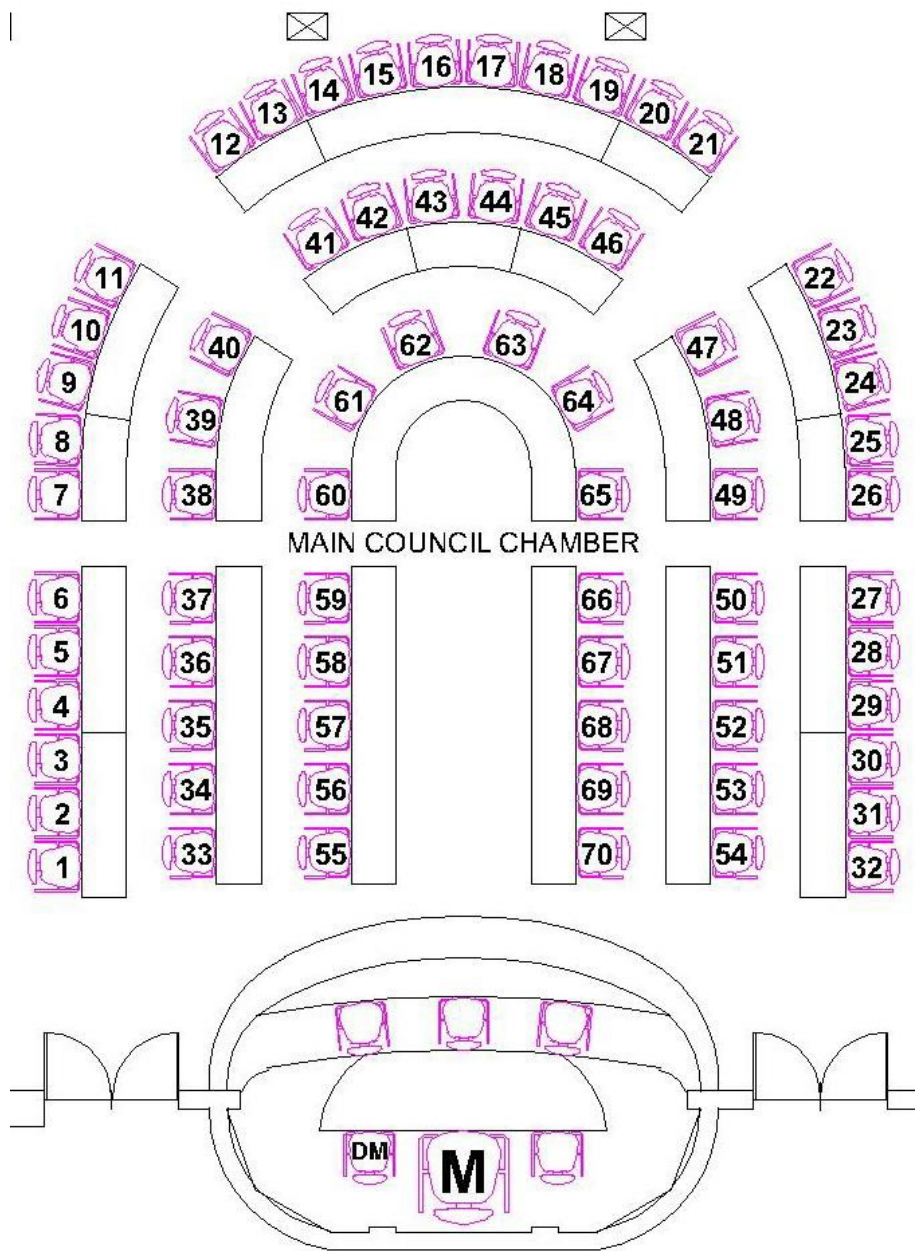




**COUNCIL  
AGENDA**  
for the meeting  
on  
4 March 2019 at  
6.30 pm

1. Callton Young
2. Joy Prince
3. Toni Letts
4. Maddie Henson
5. Andrew Pelling
6. Pat Clouder
7. Pat Ryan
8. Felicity Flynn
9. Marys Croos
10. Robert Canning
11.
12. Sherwin Chowdhury
13. Karen Jewitt
14. Jerry Fitzpatrick
15.
16.
17. Steve Hollands
18. Stuart Millson
19. Ian Parker
20. Michael Neal
21. Luke Clancy
22. Jan Buttinger
23. Sue Bennett
24. Jeet Bains
25. Gareth Streeter
26. Simon Brew
27. Mario Creatura
28. Helen Redfern
29. Oni Oviri
30. Margaret Bird
31. Scott Roche
32. Richard Chatterjee
33. Shafi Khan
34. David Wood
35. Nina Degrad
36. Patricia Hay-Justice
37. Louisa Woodley
38. Clive Fraser
39. Patsy Cummings
40. Sean Fitzsimons
41. Niroshan Sirisena
42. Janet Campbell
43. Stephen Mann
44. Chris Clark
45. Jamie Audsley
46. Mohammed Ali
47. Andy Stranack
48. Robert Ward
49. Badsha Quadir
50. Helen Pollard
51. Yvette Hopley
52. Vidhi Mohan
53. Steve O'Connell
54. Simon Hoar
55. Alisa Flemming



56. Hamida Ali
57. Stuart Collins
58. Alison Butler
59. Tony Newman
60. Simon Hall
61. Oliver Lewis
62. Jane Avis
63. Manju Shahul-Hameed
64. Paul Scott
65. Stuart King
66. Tim Pollard
67. Jason Cummings
68. Lynne Hale
69. Maria Gatland
70. Jason Perry
Notes etc.....
<b>M</b> – Mayor Councillor Bernadette Khan
<b>DM</b> – Deputy Mayor – Councillor Humayun Kabir
Please note that the numbers relate to microphone numbers.
May 2018

To: To All Members of the Council

Date: 22 February 2019

A meeting of the **COUNCIL** which you are hereby summoned to attend, will be held on **Monday, 4 March 2019** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS BAKER  
Council Solicitor and Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Annette Wiles 020 872 6000 x64877  
annette.wiles@croydon.gov.uk  
[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)  
22 February 2019

Members of the public are welcome to attend this meeting. If you require any assistance, please contact officer as detailed above.

The meeting webcast can be viewed here: <http://webcasting.croydon.gov.uk>

The agenda papers are available on the Council website

[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## **AGENDA – PART A**

**1. Apologies for Absence**

To receive any apologies for absence from any Members.

**2. Minutes of the Previous Meeting (Pages 7 - 32)**

To approve the minutes of the meeting held on 28 January 2019 as an accurate record.

**3. Disclosure of Interests**

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

**4. Urgent Business (if any)**

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

**5. Announcements**

To receive the Announcements, if any, from the Mayor, the Leader, Head of Paid Service and Returning Officer.

**6. Council Tax and Budget (Pages 33 - 432)**

**a) Budget Presentation**



A presentation on the budget will be provided by the Director of Finance, Investment and Risk (Section 151 Officer) and Cabinet Member for Finance & Resources.

**b) Questions to the Leader**

To last for a total of 15 minutes, the first three minutes available for announcements from the Leader.

**c) Questions to the Cabinet Member for Finance & Resources**

To last for a total of 15 minutes, the first three minutes available for announcements from the Cabinet Member.

**d) Scrutiny Business Report**

To last for a total of 10 minutes, the first two minutes available for announcements from the Chair of Scrutiny and Overview Committee.

**e) Council Tax Debate**

The mover of the budget recommendations shall have 10 minutes to speak, followed by the Leader of the Opposition who shall have 10 minutes to speak. There shall then be five further Members from each group called to speak for no more than three minutes each. The debate shall conclude with a right of reply from the Leader of the Council or other Cabinet Member for not more than five minutes.

