

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

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

SUBJECTIVE SUMMARY

FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2012/13	Infiation	* Other	2013/14	% CHANGE
201210		(A)	(B)	(C)	(D)	
£000's		£000's	£000's	£000's	£000's	(E) %
	Employees	4,884	38	(335)	4,587	(6
	Premises related expenditure		-	5	-,	n/
	Supplies and Services	(1,174)	-	765	(409)	(65
	Third Party Payments	12		230	242	1,917
	Transfer Payments	-	_	-		n/
4	Transport related expenditure	7	-	(4)	3	(57
85	Recharges from other services	20	· · · · · - ·	7	27	35
4,856	TOTAL EXPENDITURE	3,749	38	668	4,455	19
-	Government Grants		-			
	Other Grants, reimbursements and contributions					n/
	Fees and Charges	(60)		-	(00)	n/
		(69)		9	(60)	(13
	Other Customer and Client Receipts	(372)	-	267	(105)	(72
	Interest Receivable	(120)		120	-	(100
	Recharges to other services	(180)	-	(114)	(294)	6
(590)	TOTAL INCOME	(741)	-	282	(459)	(38
4,266	NET CONTROLLABLE COST	3,008	38	950	3,996	3
7,200		5,000	30	950	3,990	3
-	Capital Charges	- 1	-	-	-	n/
	Deferred/Intangible Charges		-	-	-	n,
	REFCUS		-	-	-	n,
(3,213)	Corporate support services bought in	(3,213)	-	(819)	(4,032)	2
(3,213)	TOTAL UNCONTROLLABLE COST	(3,213)	-	(819)	(4,032)	2
						2;
1,052	NET COST OF SERVICE	(205)	38	131	(36)	(8:
(65)	Contributions to / (from) Earmarked Reserves	· · ·	- 1			n/
(00)	Contributions to / (from) Capital Reserves:					n/
	Financing of Capital Expenditure					n.
-	Provision for Repayment of External Loans					n
-	Contribution to / (from) General Balances	-	-	-		n,
	TOTAL APPROPRIATIONS		- 0			n
			······································			
987	TOTAL NET EXPENDITURE	(205)	38	131	(36)	(8
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	•				£000's
trategic bud	dget - agreed pressures / service demands					
	surances - Riesco Collection					2
						0
						22
trategic bud	det - agreed additional income / savings					
	dget - agreed additional income / savings in Corporate Programme Office (1fte)				P.1	(4
educe staff	in Corporate Programme Office (1fte)					
educe staff tep Change	in Corporate Programme Office (1fte) - SCPP efficiencies					(15
educe staff tep Change tep Change	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport					(15 (5
educe staff tep Change tep Change	in Corporate Programme Office (1fte) - SCPP efficiencies					(15 (5 (1
leduce staff itep Change itep Change itep Change	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets					(4) (15) (5) (4) (24)
teduce staff tep Change tep Change tep Change	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u>					(15 (5 (24
educe staff tep Change tep Change tep Change ther resource udget Virem	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate					(15) (5) (24) 1,01)
educe staff tep Change tep Change tep Change ther resourc udget Virem udget Virem	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO					(15) (5) (24) (24) 1,01) 24)
educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO ments - within CRCS					(15 (5 (24 1,01 24 (3
educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem usiness Sup	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> nents - to Corporate nents - from CEO nents - within CRCS poort - Transfer to Corporate services as part of con	nsolidation				(15 (5 (24 1,01 24 (3
educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem usiness Sup	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> ments - to Corporate ments - from CEO ments - within CRCS	nsolidation				(15 (5 (24 (24 1,01 24 (3 (5
teduce staff tep Change tep Change tep Change ther resourc udget Virem udget Virem udget Virem usiness Sup	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> nents - to Corporate nents - from CEO nents - within CRCS poort - Transfer to Corporate services as part of con	nsolidation				(15) (5) (24) 1,01)
educe staff tep Change tep Change ther resourd udget Virem udget Virem udget Virem usiness Sup	in Corporate Programme Office (1fte) - SCPP efficiencies - Transport - reduction in Supplies and Services budgets <u>ce changes</u> nents - to Corporate nents - from CEO nents - within CRCS poort - Transfer to Corporate services as part of con	nsolidation				(15 (5 (24 1,01 24 (3 (5 (81

SERVICE DESCRIPTION

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

Corporate Services deliver the following services:

ICT

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

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

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

* Responsible for ICT and Information management Strategy development and implementation