At the conclusion of the debate the following recommendations will be taken through a recorded vote:

- I. A 2.99% increase in the Council Tax for Croydon Services (a level of increase Central Government has assumed in all Councils' spending power calculation).
- II. A 1.0% increase in the Adult Social Care precept (a charge Central Government has assumed all councils' will levy in its spending power calculations).
- III. To welcome the GLA increase of 8.93%, of which 91% of which is being used for the Metropolitan Police service and 9% is being used for the fire service.

With reference to the principles for 2019/20 determined by the Secretary of State under Section 52ZC (1) of the Local Government Finance Act 1992 (as amended) confirm that in accordance with s.52ZB (1) the Council Tax and GLA precept referred to above are not excessive in terms of the most recently issued principles and as such to note that no referendum is required. This is detailed further in section 3.5 of report 6.1.

**7. Recommendations of Cabinet referred to Council for decision**  
(Pages 433 - 516)

To consider the recommendations made by Cabinet since the last ordinary Council Meeting:

- 1.1. Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement, Capital Strategy & Annual Investment Strategy 2019/2020; and
- 1.2. Housing Asset Management Plan.

**8. Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

**PART B**

## Council

Meeting of held on Monday, 28 January 2019 at 6.30 pm in Council Chamber, Town Hall,  
Katharine Street, Croydon CR0 1NX

## MINUTES

**Present:** Councillor Bernadette Khan (Chair);

Councillors Humayun Kabir, Hamida Ali, Muhammad Ali, Jamie Audsley, Jane Avis, Jeet Bains, Sue Bennett, Margaret Bird, Simon Brew, Alison Butler, Jan Buttinger, Janet Campbell, Robert Canning, Richard Chatterjee, Sherwan Chowdhury, Luke Clancy, Chris Clark, Pat Clouder, Stuart Collins, Mary Croos, Jason Cummings, Patsy Cummings, Nina Degrad, Jerry Fitzpatrick, Sean Fitzsimons, Alisa Flemming, Felicity Flynn, Clive Fraser, Maria Gatland, Lynne Hale, Simon Hall, Patricia Hay-Justice, Simon Hoar, Steve Hollands, Yvette Hopley, Karen Jewitt, Shafi Khan, Stuart King, Toni Letts, Oliver Lewis, Stephen Mann, Stuart Millson, Vidhi Mohan, Michael Neal, Tony Newman, Oni Oviri, Ian Parker, Andrew Pelling, Jason Perry, Helen Pollard, Tim Pollard, Joy Prince, Badsha Quadir, Helen Redfern, Scott Roche, Pat Ryan, Paul Scott, Manju Shahul-Hameed, Niroshan Sirisena, Andy Stranack, Gareth Streeter, Robert Ward, David Wood, Louisa Woodley and Callton Young

**Apologies:** Councillors Mario Creatura, Maddie Henson and Steve O'Connell

## PART A

### 1/19 **Minutes of the Previous Meetings**

The minutes of both the Special and Full Council meetings held on Monday 3 December 2018 were accepted as a true and accurate record.

### 2/19 **Disclosure of Interests**

There were no declarations of pecuniary interests. Members confirmed their disclosure of interests forms were accurate and up-to-date.

### 3/19 **Urgent Business (if any)**

There were no items of urgent business.

### 4/19 **Announcements**

Madam Mayor made tribute to Councillor Maggie Mansell whose death was announced earlier in the month. The Councillor's long service to her residents, the Council and her contribution to the Pension Board, Planning Committee, Health and Wellbeing Board and as the Council's Dementia Champion were highlighted. It was also noted that Councillor Mansell was a previous Mayor of the Council.

A minute's silence was held to honour Councillor Mansell lead by Madam Mayor.

Both Councillors Newman, Leader of the Council, and Tim Pollard, Leader of the Conservative Group, were invited by Madam Mayor to make their own tributes.

Councillor Newman described Councillor Mansell as a colleague, friend and one of the family who had been part of the very fabric of the Council. Her contribution to public life through her powerful advocacy for public health and the NHS was highlighted along with her commitment to working for the rights of individuals. She was noted for having offered her support to all new Councillors regardless of their party.

Councillor Pollard remembered Councillor Mansell as a bundle of energy who was passionate about public health. Through serving on the Health and Wellbeing Board she had worked for the betterment of health in Croydon. The Dementia Alliance Award recently received by the Council was testament to her work as Dementia Champion. Councillor Mansell's support for careers and women in science was also highlighted and she was described as having left big shoes to fill and that she had held the respect of all in the Chamber. Councillor Pollard's thoughts were with Councillor Mansell's friends and family.

5/19

### **Croydon Question Time**

Madam Mayor introduced public questions and noted that due to a full agenda and limited time, it would not be possible to take supplementary questions from members of the public. Additionally, those questions submitted in writing by those not able to attend the meeting were to be provided with a written response within three weeks. Those responses were also to be published on the Council's website.

**Question:** Croydon resident, **Alan Poole** asked a question about the standard of rubbish collections in Rylandes Road, Selsdon, providing the details of the service experienced. He highlighted that despite bins being placed for collection on the correct day it was variable whether or not the collection actually happened. He described how bins had been thrown on the road with rubbish spilt and bins broken. On one occasion, having challenged one of the collection crew, his rubbish was then not collected. Mr Poole went on to detail his experience of the complaints process and having sent 10 emails before receiving a response. The phone had been put down on him

when he called the Council's customer care team. He had then spoken to Councillor Helen Pollard, his ward councillor. He had canvassed his neighbours who had a similar experience of the waste collection service. Finally, it was noted that he still had not received a replacement bin.

In response, **Councillor Collins, Cabinet Member for Clean, Green Croydon**, apologised on behalf of Veolia, the waste contractor. The Councillor requested that further details be provided so that he could look further into the matter. He noted that most other complaints of missed collections had been resolved satisfactorily. He reported that incidents of more than one missed collection were being explored with the Waste Services Manager.

### **Leader and Cabinet Member questions**

#### **Leader**

Madam Mayor introduced questions to the Leader of the Council and noted that this item has a time allocation of 15 minutes. She then proceeded to ask a number of Councillors to put their questions to the Leader. They were all invited to ask a supplementary question.

**Councillor Tim Pollard** noted that the London Borough of Bromley had its Children's Services judged inadequate by Ofsted a year before the same had happened in Croydon. Bromley's Children's Services had been reinspected in November 2018 and had been judged to be good. The Leader was invited to congratulate Bromley on its achievement.

**Councillor Newman** accepted Councillor Tim Pollard's invitation and confirmed he was always pleased to have the opportunity to congratulate officers for their successes. The Leader went on to congratulate Croydon's own frontline Children's Services workers and noted the positive indicators being achieved in delivering the Council's improvement plan, while highlighting that Bromley's improvement journey was 18 months ahead of the work being done in Croydon.

In a supplementary question, **Councillor Tim Pollard** noted his comparison made between what Bromley was achieving 18 months ago and the recent feedback provided by Ofsted to Croydon's Children's Services. He highlighted the feedback received by Bromley at the same point had been less negative and more positive about the progress being made.

**Councillor Newman** responded that the Opposition had previously been responsible for Croydon's Children's Services and that his Administration had inherited a lot of issues with the service of which the Opposition would have been aware. He also noted the new inspection regime and that despite Government cuts to local government spending, there had still been a lot of additional investment made into the service which was being turned around.

The Leader noted that he had already apologised in the Council Chamber for it having taken a year longer than it should have done to have realised the extent of the issues inherited in Children's Services.

**Councillor Audsley** noted the pressures under which local services are operating and asked the Leader how he was working with the Mayor of London to alleviate these issues.