Facilities Management

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

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

Transformation

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

Business Support

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

MOVEMENT IN NET EXPENDITURE

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

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

CORPORATE SERVICES

FORECAST		ORIGINAL BUDGET	Variations		ORIGINAL	0/
2012/13	DESCRIPTION	2012/13	Expenditu	* Other	BUDGET 2013/14	% CHANGE
201210		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(⊑) %
3,710	Employees	4,084	30	7,487	11.601	18
7,706	Premises related expenditure	7,550	169	(1,668)	6,051	(2
	Supplies and Services	2,944	28	(58)	2,914) (
16,816	Third Party Payments	16,617	486	(738)	16,365	(
	Transfer Payments	- 1	-		-	n
143	Transport related expenditure	32		111	143	34
	Recharges from other services	23	•		23	
31,102	TOTAL EXPENDITURE	31,250	713	5,134	37,097	1
(113)	Government Grants	(113)	-	(88)	(201)	7
-	Other Grants, reimbursements and contributions	-			-	ŗ
	Fees and Charges	(657)	(13)	_	(670)	
	Other Customer and Client Receipts	(102)	(,	(72)	(174)	7
-	Interest Receivable	(,	_	(, _,	(1/3/	r
(1.493)	Recharges to other services	(1,942)		(1,744)	(3,686)	g
		1	(40)			·
(2,437)	TOTAL INCOME	(2,814)	(13)	(1,904)	(4,732)	
28,665	NET CONTROLLABLE COST	28,436	699	3,230	32,366	1
4.000		T				
	Capital Charges	4,392	-	1,357	5,749	3
2,302	Deferred/Intangible Charges REFCUS	2,302	•	714	3,016	3
(27 882)	REFCUS Corporate support services bought in	(27,883)		3,373	3,373	r
		1			(27,883)	
(21,189)	TOTAL UNCONTROLLABLE COST	(21,189)		5,444	(15,745)	(2
7,476	NET COST OF SERVICE	7,247	699	8,674	16,621	12
•	Contributions to / (from) Earmarked Reserves	-	-	-		r
-	Contributions to / (from) Capital Reserves:		-	- :*:	-	r
1 T	Financing of Capital Expenditure	· · ·	-	-		r
•	Provision for Repayment of External Loans	-	-		-	r
.	Contribution to / (from) General Balances		-			r
-	TOTAL APPROPRIATIONS	- 1.540	-	· ·	-	r
7 476		-	-	-	-	
7,476	TOTAL APPROPRIATIONS	- 7,247.00	- 699.35	- 8,674.41	- 16,621	
		- 7,247.00	- 699.35	8,674.41	- 16,621	
	TOTAL NET EXPENDITURE	7,247.00	- 699.35	8,674.41	- 16,621	. 12
OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,247.00	699.35	8,674.41	- 16,621	. 12
OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support	7,247.00	699.35	8,674.41	- 16,621	12 £000's
OTHER VA Strategic buc New Childrer Staffing for S	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point	7,247.00	699.35	8,674.41	16,621	12 £000's £
OTHER VA Strategic buc New Childrer Staffing for S	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> 8 12 3
OTHER VA Strategic buc New Childrer Staffing for S	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point	7,247.00	699.35	8,674.41	16,621	12 £000's 8 12
OTHER VA Strategic buc New Childrer Staffing for S	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point	7,247.00	699.35	8,674.41	16,621	12 £000's 8 12
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE latet - agreed pressures / service demands n Recording System Hosting and Support share Point locument Officer	7,247.00	699.35	8,674.41	16,621	12 £000's 12 3
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support share Point locument Officer liget - agreed additional income / savings	7,247.00	699.35	8,674.41	16,621	12 £000's 12 3 24
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE latet - agreed pressures / service demands n Recording System Hosting and Support share Point locument Officer	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> { 12 3 24 (1,48
OTHER VA Strateqic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini (Core IT Skills	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loet - agreed pressures / service demands Recording System Hosting and Support hare Point locument Officer locument Officer locument Extensions	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> 12 12 12 12 12 12 14 (1,44 (10
OTHER VA Strateqic buc New Childrer Staffing for S Deeds and D Strateqic buc Cap Gernini (Core IT Skills Reduction in	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support hare Point focument Officer liget - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> 12 12 12 12 12 12 12 12 12 12
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Cap Gemini (Core IT Skills Reduction in CT Quick W Systems Rat	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support hare Point locument Officer liget - agreed additional income / savings Contract Extensions > Training for CFL - remove one-off Spend PC's across the Council ins ionalisation	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> 12 12 12 12 12 12 14 (1,44 (10
OTHER VA Strategic buc lew Childrer Staffing for S Deeds and D Strategic buc Cap Gemini (Core IT Skills Reduction in CT Quick W Systems Rat	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support thare Point bocument Officer liget - agreed additional income / savings Contract Extensions a Training for CFL - remove one-off Spend PC's across the Council ins	7,247.00	699.35	8,674.41	16,621	12 <u>£000's</u> 1 1 1 1 1 1 1 1 1 1 1 1 1
OTHER VA Strategic buc lew Childrer Staffing for S Deeds and D Strategic buc Cap Gemini (Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support hare Point locument Officer liget - agreed additional income / savings Contract Extensions > Training for CFL - remove one-off Spend PC's across the Council ins ionalisation	7,247.00	699.35	8,674.41	16,621	1: £000's 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini i Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S One Oracle -	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands Recording System Hosting and Support hare Point locument Officer liget - agreed additional income / savings Contract Extensions > Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction	7,247.00	699.35	8,674.41	16,621	11 <u>£000's</u> { 12 12 12 12 12 12 12 12 12 12
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini i Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S Dne Oracle -	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loget - agreed pressures / service demands Recording System Hosting and Support hare Point ocument Officer loget - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support	7,247.00	699.35	8,674.41	16,621	11 <u>£000's</u> { 12 12 12 12 12 12 12 12 12 12
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini i Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S One Oracle -	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE loget - agreed pressures / service demands Recording System Hosting and Support hare Point ocument Officer loget - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support	7,247.00	699.35	8,674.41	16,621	1: £000's (1,44 (1) (1) (1) (1) (1) (1) (1) (1)
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini Cap Gemini	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands a Recording System Hosting and Support hare Point bocument Officer liget - agreed additional income / savings Contract Extensions a Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support Extension to 2016	7,247.00	699.35	8,674.41	16,621	1: £000's 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini Cap Gemini	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE liget - agreed pressures / service demands a Recording System Hosting and Support hare Point bocument Officer liget - agreed additional income / savings Contract Extensions a Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support Extension to 2016	7,247.00	699.35	8,674.41	16,621	1: £000's 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini i Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S Dne Oracle - M Contract	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Recording System Hosting and Support hare Point bocument Officer Rect - agreed additional income / savings Contract Extensions a Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support Extension to 2016		699.35	8,674.41	16,621	1: £000's 1: 1: 1: 1: 1: 1: 1: 2: (1.44) (1) (1) (1) (1) (1) (1) (1) (1
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini (Cap Gemini (Cap Gemini (Car Quick W Systems Rat Supplies & S Die Oracle - M Contract Other resour /irements Business Suj	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Recording System Hosting and Support thare Point focument Officer Recet - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support Extension to 2016 Ce changes Poport transfer from departments as part of consolid		699.35	8,674.41	16,621	1: £000's 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini i Core IT Skills Reduction in CT Quick W Systems Rat Supplies & S Dne Oracle - M Contract Other resour /irements Business Sup	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Recording System Hosting and Support In are Point Inocument Officer Recording for CFL - remove one-off Spend PC's across the Council Ins Ionalisation ervices 10% reduction Hosting and Support Extension to 2016 Ce changes Poport transfer from departments as part of consolid poport savings		699.35	8,674.41	16,621	11 <u>E000's</u> 1 1 1 1 1 1 1 1 1 1 1 1 1
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini (Cap Gemini (Cap Gemini (Care IT Skills Reduction in CT Quick W Systems Rat Supplies & S Dne Oracle - TM Contract Other resour Virements Business Sul Susniess Sul Contingency	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Recording System Hosting and Support thare Point focument Officer Rect - agreed additional income / savings Contract Extensions Training for CFL - remove one-off Spend PC's across the Council ins ionalisation ervices 10% reduction Hosting and Support Extension to 2016 Ce changes Poport transfer from departments as part of consolid poport savings Adjustments - 2012/13 rolling budget savings		699.35	8,674.41	16,621	12 <u>£000's</u> 1 1 1 1 1 2 4 1 1 2 4 (1,44 (1) (1) (1) (1) (1) (1) (1) (1)
OTHER VA Strategic buc New Childrer Staffing for S Deeds and D Strategic buc Cap Gemini Cap Gem	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Recording System Hosting and Support Recording System Hosting Recording System Hosting and Support Recording System Hosting System Recording System Hosting Recording System Hosting System Record System Hosting System Hosting System Hosting System Hosting System Record System Hosting System Hosting System Hosting System Hosting System Record System Hosting System Hosti		699.35	8,674.41	16,621	12 <u>£000's</u> 4 12 24 (1,44 (14 (14 (14 (14 (14 (14 (14 (
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CONTENTS

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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

Strategic Objectives

We have three overall objectives:

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

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

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

Departmental Priorities

Our priorities are to:

help people to live as independently as possible by offering bespoke solutions to support individual assessed need through
professional support or care services, mostly in the community but also in residential settings, or other forms of assistance in the
home to help people stay put and manage independently

• prevent crises or the need for more intensive services by intervening at an early stage and offering universal services

 empowering people by enabling individuals to make informed choices and gain greater control of their lives, by offering a wider range of options such as housing options, self-service options and personal budgets, and by engaging communities in making he decisions affecting them

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

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

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

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

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

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

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

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

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

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

TOP FINANCIAL RISKS 2013/14

1) Significant demographic change including ordinary residence claims.