**Councillor Newman** responded by highlighting the importance of the partnership with City Hall with the priority being to ensure Croydon benefited from sustainable growth and investment. Examples given included the London Living Wage, improvements to transport infrastructure and air quality. The Leader acknowledged that whilst there was a lot happening there was still a long way to go. He highlighted his desire for the Clear Air Zone to be extended and the further electrification of buses. The Leader shared that he wants Croydon to thrive by being a place where people wanted to work and spend their leisure time. He highlighted that this was dependent on working in partnership with other boroughs and City Hall.

In response to **Councillor Audsley's** supplementary question, **Councillor Newman** highlighted the pressures caused by the uncertainty of Brexit. It was noted that the Council was working closely with businesses at this time and called for a General Election. The Leader noted the potential offered by the devolution agenda for locally determined budgets and greater involvement by local people.

**Councillor Perry** asked the Leader to clarify his comments made last week at the scrutiny committee regarding the Westfield development not starting during this year.

**Councillor Newman** reported that he had held a positive and constructive meeting with the new owners of Westfield, Unibail-Rodamco. He noted that whilst there was uncertainty in the retail sector that there would always be retail centres that would thrive. He expressed his determination to make Croydon one of these retail successes. The Leader called on Conservative Councillors to get behind the town.

In his supplementary question, **Councillor Perry** stated Conservative Councillors were always behind Croydon and had in fact brought the Westfield development to Croydon which was being delayed by the current Administration despite it offering the potential of 7,000 plus jobs. Councillor Perry noted that Westfield was not mentioned once in the agenda for the Council meeting and that a private meeting in a private office was not a success.

In response, **Councillor Newman** highlighted that there had been lots of public meetings focused on the borough's economic development including the recent summit at Boxpark. The Council's work with the private sector was described as a true partnership and in contrast to the previous Conservative Administration's free market approach.

**Councillor Pasty Cummings** asked how Croydon would continue to work innovatively with the community to mitigate the effects of current financial constraints.

In response, **Councillor Newman** gave his assurance that as had been the case since the start of his Administration in 2014, with relatively limited powers, all that was possible was being done to protect Croydon from the Government's austerity programme and do so by working in partnership with voluntary and business sectors.

### **Cabinet Member questions**

Madam Mayor invited Councillors Collins, Scott and Hall to make their announcements.

**Councillor Collins, Deputy Leader and Cabinet Member for Clean, Green Croydon**, reported the successful prosecution of the individual responsible for flytipping over 10 tonnes of waste in Croydon. However, he noted his disappointment that this had resulted in community service rather than a custodial sentence. The Cabinet Member announced that he had approached Veolia, the Council's private waste contractor, to be able to put in place clearing flytips as part of this community service. A letter had been written to the Probation Service making that offer and other boroughs were being encouraged to take the same approach.

**Councillor Scott, Cabinet Member for Environment, Transport and Regeneration**, reported that a response had been provided to the Government's latest consultation on permitted development rights objecting in the strongest terms. The Cabinet Member highlighted that the Council had been unable to refuse approval for two studios on Russell Road, Purley despite the overall footprint of these being smaller than the minimum recommended size for a bedroom. It was hoped this development would not go ahead and that the Government would scrap its support for such developments.

**Councillor Mohan** asked why the bin collections of numerous elderly and vulnerable residents with assisted collections had been missed?

In response, **Councillor Collins** highlighted that this was being discussed as part of South London Waste Partnership (SWLP) and noted his disappointment with the service being provided by Veolia. It was highlighted that this was causing the waste service team lots of work with a large number of missed assisted collections having been rectified. Such failures in the service were being discussed with Veolia. Additionally, the contractor was being held to account through the SLWP where similar issues were being experienced across all the boroughs in the partnership. Finally, the Cabinet Member confirmed that the requirements of the contract were being enforced.



**Councillor Mohan** thanked the Cabinet Member for his response and asked a supplementary question linking missed assisted collections to a failure of leadership. He highlighted his belief that data on assisted collections had not been successfully transferred to the new contractor. Given that those issues had persisted for longer than the initial 12 week period, the Cabinet Member was asked to clarify the level of fines that had been imposed on the contractor.

**Councillor Collins** clarified that it was not a matter of imposing fines but rather that payments were withheld. It was noted that the tolerance for the withholding of payments had also declined from 1 in 90,000 to 1 in 30,000 missed collections. The Cabinet Member reported that he had requested full performance statistics to be included on the SLWP agenda. Commitment was made to provide a detailed report to the Council on the level of payments withheld.

**Councillor Canning** asked for an update on what was being done to continue the fight against flytipping.

**Councillor Collins** reported how Croydon's investment in covert surveillance was leading to successful prosecutions with 522 Fixed Penalty Notices, 49 Community Protection Notice Warning Letters and 11 prosecutions in the last six months. It was highlighted how the individual who had flytipped 10 tonnes of waste in the borough had been caught red handed. The Cabinet Member took the opportunity to highlight the hard work of enforcement officers.

In his supplementary question, **Councillor Canning** gave thanks to the Cabinet Member for his response and paid tribute to hard working officers. Councillor Canning requested that the 240 hours community service resulting from the recent prosecution for 10 tonnes of flytipping be carried out in Waddon Ward, where the offence had occurred. He also asked the Cabinet Member to clarify how the current level of prosecutions for littering and flytipping compared to that achieved by the previous Conservative Administration.

**Councillor Collins** responded that during the last eight years of the Conservative Administration, there had been no prosecutions for littering and/or flytipping despite the level of flytipping starting to significantly increase in 2012. He agreed that some of the community service should take place in the community that had been disrespected.

**Councillor Jason Cummings** noted that the Pension Fund property transfer proposal has been heavily debated in the Pension Committee. He asked if the proposal had been supported by the pensioner representatives on the Committee.

**Councillor Hall, Cabinet Member for Finance and Resources**, agreed the proposal had been heavily debated by the members of the Committee. He emphasised that the objective of the proposal was to secure assets for the pension fund and reduce the Council's payments. Bromley Council was noted as having completed a similar transaction. It was emphasised that due to

Local Government funding being cut by central Government, there was a need to innovate. It was noted that the proposal had been supported by experienced officers, (including the Section 151 Officer), the actuaries to the pension fund and legal advisers.

In his supplementary question, **Councillor Jason Cummings** stated that pensioner representatives on the Pension Committee did not support the property transfer proposal. Councillor Cummings emphasised that the motivation behind the proposal was the benefit to the Council's revenue budget. This was understood by the pensioner representatives. It should not be the responsibility of the pension fund to be concerned about the Council's revenue budget.

In response, **Councillor Hall** stated this was a misrepresentation. The proposal was innovative and would bring benefits to the pension fund and the Council's revenue budget. It was highlighted that the liabilities on the pension fund had a long duration. The example of an 18/19 year old joining the fund was given and how this could result in a liability lasting for another 90 years. However, against this the assets held by the pension fund tended to be short term in duration and that therefore this proposal was about rebalancing the pension fund. It was also emphasised that the actuarial triennial review would determine the assets and liabilities of the fund on which basis adjustments would be made.

**Councillor Mann** requested that the Cabinet Member for Clean, Green Croydon attend a Crystal Palace Transition Town meeting to learn more about its objectives to become a zero waste area.

**Councillor Collins** agreed to this request, highlighting the need to focus on reducing, reusing and recycling resources. He noted that a paper would be presented to Cabinet in March 2019 addressing those issues through initiatives such as making water fountains available across the borough and working with traders to reduce plastic packaging. The Cabinet Member noted his desire to work with Crystal Palace and other district centres to trial a range of initiatives before they were rolled out across the whole borough.

In a supplementary question, **Councillor Mann** asked about the feasibility of using dog waste to power street lighting.

**Councillor Collins** reported this idea had been investigated and that it was not financially viable. Each bio digester unit would cost £5,000 and would require at least 100 bags of dog waste a day in order to generate sufficient energy. The Cabinet Member welcomed the suggestion and expressed his willingness to discuss this again should it become more a feasible option.