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

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

4) Non-achievement of efficiencies

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

CABINET MEMBER

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

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

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

SUBJECTIVE SUMMARY

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

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

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

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

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

499

2,391

		ORIGINAL	Variations I	n Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANG
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(Ľ) %
3,575	Employees	3,573	29	(236)	3,366	
8,282	Premises related expenditure	4,475		7,189	11,664	16
780	Supplies and Services	610		216	826	3
493	Third Party Payments	346				
	Transfer Payments	340		68	414	2
82	Transport related expenditure	51		(3)		(10
402	Recharges from other services		-	(7)	44	(1
		400		(215)	185	(5
13,617	TOTAL EXPENDITURE	9,458	29	7,012	16,499	7
28	Government Grants	(107)			(107)	
87	Other Grants, reimbursements and contributions	(81)		81	(107)	140
(1.226)	Fees and Charges		(405)			(10
(7,004)	Other Queterner and Ollant Dury is t	(1,547)	(105)	10	(1,642)	
	Other Customer and Client Receipts	(2,740)	-	(5,214)	(7,954)	19
	Interest Receivable	-		-	-	r
(626)	Recharges to other services	(697)	-	29	(668)	
	TOTAL INCOME		(405)			
(0,741)		(5,172)	(105)	(5,094)	(10,371)	10
4,876	NET CONTROLLABLE COST	4,286	(76)	1,918	6,128	4
		.,	(10)	1,010	0,120	
21	Capital Charges	21				
	Deferred/Intangible Charges	21		36	57	17
	REFCUS	-	-		-	
		1,900	-	-	1,900	
1,738	Corporate support services bought in	1,738	-	437	2,175	
3,659	TOTAL UNCONTROLLABLE COST	3,659	-	473	4,132	
					1,102	
8,536	NET COST OF SERVICE	7,945	(76)	2,391	10,260	
(67)	Contributions to / (from) Earmarked Reserves	-			-	
-	Contributions to / (from) Capital Reserves:					
-	Financing of Capital Expenditure					ſ
	Provision for Repayment of External Loans				-	
-					-	г
-	Contribution to / (from) General Balances					
	Contribution to / (from) General Balances					!
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS		-	-		
(67)	Contribution to / (from) General Balances TOTAL APPROPRIATIONS		-			
(67)	Contribution to / (from) General Balances	7,945	- (76)	2,391		
(67) 8,469	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	7,945	- - (76)		-	
(67) 8,469	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	7,945	- - (76)		-	1
(67) 8,469 OTHER VAF	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	7,945	- (76)		-	1
(67) 8,469 OTHER VAF	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	7,945	- - (76)		-	
(67) 8,469 DTHER VAF	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	7,945	- - (76)		-	£000's
(67) 8,469 DTHER VAF	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	7,945	- (76)		-	£000's 2,10
(67) 8,469 DTHER VAF	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	7,945	(76)		-	£000's 2,10
(67) 8,469 OTHER VAF trategic budg dditional net	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Get - agreed pressures / service demands cost of homelessness	7,945	(76)		-	£000's 2,10
(67) 8,469 DTHER VAR trategic budd dditional net	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessness Cost of homelessness	7,945	(76)		-	£000's 2,1(2,1(
(67) 8,469 DTHER VAF rategic budd dditional net rategic budd ansforming	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessn	7,945	(76)		-	£000's 2,1(2,1)
(67) 8,469 DTHER VAF trategic budd dditional net rategic budd ansforming ficiencies in	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE Cost of homelessness Cost of homelessn	7,945	(76)		-	£000's 2,1(2,1(((
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TOTAL OTHER VARIATIONS IN RESOURCE

SERVICE DESCRIPTION

Adult Care Commissioning Division

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

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

- people with learning disabilities

- people with mental health needs

- people with physical disabilities

- carers

supported housing

- people with substance misuse problems

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

asylum seekers

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

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

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

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

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

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

The principles that underpin the work of the division are:

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

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

- Protection to ensure that the most vulnerable citizens are safeguarded

Promotion to ensure that good information and advice is available

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

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

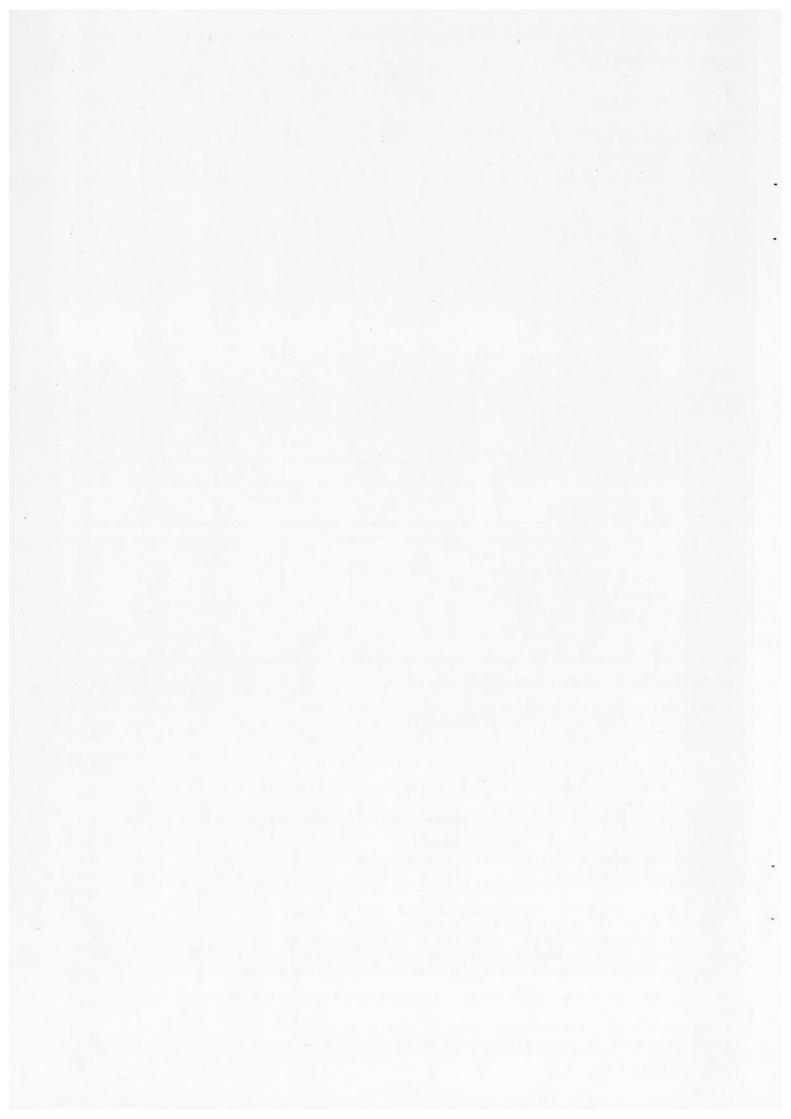
MOVEMENT IN NET EXPENDITURE

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

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

ADULT CARE COMMISSIONING

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



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

SERVICE DESCRIPTION

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

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

MOVEMENT IN NET EXPENDITURE

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

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

PERSONAL SUPPORT

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

SERVICE DESCRIPTION

The council takes over responsibility for public health functions from 1 April 2013. For Croydon Council this comprises the Director of Public Health and a team of 32 fte posts. The directorate is responsible for commissioning a range of public health services including stop smoking services, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.

MOVEMENT IN NET EXPENDITURE

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

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

PUBLIC HEALTH

SUBJECTIVE SUMMARY

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

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

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

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

DIRECTORATE

42

2

(94)

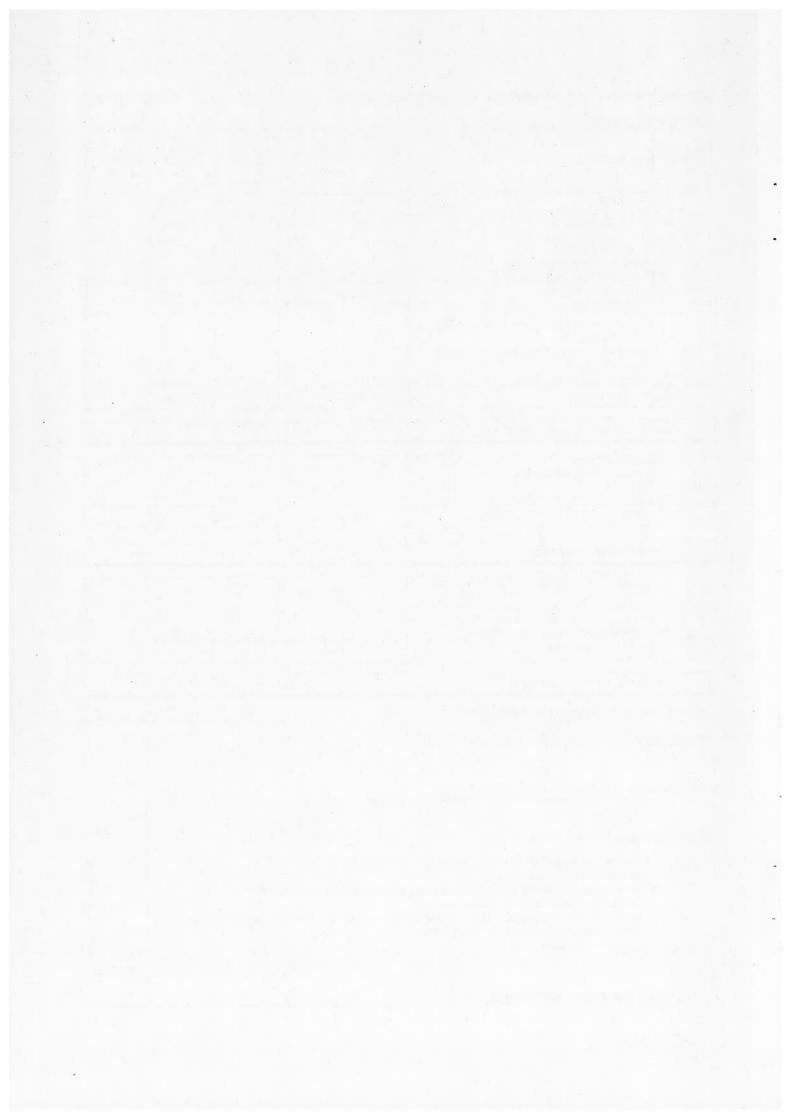
(114)

SUBJECTIVE SUMMARY

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

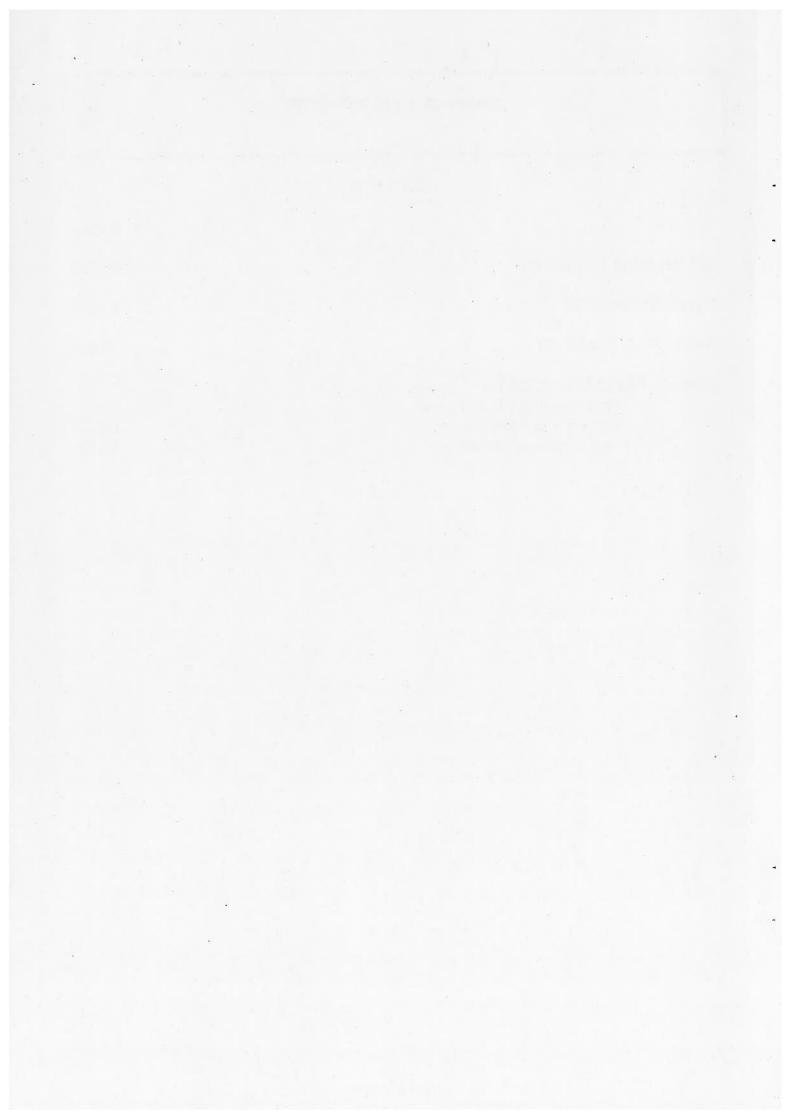
Increase in internal charges from other services Other minor variations

TOTAL OTHER VARIATIONS IN RESOURCE



CONTENTS

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



KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

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

Reduce fly tips and increase those removed within 48 hours

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

Reduce the violence with injury crime rate

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

Reduce the proportion of office space that is vacant

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

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

TOP FIVE FINANCIAL RISKS 2013/14

Economic downtum - Impact on income

Ability to achieve income targets

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

Unexpected / unfunded service pressures

SERVICE SUMMARY

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

STAFF ESTABLISHMENT NUMBERS

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

SUBJECTIVE SUMMARY

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

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PUBLIC REALM & PUBLIC SAFETY

SERVICE DESCRIPTION

Directorate

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

PUBLIC SAFETY AND PUBLIC REALM

Environment and Leisure Services include:

1. Waste management and recycling services include:

Contract management of waste services for:

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

2. Sport and leisure services include:

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

3. Green Spaces services include:

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

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

Management and maintenance of open countryside

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

Highways and Parking Services include:

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

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

Community Safety Services

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

The Safer Croydon Partnership

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

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

Safer Croydon radio

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

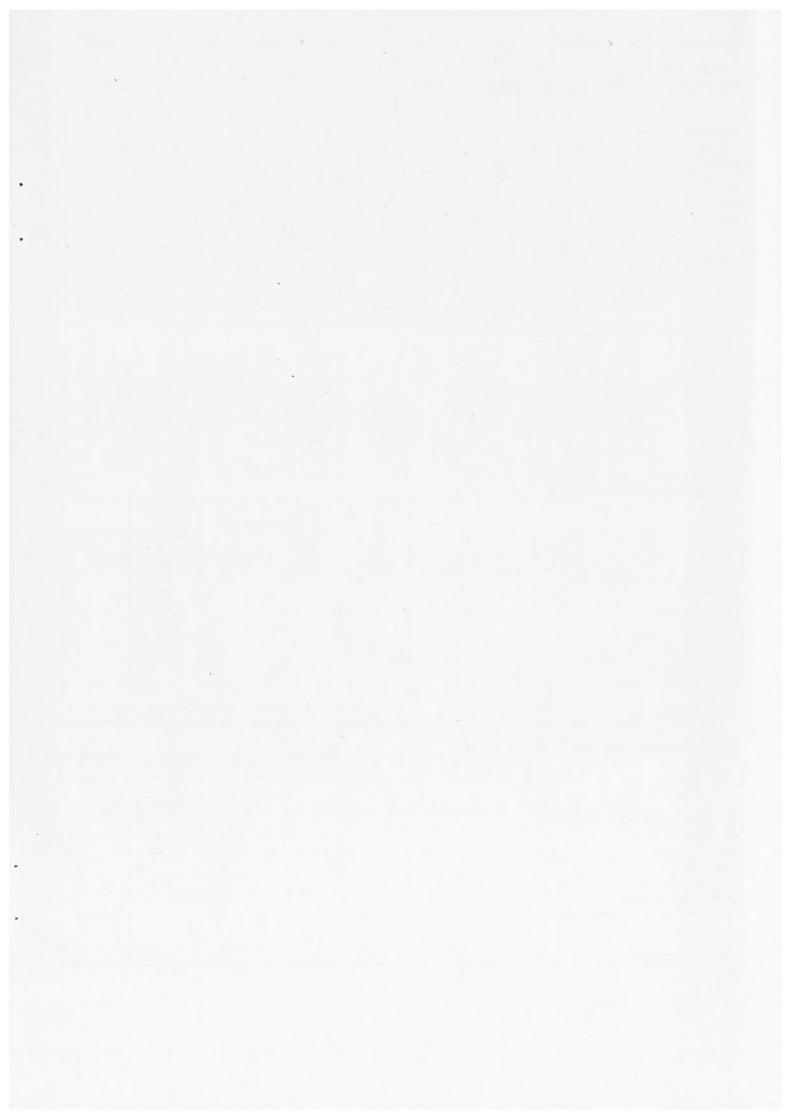
Witness Support Service

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

Area Enforcement and Response Service

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

CONTINUED ON NEXT PAGE P&E1.1a



SERVICE DESCRIPTION

PUBLIC SAFETY AND PUBLIC REALM continued

Regulatory Services include

• The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described

 Occupational Safety secures the health, safety and weifare of people in those premises where the local authority is the designated enforcement agency

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

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

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

Bereavement services

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

MOVEMENT IN NET EXPENDITURE

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

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

PUBLIC REALM & PUBLIC SAFETY

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

SERVICE DESCRIPTION

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

Spatiai Pianning :

The spatial planning service comprises the functions of place making, plan making and sustainable development and energy. These functions combine to provide the councils spatial planning strategy over a future time horizon spanning twenty years. The plan making function comprises the analysis and interpretation of evidence to support the preparation of the Croydon Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).

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

Development management :

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

Building control :