**Councillor Ovir** asked why recycling boxes had been removed from Godstone Road, Purley, highlighting that this was a steep road where it had been agreed wheeled bins were not suitable. Residents in the road had been left without any recycling facilities.

**Councillor Collins** acknowledged that he had been aware of this situation and had been in conversation with the contractor and waste service team. He

reported that the bins had been taken away by mistake and should not have happened. This situation should have been rectified. The Cabinet Member had been in discussion with Veolia regarding the incident to determine if disciplinary action should have been taken against the responsible team. A promise was made to update Councillor Oviri on the outcome of those discussions outside of the meeting.

In her supplementary question, **Councillor Oviri** asked if it was the policy to reduce the quantity of waste collected in the borough by reducing access to recycling facilities.

In response, **Councillor Collins** disagreed that this was the policy; reducing access to recycling would simply increase the quantity of waste going to landfill. The Cabinet Member reiterated that there had been no instruction given to remove the recycling containers in Godstone Road. Rather this was simply a mistake by contractors. It was highlighted that since the new contract had come into place, there had been 3,000 tonnes less waste going into landfill.

**Councillor Prince** sought clarification regarding the management of construction traffic. She wished to know if whilst using holding places, construction traffic would be required to turn engines off.

**Councillor King** explained how these holding places were located outside of the immediate town centre area. Permits for use by construction traffic were only issued if the conditions of use were accepted. These include that engines must be turned off when in holding bays. Action can and would be taken if contractors were not compliant. The Cabinet Member offered to share the details of those conditions.

In her supplementary question **Councillor Prince** noted that she would welcome seeing the conditions and highlighted the benefits for air quality and the safety of others resulting from the use of holding places. Councillor Prince asked if a best practice approach by contractors had been encouraged through the procurement process and enquired about the use of the Construction Logistics and Community Safety (CLCS) standard.

**Councillor King** agreed with Councillor Prince. He noted that whilst HGVs accounted for 4% of all road mileage, those vehicles were responsible for 58% of cyclist fatalities. That made it really important to secure the agreement of contractors to best practice and for that to be in place right across the borough. All major developments required a construction and logistics plan with the Council using the Fleet Operator Recognition Scheme (FORS). This was aligned to the CLCS standard but went beyond its requirement.

**Councillor Buttinger** highlighted that an elderly and frail resident in her ward, who had previously received assisted bin collections had found that these had stopped once the new waste service came into effect. It had taken eight weeks of emails, the Councillor's involvement, a Stage 1 complaint and the

threat of a solicitor's letter to get this rectified. The Councillor sought to understand why this had taken so long.

In response, **Councillor Collins** stated that all the boroughs in the South London Waste Partnership (SLWP) had passed on the details of existing assisted collections to Veolia and were addressing with Veolia where these collections were not happening. The Cabinet Member noted that crews needed time to get used to their routes and where these included assisted collections. However, it was taking an unacceptable amount of time for this to happen. The importance of continuing to raise those issues direct with the contractor was emphasised.

Madam Mayor invited Councillors Lewis, Flemming and Avis to make their announcements.

**Councillor Lewis, Cabinet Member for Culture, Leisure and Sport**, informed Council that Croydon had been named as one of the first Cultural Enterprise Zones by the Mayor of London in late 2018. This was supported by £500K of funding that would be doubled through the support that came associated with achieving the status. The Cabinet Member gave his thanks to the officers involved in writing the bid and securing the status.

**Councillor Flemming, Cabinet Member for Children, Young People and Learning**, informed the Members of Council that Rob Henderson and Nick Pendry had respectively started in the key posts of Executive Director of Children, Families and Education and Director of Early Help and Children's Social Care. The Cabinet Member also highlighted that as part of the improvement plan, the Council had three managed teams of social workers. These had been reviewed and it had been established that Croydon had the lowest case load average in London (16). The commitment was made to continue to monitor these to ensure that they did not increase. Tribute was paid to David Butler, Director of Education, who had announced his departure from Croydon. Councillor Flemming gave her personal thanks to the Director and on behalf of parents and children. He was described as having been an asset to the Council which would be poorer without him.

**Councillor Avis, Cabinet Member for Families, Health and Social Care**, announced Croydon Dementia Action Alliance had awarded the Council its highest accolade of working towards Dementia Friendly status. Additionally, the One Croydon Alliance, integrating health and social care, had been recognised in the LGC Awards. The *Shared Lives* scheme (support for a young person or adult who needs support to live in or be regularly visited by a *Shared Lives* carer) was awarded outstanding by the Care Quality Commission. The Cabinet Member congratulated all the officers concerned.

**Councillor Gatland** took the opportunity to support the comments made about David Butler and to seek clarification from the Cabinet Member regarding the pace of improvement for Croydon's Children's Services compared to other boroughs.

In response, **Councillor Flemming** reiterated that there was no complacency with regard to the improvement of Croydon's Children's Services. The Cabinet Member emphasised that the safety of children in Croydon was of the greatest importance. With regard to ensuring the pace of the improvement journey, caseloads were under control enabling social workers to be on the frontline and ensure safeguarding. The relatively high number of children involved in Croydon compared to other boroughs was highlighted and the complexity of Children's Services in Croydon emphasised. The care being given to Unaccompanied Asylum Seeking Children was specifically mentioned with the Councillor Flemming noting she was looking forward to meeting with the minister and would be raising issues regarding the lack of funding for those children.

In her supplementary question, **Councillor Gatland** highlighted the importance of leadership and culture and noted how those had both received positive comments in Ofsted's four monitoring reports on Bromley as part of its improvement toward securing a good judgement. The strong commitment from elected members was specifically highlighted. Councillor Gatland acknowledged that progress was being made but questioned if there was still drift and delay and noted high vacancy rates.

**Councillor Flemming** responded that as she had already informed Council, key appointments had been made. They were crucial to delivering improvement. The importance of listening to staff feedback was emphasised and it was explained that this was being achieved through supervision. Vacancy rates were being monitored with the stability of the Children's Services workforce a key workstream of the improvement plan. The Cabinet Member welcomed Councillor Gatland's recognition of the progress made. In terms of the leadership for Children's Services, Councillor Flemming emphasised that she would be staying in her role and that she was committed to young people and residents and was continuing to listen. The Cabinet Member reported on a recent Special Educational Needs and Disabilities (SEND) strategy meeting which had given her the opportunity to listen to parents and young people with SEND including some who had been in the care system. This form of consultation was influencing the care strategy. The high numbers who needed support from Child and Adolescent Mental Health Services was noted along with Councillors lobbying for funding to make this possible.

**Councillor Pelling** expressed his understanding that the Clinical Commissioning Group (CCG) would be asked to make a 20% funding cut leading to a further reorganisation.

**Councillor Avis** agreed that she shared Councillor Pelling's concern. The rumoured 20% cut was thought likely to necessitate a further merger with boroughs that bore no resemblance to Croydon and its healthcare needs. The Cabinet Member noted that this was being discussed with the CCG and the Council's concerns and unhappiness had been clearly expressed.

In his supplementary question, **Councillor Pelling** expressed his additional concern about a further £20m cut to the local NHS to be achieved through demand management or treatment denial. Remote services being delivered by American companies was an example of the privatisation of the NHS and private companies making decisions on who would and would not get treatment.

**Councillor Avis** responded in agreement and took the opportunity to express her belief in the NHS.

**Councillor Parker** invited Councillor Flemming to congratulate Croydon's academies for how they were adding value especially for those with additional learning needs.

**Councillor Flemming** gave her agreement and noted that the new free school in New Addington was going to make a difference for many residents with additional school places being made available in the borough for young people. Its focus on autism and SEND would allow many more young people to be educated in the borough with associated benefits such as better friendship groups. The Cabinet Member highlighted the aim was for the school to work with Croydon College, to provide opportunities for employment supporting young people through into adulthood.