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

MOVEMENT IN NET EXPENDITURE

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

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

PLANNING & BUILDING CONTROL

SUBJECTIVE	SUMMARY

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

SERVICE DESCRIPTION

Economic Development

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

Housing development and regeneration

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

Transport

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

Capital Delivery Hub

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

Education Estates

Connected Croydon public realm Fairfield Halls

Council New Build Housing

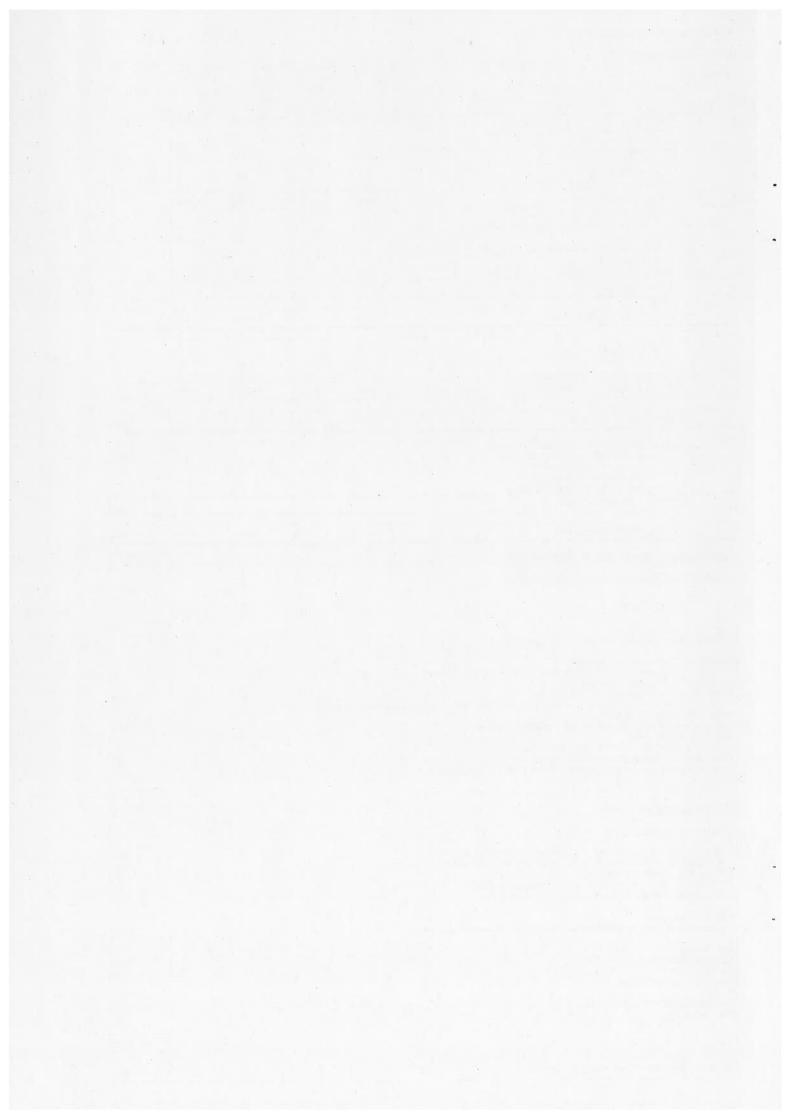
MOVEMENT IN NET EXPENDITURE

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

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

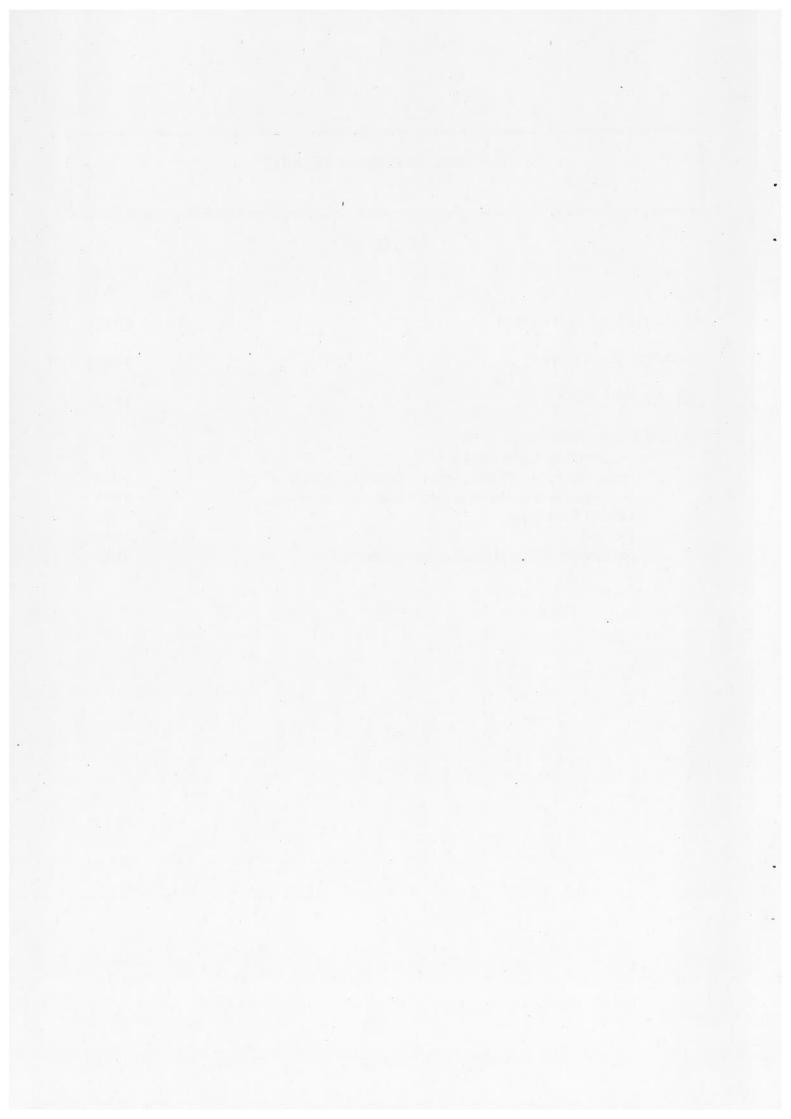
REGENERATION & ECONOMY

2012/13 DESCRIPTION DOTATIS District	FORECAST		ORIGINAL	Variations I		ORIGINAL	
0007 0007 <th< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th></th<>							
2.702 Employee 0.002	£000's		(A)	(B)	(C)	(D)	
Particles related accordure Particles relation accordination Particles relation Particles relation accordination Particles relation Particles rel		Employees					
1 Third Pary Pagments 222 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 1 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 228 101 <td>- 1 040</td> <td>Premises related expenditure</td> <td></td> <td>-</td> <td></td> <td>-</td> <td>. (J</td>	- 1 040	Premises related expenditure		-		-	. (J
Intractic Payments Intractic Payment		Third Party Payments		· -			(1
488 [Bachage from other services 493 - (117) 378 6 4400 [UTAL EXEMPTITIE 3,944 24 (577) 3,430 0 (189) [Ober and Charge (203) 50 (193) 0 </td <td></td> <td>Transfer Payments</td> <td></td> <td>-</td> <td>-</td> <td>-</td> <td>() n</td>		Transfer Payments		-	-	-	() n
4.400 [VOTAL EXPENDITURE 3.84 24 (676) 3.400 1 (68) [Other Grants, randbustements and combustions -	489	Recharges from other services		-			20
(B8) Government Grants 1 1 1 1 (B8) Government Grants, antibusements and contributions 1 <td>4,400</td> <td>TOTAL EXPENDITURE</td> <td></td> <td>24</td> <td></td> <td></td> <td></td>	4,400	TOTAL EXPENDITURE		24			
Composition of transmission and combustions 1 1 1 1 Composition of transmission of the accepts 1 1 1 1 Composition of the accepts 1					- (0,0)	0,400	()
- Other Customer and Client Receipts 1 00 1100 (170) Contractinges to other services (1.083) (49) (1.111) (17.744) TOTAL INCOME (1.289) - 2 (1.284) 2.855 NET CONTROLLABLE COST 2.778 24 (5770) 2.168 (0 1.92 Copilal Charges 170 - (40) 3 (0 1.92 Copilal Charges 170 - (430) 266 (0 1.22 TOTAL UNCONTROLLABLE COST 1.176 - (310) 2.565 (0 3.689 NET COST OF SERVICE 3.064 24 (1.013) 2.975 (0 - - - - - - - - - -			-	-	· -		, i
Interest Reactwate (1.03) (1.04) (1.744) TOTAL INCOME (1.289) 2 (1.289) 2.665) NET CONTROLLABLE COST 2.778 24 (578) 2.166 0 2.665) NET CONTROLLABLE COST 2.778 24 (578) 2.166 0 1.024 Control Charges 1 1.070 3 0 1.024 Control Charges 1 1.071 3 0 1.122 TOTAL UNCONTROLLABLE COST 1.244 (437) 669 0 2.868 NET COST OF SERVICE 3.064 24 (1.013) 2.675 0 3.864 NET COST OF SERVICE 3.064 24 (1.013) 2.675 0 (10) Control of (horn) Earnahod Reserves 1 1 1 1 1 1 (10) Control of Chronic Barge Andreas 1 1 1 1 1 1 (10) Control of Chronic Barge Andreas 1			(203)	-	50	(153)	(2
Lipsel producting as 000000 as and/ords (1,083) - (493) (1,111) (1,744) [CTAL NACOME (1,280) 2 (1,384) 2 (1,384) 2,665 NET CONTROLLABLE COST 2,718 24 (576) 2,168 (6 170 Capital Charges 1 - (167) 3 (6 1.02 Compositio support services 3,064 24 (1,013) 2,675 (6 3.068 NET COST OF SERVICE 3,064 24 (1,013) 2,675 (7 (94) Contributions to / (from) Earmanicel Plesseves -	-	Interest Receivable		-			T
2.855 NET CONTROLLABLE COST 2.718 24 (776) 2,165 (6) 170 Capital Charges 170 - (167) 3 (6) 1.92 Contrate support anvices bought in 1,076 - (437) 806 (6) 1.92 Contrate support anvices bought in 1,076 - (437) 806 (6) 1.92 TOTAL UNCONTROLLABLE COST 1,246 - (437) 806 (6) 1.92 TOTAL UNCONTROLLABLE COST 1,246 - (437) 806 (6) 3.88 NET COST OF SERVICE 3,864 24 (1,013) 2,975 (7) (94) Contributions to / (fron) Estinal Reserves: - <t< td=""><td></td><td></td><td>(1,063)</td><td>. . .</td><td>(48)</td><td>(1,111)</td><td></td></t<>			(1,063)	. . .	(48)	(1,111)	
2.856 NET CONTROLLABLE COST 2.716 24 (576) 2.166 (6 100 Capital Charges 170 1 (167) 3 (6 1.042 Compose support services bought in 1.077 40 70 10 1.042 Compose support services bought in 1.077 400 70 10 1.042 Compose support services bought in 1.077 400 70 60 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose support services bought in 1.077 400 700 700 1.042 Compose services bought in 1.077 1.077 100 700 700 1.040 Compose services bought in 1.077 1.077 100 100 700 1.040 Compose services bought in 1.078 1.078 1.078 1.078 1.040 Compose services bought in 1.078 1.078 1.078 1.078 1.040 Compose services bought in 3.964 24 (1.013) 2.975 1.078 1.040 Compose se	(1,744)		(1,266)	•	2	(1,264)	
170 Capital Charges 170 1167 1167 3 0 1.02 2.100 2.100 2.100 2.100 2.100 2.100 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.02 1.02 1.02 1.02 40 40 40 1.12 1.12 1.12 1.12 40 40 40 1.12 1.12 1.12 1.12 40 40 40 1.12 1.12 1.12 1.12 40 40 60 3.888 NET COST OF SERVICE 3.984 24 (1.013) 2.975 60 (04) Contributions to //mon Carpial Reserves 1 1 1 1 - - - - - - 1 - - - - - - - - - - - - - - - - - - - - - -	2 656						
Defered/intangle Charges 1	2,000	NET CONTROLLABLE COST	2,718	24	(576)	2,166	(2
Deferred/introple Charges 1	170	Capital Charges	170		/167)		
1.1.2 Controls - <t< td=""><td></td><td>Deferred/Intangible Charges</td><td>-</td><td>-</td><td>-</td><td>3</td><td>(9 (9</td></t<>		Deferred/Intangible Charges	-	-	-	3	(9 (9
1.212 TOTAL UNCONTROLLABLE COST 1.248 (437) 0.89 (437) 3.868 NET COST OF SERVICE 3.964 24 (1.013) 2.975 (2 (34) Contributions to / (from) Earmarked Reserves - <	1,042		1.076	•			r
3.866 NET COST OF SERVICE 3.964 24 (1,013) 2.975 (0) (94) Contributions to / from / Earnal Aced Reserves: Princing of Capital Expenditure Protein for Repending Balances 1							
(94) Contributions to / (from) Capital Reserves: - <t< td=""><td></td><td></td><td></td><td></td><td></td><td>009</td><td>(3</td></t<>						009	(3