In his supplementary question, **Councillor Parker** asked if the Cabinet Member was going to lobby for the Labour Party to end its opposition to free schools.

In her response, **Councillor Flemming** emphasised that she passionately believes in local schools for local children whatever their needs and that a Labour Government would give back power to local authorities to deliver more school places without all the barriers to delivery that existed. The Cabinet Member emphasised that her focus was on the delivery of places rather than politics.

**Councillor Fitzpatrick** asked what new opportunities would be brought by the opening of the *Cherry Hub*.

In response, **Councillor Avis** clarified that the *Cherry Hub* was an all age all disability facility which she had recently visited with Councillor Fitzpatrick in his capacity as the Council's Champion for autism. This was described as offering many opportunities for numerous organisations in Croydon. Its holistic approach meant it included a garden centre offering those with learning difficulties employment opportunities.

**Councillor Hopley** asked about Toldene and Freeman Courts, two care facilities in the direct control of the Council. Councillor Hopley reported that she had visited both facilities recently and had found residents in a dreadful position with no disabled bath facilities, no hot water and overrun gardens. Some residents were described as trapped in their own rooms.

**Councillor Avis** stated that a review of all care homes had been started last year and that the Council was in the process of taking the management of all homes back in house. Conditions at Freeman Court had been found not to be good. As a result, 150 heaters had been made available whilst the heating was fixed. Whilst facilities did break down, these were being addressed immediately and there was daily communication with residents.

In her supplementary question, **Councillor Hopley** stated this was not good enough and that this situation had been going on for years. It was stated that residents had been emailing the Cabinet Member for some time. It was stressed that residents had reported that they could not keep warm and that with no disabled access they felt trapped. The fan heaters supplied as a temporary measure were insufficient and as a result, residents were sitting in their coats to keep warm. The Councillor asked if the Cabinet Member had visited Freeman Court?

**Councillor Avis** provided assurance that there was daily communication with Freeman Court, that she knew it personally and that she had received personal assurance that the heating had been fixed. The Cabinet Member said she had visited the facility and would look to address any further issues immediately.

**Councillor Fraser** requested an update on progress at the Oasis Academy Ryelands in South Norward following it being judged inadequate by Ofsted.

**Councillor Flemming** reported that the Director of Education and the Head of School Strategy had met with the Regional Oasis Manager and had been assured the Ofsted judgement was being taken seriously; a new substantive Head had been appointed and an improvement plan was in place. Meetings were happening to ensure rapid improvement and it was noted that two new members of staff had been appointed who had previously been school inspectors.

In his supplementary question, **Councillor Fraser** asked if it was more difficult to ensure adequate progress was being made given the school was an Academy and therefore operated at arm's length to the Council.

**Councillor Flemming** acknowledged that it was her preference for the Council to run its own schools. The Cabinet Member highlighted that the Council understood the needs of residents and young people and would be in a position to provide the required educational provision on a ward by ward basis. However, officers were working with the Academy with very strong links in place in order to oversee and ensure improvements were taking place. It was highlighted that officers had this type of relationship with schools that were at risk of poor Ofsted judgement and not just those that have been put in an improvement category. It was noted that the Director of Education had been working to improve relationships with academies. Regardless of political preferences, the quality of education had to be the priority.



**Councillor Bird** asked the Cabinet Member why she was not aware of the conditions of residents of Toldene Court, highlighting that residents did not have access to disabled bathing facilities and that they were unable to access medication over the Christmas period.

In response, **Councillor Avis** clarified that she had visited the home last year. The Council had started a review of care home facilities which was not yet complete. The Cabinet Member reported that the showers would be fixed by 30 January 2019. It was also highlighted that a consultation on required facilities had been conducted at Freeman Court. However, this could not be delivered immediately as the available budget had been prioritised for fire safety measures following the Grenfell Tower Fire.

Madam Mayor invited Councillors Butler, Hamida Ali and Shahul-Hameed to make their announcements.

**Councillor Butler, Deputy Leader and Cabinet Member for Homes and Gateway Services**, announced that the Council was consulting on the introduction of an Article 4 Direction to come into force from January 2020 which would require planning permission to change multi-bedroom properties into small HMOs (houses occupied by between three and six unrelated individuals). The Cabinet Member asked that Councillors encourage residents' associations in their wards to participate in the consultation which was open until 8 March 2019. Members of Council were also informed that from April 2019 onward, properties that had been empty for two years would no longer receive any Council Tax discount and would have to make payment in full. The Cabinet Member commented that the Council would like legislation to support them in going further to penalise properties that were kept empty.

**Councillor Hamida Ali, Cabinet Member for Safer Croydon and Communities**, highlighted the civic event that had taken place to mark Holocaust Memorial Day. Importantly, this had been used to engage Croydon students who had participated through a writing competition with a *torn from home* theme. The event had featured personal testimony from those who had survived genocide in Rwanda and Auschwitz-Birkenau. It was noted that those testimonies had highlighted how extreme forms of violence had started with discrimination. The Cabinet Member thanked the young people who participated and council staff for the success of the event. The Council was congratulated for the achievement of being just one place short of the top 100 Stonewall employers, having jumped up the index by 120 places. Credit was paid to the Council and the allies network for this success.

**Councillor Shahul-Hameed, Cabinet Member for Economy and Jobs**, informed Council of a recent consultation event on the borough's economic future and strategy. This had a high turnout with members of the public and stakeholders attending.

**Councillor Hale** noted the £3.5 billion funding given by central Government to the Mayor of London to boost home building with £61million coming to Croydon. Councillor Hale asked the Cabinet Member to clarify the number of

new homes this would be used to build, where these would be located and when they would be ready.

**Councillor Butler** responded that this would be used to build approximately 888 new homes. However, this was a grant towards the cost and would not pay for the development in full. Whilst some of those new homes were already in the pipeline, others were not fully planned as yet and others were being identified for development. Those homes were to be spread across the borough for the benefit of residents.

In her supplementary question, **Councillor Hale** requested that **Councillor Butler** confirm that all those new homes would be subject to the provisions of the *Right to Buy* policy. **Councillor Butler** stated that she was unable to confirm this.

**Councillor Degrad**s congratulated the Cabinet Member for consulting on the Article 4 Direction which would require planning permission to change multi-bedroom properties into small HMOs. **Councillor Butler** emphasised the importance of those proposed changes and noted her disappointment that due to legislation this could not be immediately introduced. The Cabinet Member highlighted that the Local Plan had recognised the need for family homes across the borough and therefore there was a need to stop splitting properties into HMOs and flats. Where this was happening was due to permitted development. It was stressed that the proposed change would have a difference across the borough but especially in the North.

**Councillor Chatterjee** sought to understand if there was likely to be any further delay in the delivery of new homes developed by *Brick by Brick*.

**Councillor Butler** highlighted that she met many people involved in new home development and had received congratulations on the speed of development being achieved by *Brick by Brick*. It was noted that some developments were seeking planning permission whilst others were close to delivery. The Cabinet Member explained that much learning was being done during this ongoing process to allow for faster delivery of developments in the future.

In his supplementary question, **Councillor Chatterjee** sought to understand if those new homes would solely be for Croydon residents. **Councillor Butler** confirmed that this would be the case and explained it was the stated policy of *Brick by Brick* that Croydon residents would get the first opportunity with preference on proximity. This policy was to be applied across all classes of homes including affordable and shared ownership with allocation based on the Council's waiting list.

**Councillor Jewitt** congratulated Crystal Palace Football Club for opening its facilities to the homeless and thanked the other agencies involved in homelessness support throughout the year.

**Councillor Butler** agreed that this had been a fantastic development and gave thanks to the Council's Gateway Team and specifically, Julia Pitt, Director of Gateway Services, for putting this arrangement in place. This had helped raise the profile of the support that was needed and provided. The Cabinet Member also thanked Croydon Churches for its support in offering cold weather shelters. The *Housing First* initiative was also highlighted and how this sought to get the most vulnerable people off the streets by prioritising housing provision. The first five individuals were already benefitting from the initiative and this was to increase to 20. The Council had also commissioned a mental health outreach worker which was highlighted as important given the nature of the issues being faced by those living on the street. An employment and accommodation service for migrants was also being piloted which sought to find work and re-establish links with the country of origin. This was providing 12 weeks of accommodation to support migrants back into work. Intensive employment work was being provided for those in temporary accommodation which aimed to sustain employment.

In her supplementary question, **Councillor Jewitt** suggested the Council's partnerships with different organisations shouldn't be needed given the Government had stated it would eradicate rough sleeping.

**Councillor Butler** acknowledged that some funding was being provided by the Government to address rough sleeping but that this was nowhere near enough. The Cabinet Member stated that this was why the numbers of rough sleepers were continuing to increase. The link between changes to housing benefit and welfare reform for single people and rough sleeper numbers was emphasised. Councillor Butler questioned if austerity was really over.

**Councillor Brew** asked for clarification from **Councillor Hamida Ali** regarding her lack of response to his emails requesting the use of CCTV on Russell Hill Place Purley to address a drug use problem.

**Councillor Hamida Ali** gave her apologies and stated that the issue would be on the agenda for the next meeting of the Joint Agency Group which was to take place on Thursday 31 January 2019. The Cabinet Member highlighted that it was the remit of this multi-agency forum to look in turn at each area and respective issues including incidents of anti-social behaviour.

In his supplementary question, **Councillor Brew** noted that he had raised these issues previously and was disappointed they hadn't been addressed before. Councillor Brew suggested that drug issues outside the centre of the borough were not a priority.

**Councillor Hameed Ali** highlighted that the issue raised had been placed on the agenda for the next meeting and that it was for the Safer Neighbourhood Teams to use all available resources to address the issues as known. All Members were encouraged to come forward with known issues so that these could be escalated and addressed quickly.

**Councillor Hay-Justice** requested further information on the Council's apprenticeship programme including demand, period taken to complete apprenticeships and the resulting qualifications gained.

In response, **Councillor Shahul-Hameed** noted the Council's apprenticeship programme had been launched in October 2017 with just two apprenticeships and this had grown to 40 apprentices working at the Council. Expressions of interest to have apprentices had been requested from managers. Demand was high with 60% of requests coming from managers who had never previously had apprentices. A campaign was underway to achieve 100 apprenticeships in 100 days. Work with partners was highlighted including with colleges and employers. The level of qualification achieved was noted as variable ranging from Level 2 up to Level 4. Therefore, the length of the apprenticeship varied accordingly from 12 months to three years. Other sectors were being explored to offer apprenticeships. For example, the health and social care sector and the feasibility of offering degree level apprenticeships.

**Councillor Bains** asked for clarification regarding the new London Plan housing target which set an annualised target of 3,000 new homes to be built in Croydon every year for the next decade. This was described as unfair and undeliverable given that it was higher than the target for neighbouring boroughs.

**Councillor Butler** recognised the need for a variety of new homes right across the borough and that there was a need to strive to respond to housing needs. The opposition at the Planning Committee from Conservative Councillors to proposed developments was highlighted. Whilst the Administration was responsible for setting housing targets in the local plan, the Mayor of London was asking Councils to go further. The Cabinet Member highlighted that the Administration would go above and beyond to ensure all residents had a home.

In his supplementary question, **Councillor Bains** asked for clarification as to why Croydon had not lodged representations to the Mayor of London stating that the new targets were not deliverable or sustainable.

In response **Councillor Butler** highlighted that the Council would always strive to meet housing needs whether or not it had sufficient resources. The Cabinet Member explained that the Council wanted to serve its residents. Therefore, it was for the Council to act as a voice for the 2,000 households in temporary accommodation.

**Councillor Clouder** congratulated the Administration and the Cabinet Member on establishing a social letting agency and asked for an update on the progress of the initiative.

**Councillor Butler** highlighted the social letting agency as an important piece work aimed at better preventing homelessness. Whilst this mostly benefitted the families involved there was also a financial advantage for the Council. The Cabinet Member explained that there was a difference between the level of

market rents and housing benefit. This was a huge issue and the highest cause of eviction from private rented accommodation. The social letting agency had been working with landlords to ensure tenancies could be sustained. Wrap around support was offered to vulnerable residents and assurances offered to landlords. The agency was working with 70 landlords and had secured a local housing allowance. On average, 15 to 20 residents a month were placed that would have otherwise presented as homeless. Madam Mayor thanked all for their contributions during Croydon Question Time.

## 6/19 **Member Petitions**

There were two Member petitions presented.

Councillor Parker, Member for Coulsdon Town Ward, stood and read his petition out: *Post Office Dangerous Crossing: I have started this petition to put forward a safer crossing in front of the Coulsdon Post Office. I feel crossing here with my children is extremely dangerous and feel the drivers car more than often jump the lights and not abide the speed limit. Please sign this petition to help make Coulsdon a little safer for everyone.*

Madam Mayor invited Councillor King to respond. Councillor King, Cabinet Member for Environment, Transport and Regeneration (Job-Share) thanked Councillor Parker and the petition signatories. The Cabinet Member noted that improvements had been made to the junction in 2012/2013. However, the then policy of *Transport for London* had prevented a signalised all red-phase on the basis that this was thought likely to cause queuing traffic at the junction. However, it was thought that the approach of the Mayor of London had changed and as a result officers had been asked to request an all red-phase. It was hoped that this would get cross party support with the role of Councillor O'Connell as a member of the London Assembly Transport Committee noted.

Councillor Tim Pollard, Member for Sanderstead Ward, stood and read his petition out: *We, the undersigned residents of Balfont Close, Sanderstead CR2 9LL, request that 'wheels up' parking be permitted to enable this narrow road to be more easily accessed by its residents and larger vehicles.*

*Balfont Close is a short cul de sac of 12 houses. Whilst residents park with consideration to other users, occasional vehicle parking by tradesmen, delivery drivers and local visitors can often mean the width available when cars park opposite each other is insufficient to allow anything other than very small cars to pass. Service vehicles such as Recycling & Refuse collection Lorries sometimes have to work from the end of the road as they are unable to get down, and on one occasion an Ambulance suffered from restricted access.*

*Permission to park 'wheels up' will relieve this problem, and the residents of Balfont Close are in unanimous agreement. We respectfully request the*

*general parking restriction of not having wheels on the pavement is lifted.”  
Hope prove uncontentious.*

Madam Mayor invited Councillor King to respond. Councillor King thanked Councillor Pollard and the petition signatories. The Cabinet Member noted both the narrow carriage and pavements and that all the dwellings in Balfont Close had off street parking for one or more vehicle. Due to the narrowness of the footways it would not be possible to permit wheels up parking. This was contrary to the provisions of the Disability Discrimination Act and would prevent the safe use of pavements. It would be possible to use yellow lines to restrict parking to one side of the carriageway and therefore to safeguard access to Balfont Close. Councillor Pollard was asked to ascertain if residents would support this proposal.

## 7/19 **Maiden Speeches**

Madam Mayor invited Councillors Parker, Croos, Millson, Fraser and Hoar to make their Maiden Speeches, having been newly elected on 23 May 2018.

Councillor Parker, Member for Coulsdon Town Ward, gave his Maiden Speech. He paid tribute to the other candidates in the ward including those who had stood in opposition to him. Specific mention was made of Charlie King with thanks given for all he had done for the town. Councillor Bains, who had previously been a Councillor in Coulson Town Ward, was also mentioned along with his victory in own ward. Councillor Parker referenced his late father who had been a Labour Party Member and Unionist who he thought would be appalled by today's Labour Party. The party's record on antisemitism, affordable housing, flytipping and recycling rates were all cited. The Administration was accused of riding rough shod over residents. Increase in Member allowances whilst care for vulnerable residents was decreasing was highlighted.