(94) Contributions to / (from) Capital Reserves: - <t< td=""><td>3,868</td><td>NET COST OF SERVICE</td><td>3.964</td><td>24</td><td>(1 013)</td><td>2 075</td><td></td></t<>	3,868	NET COST OF SERVICE	3.964	24	(1 013)	2 075	
Contributions to /(from) Capital Reserves:					(1,010)	4,5/3	(2
Financing of Capital Expenditure -	(94)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n
Contribution to / Regardment of Exdenial Lears Control General Balances Control General Balances Control General Balances Control General General Balances Control General General General Balances Control General General Balances Control General General General Balances Control General Gene		Financing of Capital Expenditure				-	n
(94) TOTAL APPROPRIATIONS - <td></td> <td>Provision for Repayment of External Loans</td> <td>-</td> <td></td> <td>-</td> <td>-</td> <td></td>		Provision for Repayment of External Loans	-		-	-	
3,774 TOTAL NET EXPENDITURE 3,964 24 (1,013) 2,975 (2 2THER VARIATIONS IN LEVEL OF EXPENDITURE E0000a E0000a E0000a E0000a ratacic budget - agreed pressures / service demands. E0000a E0000a E0000a ratacic budget - agreed pressures / service demands. E0000a E0000a E0000a ratacic budget - agreed additional income / services for incling sources through improved budget delivery for incling sources through improved budget delivery membraining of business inbilignance (6 (7 (7 (7 bill Delivery Hub Increased recharges to capital (6 (7 (7 (7 bill Delivery Hub Increase for external sources (6 (7						·	r
Joint 24 (1,013) 2,976 (2 DTHER VARIATIONS IN LEVEL OF EXPENDITURE F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's ratacic budget - agreed additional income / savings F0000's F0000's F0000's rataci contratin tratacic addition rataspe saving to contrata						- 1	
DTHER VARIATIONS IN LEVEL OF EXPENDITURE E0007 Calesci Dudget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / service demands E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed pressures / services through improved budget delivery E0007s rateolo budget - agreed additional income / services E0007s rateolo budget - agreed addition to ED to ensure the spend aligns and complements the councils activity E0007s rateolo budget - budget - budget - budget delivery E0007s rateolo budget - agreed addition to ED to ensure the spend aligns and complements the councils activity E0007s rateolo budget budget - budget budget delivery E0007s rateolo budget budget - transfer the Conporate secounces and customer services - huber budget<		TOTAL APPROPRIATIONS					n
Immissioning of business intelligence 22 iclencies in provision of district centre support 22 wiew voluntary contribution to BID to ensure the spend aligns and complements the councils activity 23 iduced MIPIM communications 33 pital Delivery Hub Increased recharges to capital 44 pital Delivery Hub tracessed recharges to capital 44 using Development restructure - further reductions 35 ansport income Increase from external sources 33 silness Support - transfer to Corporate Services as part of Consolidation 44 her resource changes 44 ter resource changes 44 ter resource changes 44 ter resource changes 44 ter resource and pass and to removal of 1% pay award 33 Directorate - Reallocation of removal of 1% pay award 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33 Directorate - Reallocation of reduced budget for Design Studio 33	3,774 OTHER VAR	TOTAL NET EXPENDITURE	3,964	24	(1,013)	2,975	(2
Interfaces (2) View voluntary contribution to BD to ensure the spend aligns and complements the councils activity (3) Iduced MIPIM communications (4) Ipital Delivery Hub treams (4) Ipital Delivery Hub treams (5) Isaport income increase from external sources (5) Isaport income increase from external sources (6) Inter resource changes (47) Iter resource changes (6) Iter resource changes (6) Intertorate - Reallocation of reduced budget for Design Studio (3) Directorate - Reallocation of reduced budget for Design Studio (3) Directorate - Reallocation of reduces - Adjust Intra recharge budget (2) If Changes (6) Iations in recharges (6) Iored changes (6) Iored changes (6) Iorectorate - Reallocation of reduced budget in the recharge budget (1) Directorate - Reallocation of reduced Studget (2)	3,774 OTHER VAR trategic budg trategic budg ousing Devel	TOTAL NET EXPENDITURE		24	(1,013)	2,975	(2 £000's
Induced Minima Communications (1) Induced Minima Communications (4) Ipital Delivery Hub Increases from external sources (5) Isaport Income Increases from external sources (3) Isaport Income Increases from external sources (4) International Sources (4) International Sources (5) Isaport Incomes (6) International Sources (7) Internation Common Internation Sources (7) Internation Intecharges (8) Into	3,774 OTHER VAR trategic budg trategic budg ousing Devel crease return ommissionin	TOTAL NET EXPENDITURE NATIONS IN LEVEL OF EXPENDITURE Net - agreed pressures / service demands Net - agreed additional income / savings lopment staff amendments n on Investment (ROI) from funding sources through Impro g of business intelligence		24	(1,013)	2,975	(2 <u>£000's</u> (5 (1
price Delivery Hub team (4) using Development restructure - further reductions (5) ansport income increase from external sources (3) ansport income increase from external sources (4) ansport income increase from external sources (4) ther resource changes (4) ter resource changes (4) ter resource changes (4) ter resource and customer services - internal / External Comms restructure (5) Directorate - Reallocation of renduced budget for Design Studio (3) Directorate - Reallocation of reduced budget for Design Studio (3) Directorate - Transfer Service Development Unit budgets (3) ements from :- (3) Corporate resources and customer services - Adjust Intra recharge budget (1) ff Changes (1) field Charges (1) priata bugget Services bought In (2) or variations (2) protate support services bought In (2) or variations (3)	3,774 OTHER VAR trategic budg trategic budg ousing Devel crease retur ommissionin fficiencies in	TOTAL NET EXPENDITURE MATIONS IN LEVEL OF EXPENDITURE let - agreed pressures / service demands let - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through impro g of business intelligence provision of district centre support	ved budget delivery		(1,013)	2,975	(2 £000's (5 (1 (2 (2 (2
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CONTENTS