In response, Councillor Butler invited Councillor Parker to undertake a visit of *Brick by Brick* sites.

Councillor Croos, Member for Fairfield Ward, gave her Maiden Speech highlighting she was pleased by her win for three reasons; first, Labour had won the seat from the Conservative Party; second, this had meant Labour had achieved a clean sweep in the ward as the party that speaks for the many and not the few; and finally, that she had lived in the ward for 17 years and was a proud part of the community. Councillor Croos emphasised that Croydon was at a crossroads in becoming an economic powerhouse based on its retail offer and economic development. Croydon was a fantastic place to live, work and play; the Administration was transforming the ward for the better after years of neglect. Whilst never easy the progress all round was noted. This was becoming a reality through initiatives such as the new Westfield shopping centre which would offer jobs and other opportunities. Councillor Croos gave her thanks to her Labour colleagues for all the team work that had enabled her to win seat. She stressed the need for all Members to work together for

the benefit of residents.

Councillor Millson, Member for Selsdon Vale and Forestdale Ward, gave his Maiden Speech and highlighted that it was a great honour to represent the ward. Whilst his ward was seen to bridge two distinct communities, it was noted that they were linked by Selsdon woods. Councillor Millson gave his thanks to the Friends group that helped to maintain this. It was noted that many residents had moved to Croydon from elsewhere in London and from around the world with many motivated by their aspiration to own a home and garden. This was an aspiration that the Council shared with its residents and which needed to be supported. Councillor Millson noted that his mother was also a Councillor for the Liberal Democrat Party. He wanted to achieve what was best for Croydon and best for residents, and where Labour and Conservative Members agreed, there should be no barrier to working together. The example of the five previous representatives of the ward was highlighted. Councillors Bashford, Cummings, Thomas, and both the Meads were referenced with special mention going to Phil Thomas and his reputation for standing up for his residents. Councillor Millson expressed his willingness to work with the Administration in the best interests of residents. However, this offer would not remain open if the Administration was to come between him and his residents.

Councillor Fraser, Member for South Norwood, gave his Maiden Speech. Councillor Fraser noted that he was a returning Member following a break of some 16 years. Councillor Fraser highlighted his pride in the cooperation which was supporting the Administration to be successful. The cooperation between Councillors Butler and Scott to achieve affordable housing was highlighted. Councillors Flemming and Hall were mentioned for having found the additional resources needed to deliver improvements in Children's Services. Reference was made to Bevan and the language of priorities in socialism. Councillor Fraser highlighted the importance of Members of the Council cooperating as colleagues.

Councillor Hoar, Member for Purley Oaks and Riddlesdown, gave his Maiden Speech. He noted that he too had previously been a Member but was now a Councillor for a completely new ward that hadn't previously existed. Councillor Hoar described his great pleasure to live in and represent the ward which included five residents' associations, three train stations and three tennis clubs. Its growing community was increasingly focused on and prioritising green space protection. As a result, the development of new homes in the ward was a concern. Developers were seen as changing the nature of the area through their developments. Councillor Hoar stated that word had got out that the Council was too weak to stand-up to developers.

Madam Mayor noted that all those who were newly elected in May 2018 had made their Maiden Speeches.



The amendment to the Scheme of Members' of Allowances to establish a Parental Leave Policy, as part of Council's Constitution, was proposed by Councillor Newman. The Leader noted his great pride in the initiative and thanked all those involved in its development. The amendments were seconded by Councillor Tim Pollard.

**RESOLVED:** Council resolved to agree the amendment to the Scheme of Members' Allowances to provide maternity, adoption, shared parental, paternity and sickness leave as detailed in the report and as appended in full at Appendix 1.

9/19

**Pension Committee: London Borough of Croydon Pension Fund  
Property Transfer Proposal**

Councillor Hall expressed his delight in proposing the transfer of property, highlighting the benefit this would provide to the pension fund.

**RESOLVED:** Council resolved to the break in the leases in 40 years, subject to all linked outstanding debt having been cleared, to transfer the 346 homes leased to Croydon Affordable Homes LLP and Croydon Affordable Tenures via an additional lease to the London Borough of Croydon Pension Fund, or any successor body, via a Pension Fund nominee company as part of meeting the Council's liability to the Pension Fund as a scheme employer.

10/19

**Appointment of Interim Chief Finance and Section 151 Officer and  
Interim Executive Director of Resources**

Councillor Newman proposed and Councillor Tim Pollard seconded the recommendations as set out in the report.

**RESOLVED:** Council resolved that subject to the appointment notification process as set out in Section 3.4 of Part 4J of the Council's Constitution (Staff Employment Procedure Rules):

1. The resignation of Richard Simpson from his role as the Council's Executive Director of Resources and Chief Finance Officer and Section 151 Officer be noted;
2. The appointment by the Chief Executive under delegated authority of Lisa Taylor to the statutory post of Chief Finance and Section 151 Officer on an interim basis for a period of up to 6 months from 1 February 2019 be noted;
3. The extension of the appointment of Lisa Taylor to the statutory post of Chief Finance and Section 151 Officer on an interim basis for a period beyond 6 months be agreed should this be necessary pending recruitment to the role of Chief Finance and Section 151 Officer on a permanent basis;
4. The appointment by the Chief Executive under delegated authority of Jacqueline Harris Baker to the post of interim Executive Director of Resources on an interim basis for a period of up to 6 months from 1 February 2019 be noted;

5. The extension of the appointment of Jacqueline Harris Baker to the post of interim Executive Director of Resources for a period beyond 6 months be agreed should this be necessary pending recruitment to the role of Executive Director of Resources on a permanent basis;
6. To note that Jacqueline Harris Baker will retain her current functions as Council Solicitor and Monitoring Officer; and
7. To delegate authority to the Council Solicitor and Monitoring Officer to make all necessary consequential changes to the Constitution arising from these interim appointments.

Madam Mayor led the Members of Council in congratulating Jacqueline Harris Baker and Lisa Taylor on their appointments.

11/19 **Annual Report: Health and Wellbeing Board**

Madam Mayor invited Councillor Woodley, in her capacity as Chair of the Health and Wellbeing Board, to introduce its annual report to Council.

Councillor Woodley opened by paying tribute to Councillor Mansell who was described as an active and tenacious member of the Board who had been its Chair from 2014 until 2017. Councillor Mansell's championing of dementia was specifically noted; this was a subject on which Councillor Mansell had been passionate and committed. Her attendance at every Dementia Alliance meeting was highlighted.

Returning to the subject of the Board itself, Councillor Woodley explained this had been reconstituted in 2017 to focus on reducing health inequality and increasing prevention and integration. Health and social care integration was specifically described as going from strength to such strength that targets were being exceeded. The Council and the local NHS were developing a plan for health and social care which would be published in July 2019. It was noted that an engagement event to support the development of the strategy had been held in November 2019 which had attracted 166 attendees.

Councillor Woodley also noted the focus on mental health service provision and the importance of local planning; a young people's mental health strategy was in the final stages of development.

Councillor Hopley requested to know what Councillor Woodley considered her greatest achievement in the role of Chair of the Board.

In response, Councillor Woodley acknowledged the work of Councillors Hopley and Bird as members of the Board, their having been instrumental in working toward the Council's Dementia Friendly status. The Councillor described how since being appointed, she had lead on the review of the Board's constitution, put in place a workshop on children and young people's mental health service provision and looked at the mismatch of services and how this might be generating longer waiting lists. The contribution of partners to get this work right was stressed.

In her supplementary question, Councillor Hopley noted how she was looking forward to working with Councillor Woodley on the Board and asked if the voluntary sector would be better represented on the Board. Councillor Hopley stressed that the Board only had one voluntary sector member. She recommended an increase to ensure a more open and transparent view from the voluntary sector was made available to the Board.