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



DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

Croydon's Housing Strategy sets out the following key priorities (funded both from the General Fund and the Housing Revenue Account) :-1) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation 2) Promote independent living for vulnerable people

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

5) Develop sustainable communities and support neighbourhood renewal

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

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

TOP FINANCIAL RISKS 2013/14

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

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

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

SERVICE SUMMARY

.

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

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

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

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

REPAIRS AND MAINTENANCE

SERVICE DESCRIPTION

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

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

MOVEMENT IN NET EXPENDITURE

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

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

REPAIRS AND MAINTENANCE

SUB.	ECTIVE	E SUMM	ADV
3000	CUIVE	: SUMM	ART

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

SUPERVISION AND MANAGEMENT -GENERAL EXPENSES

SERVICE DESCRIPTION

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

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

SUPERVISION AND MANAGEMENT -GENERAL EXPENSES

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

SUPERVISION AND MANAGEMENT -SPECIAL EXPENSES

SERVICE DESCRIPTION

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

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

There is a service charge for the following services:-

Caretaking Grounds Maintenance - £7.48 - £1.94

MOVEMENT IN NET EXPENDITURE

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

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

SUPERVISION AND MANAGEMENT -SPECIAL EXPENSES

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

CAPITAL FINANCING

SERVICE DESCRIPTION

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

The Major Repairs Allowance is used to finance the improvements of the housing stock. Self financing will be introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £223.1m and the interest payments on this debt are shown in the table below.

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

MOVEMENT IN NET EXPENDITURE

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

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

CAPITAL FINANCING

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

INCOME

SERVICE DESCRIPTION

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

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

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

MOVEMENT IN NET EXPENDITURE

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

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

INCOME

SUBJECTIVE SUMMARY

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

NOTIONAL H.R.A AND GOVERNMENT GRANT

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SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

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

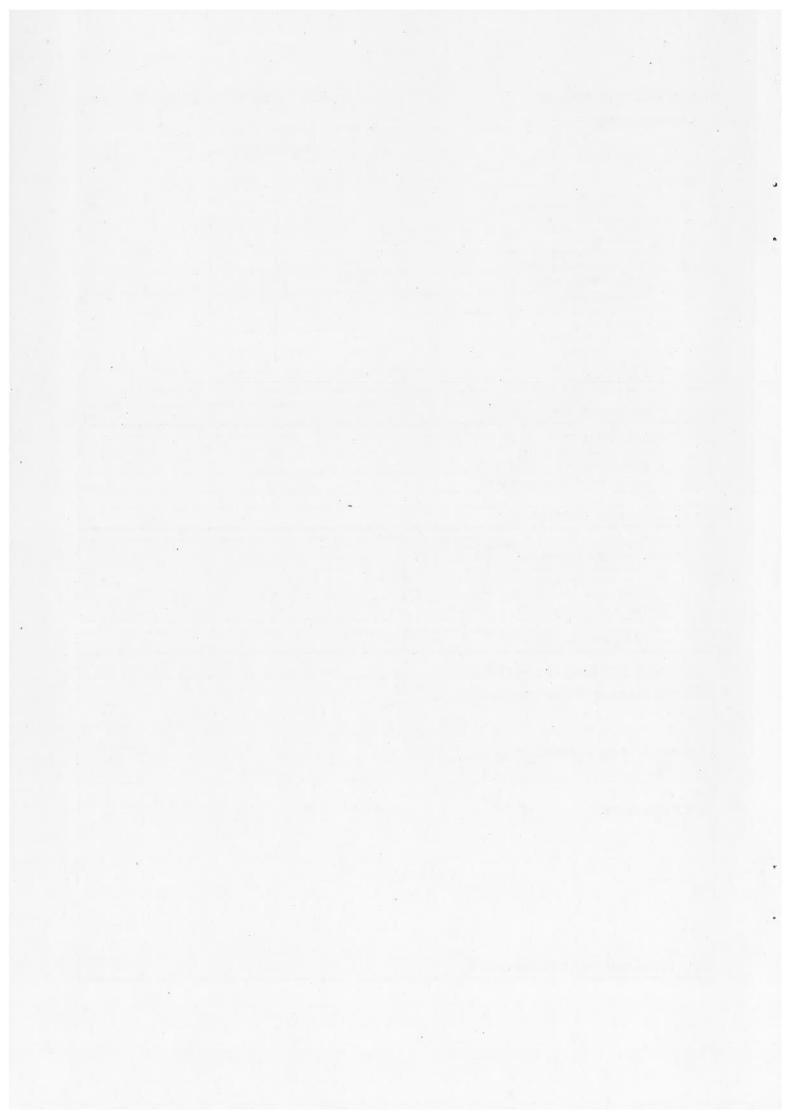
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
TOTAL FTE STAFF			
	-	•	•

NOTIONAL H.R.A AND GOVERNMENT GRANT

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

TOTAL OTHER VARIATIONS IN RESOURCE



CAPITAL PROGRAMME

CONTENTS

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

Capital Programme 2013/14 TO 2016/17

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

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

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

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

3

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

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

Capital Programme Resourcing 2013/14 to 2016/17

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