In response, Councillor Woodley noted that the Board already had 27 members and expressed her concern that any further increase would start to undermine its effectiveness. She explained that her strategy was to bring in additional contributions as these were needed through the use of evidence gathering sessions. The Board would invite appropriate contributors to attend or engage with the Board for example, through workshops.

Councillor Campbell asked what progress has been made to improve services to support young people's emotional wellbeing.

Councillor Woodley explained that a workshop on children and adolescent mental health and emotional wellbeing had been held in December 2018. Thanks were given to Councillor Campbell and her daughter for their support, the experience of accessing mental health services by Councillor Campbell's daughter had informed the workshop. It was noted that there was a shared determination amongst Cabinet Members to end the mismatch between demand for and provision of children and adolescent mental health and emotional wellbeing services. It was noted that schools were continuing to highlight the difficulties they faced in accessing services. Councillor Woodley explained the Board would focus on ensuring services were joined up and were filling the gaps with funding being used effectively.

## 12/19 **Council Debate Motions**

Madam Mayor requested the Chief Executive read the first Council Debate Motion made on behalf of the Administration: *This council regrets the continuing uncertainty for Croydon residents, workers and employers arising from the government's inability to deliver a Brexit deal that will leave this country better off.*

*This council laments the wasted years of government chaos since the EU referendum in June 2016, and resolves to continue to seek to mitigate the worst effects of that government incompetence by continuing to work closely with the business community to invest in our borough and our people, and to send a clear message that Croydon is, and will remain, open.*

Madam Mayor invited Councillor Wood to propose the motion.

Councillor Wood stated that it had been 949 days since the Brexit vote took place and that this was enough time to plan for the Brexit. However, with 64 days until the UK's exit from the EU, there was no greater clarity on the terms

of this departure. Further, the lack of understanding of those politicians who had supported and who were responsible for delivering it was noted. Councillor Wood therefore stated that the current situation did not come as a surprise. The impact this was having was noted: for example, medicines were being stockpiled, the negative effect on GDP, rising unemployment, increased costs of food and electricity. This was described as resulting from the incompetence of the Government which was acting in its own narrow self-interest. It was called on to rule out a no deal exit. Those that had created this situation were described as being inoculated from what they had created. Councillor Wood moved the motion saying it was based on what the Administration wanted to achieve for Croydon's future.

Councillor Shalul-Hameed seconded the motion and reserved her right to speak.

Councillor Jason Cummings was invited by Madam Mayor to speak.

In response, Councillor Jason Cummings spoke against the motion and noted the hypocrisy of the Labour Party. The efforts being made to get a deal were highlighted and the Administration was called on to support those endeavours. Brexit may be criticised but it was still supported by the British public. In truth it was only the Conservative Party that was putting a solution forward.

Councillor Tim Pollard was then invited to speak by Madam Mayor.

Councillor Tim Pollard also spoke against the motion highlighting that Brexit was the biggest issue facing the country during all our lifetimes; the country was at a crossroads in seeking to deliver what the people had voted for. Councillor Tim Pollard called on all to work together in the national interest to deliver the commitments made by both parties in the 2017 General Election. The Councillor called on this to not be about making cheap political points and reminded Council that the Labour Party had voted in favour of holding the referendum and that its current sitting MPs had all been elected on a manifesto supporting the outcome of the referendum. Similarly, its MPs had voted for Article 50. Councillor Tim Pollard called the motion pointless. He recommended that Administration Councillors should send a message to its Party's MPs to come together to get a deal that could be supported. The need to stop playing party politics to act in the interests of the country was stressed.

Councillor Shahul-Hameed exercised her right to speak and noted that Brexit was like any divorce – it takes a long time because it was serious and takes effort. The resulting uncertainty was putting jobs at risk because it was impacting on investment and spending. This was evidenced through the downturn in retail confidence. Councillor Shahul-Hameed highlighted a recent company survey that showed they had not experienced this level of difficulty in finding staff since the 1980s. Based on her recent consultation with local SMEs, it was highlighted that there was concern about the possible impact on interest rates and tariffs on imports. The administration shared the objective of local businesses in seeking to be tolerant, diverse and open but there was a

concern that not all would be able to futureproof themselves from Brexit. As a result there was a need to avoid a disorderly Brexit and therefore she supported the motion.

The motion was put to the vote and carried.

Madam Mayor then requested the Chief Executive read the Opposition motion: *Elderly, disabled and vulnerable residents have been neglected and treated appallingly by this administration. We ask that this administration provides:*

- *A modern in-house respite facility to replace the service provision closed at Heatherway and the failed outsourcing of respite care which was supposed to replace it*
- *A completely refurbished facility at Toldene for those residents who haven't had a functioning bathroom or kitchen for 8 months*
- *Domiciliary care and support services that are fit for purpose and don't leave residents with safeguarding issues*
- *A cross-party Member Inspection Panel to visit all council run facilities and ensure they are providing services that are fit for purpose.*

Madam Mayor invited Councillor Hopley to propose the motion.

Councillor Hopley expressed her concern about the worrying state of affairs brought to her attention by residents of some of the Council's care facilities. These were some of the Council's most vulnerable residents some of whom were completely reliant on care. The Council was asked to immediately address the loss of provision with the closure of the Heatherway facility. Similarly, the Council was requested to address conditions at the Toldene home. This was Council run and had no disabled bath or kitchen facilities for eight months. Councillor Hopley requested an explanation as to why this situation had been left unaddressed for so long and emphasised that the facility must be fit for purpose. The lack of heating and hot water at Freeman Court was also raised. It was reported that residents were sitting wearing heavy winter jackets inside the home. Residents at this facility also had no disabled access to the gardens and these were overgrown. Councillor Hopley asked to understand why these homes were not being monitored. It was also stressed that residents were to be penalised further with *Meals on Wheels* being taken away and charges about to be levied for other services. Councillor Hopley called for a cross party inspection panel to look further into these matters.

Councillor Streeter seconded the motion and reserved his right to speak.

Councillor Avis was invited by Madam Mayor to speak and opposed the motion. She emphasised the Labour Party's opposition in 2011 to the privatisation of these facilities to Care UK and that the Administration was looking to take this provision back in house. Heatherway had been closed because it was not fit for purpose. Structural underfunding was highlighted along with the impact of the Government's austerity policy and the further

exacerbation of Brexit. The Administration's ability to provide successful facilities was highlighted with the awarding of Dementia Friendly status, the development of the Cherry Hub, Fieldway, Croydon Solutions, and Calleydown referenced.

Madam Mayor called on Councillor Campbell to speak who highlighted that since being elected last May she has seen up close the work of staff and officers to overcome poverty and crime caused by the Government's policies. Councillor Campbell had attended resident visits, multiagency meetings, safeguarding meetings and those of the life team which was aimed at stopping hospital returns. She commended the hard work of dedicated officers.

Councillor Streeter then exercised his right to speak emphasising that the motion was raising some serious issues. It was trying to protect vulnerable residents. Councillor Streeter accused the Administration, through its opposition to the motion, of abdicating its responsibility and seeking to distract from local failure. The consultation on plans to raise charges on vulnerable residents was stressed. Whilst the need to balance books was understood this had to be the wrong decision especially when the Council had managed to find funding for an arts programme that had been judged by many to have been indecent. Councillor Streeter called on backbenchers to use their influence to stop charges being placed on vulnerable residents.

The motion was put to the vote and fell.

#### 13/19 **Recommendations of Cabinet or Committees to Council for decision**

The recommendation from the Ethics Committee held on 18 October 2018 was proposed by Councillor Fraser and seconded by Councillor Clouder, respectively the Chair and Vice Chair of the Ethics Committee. The recommendation was put to the vote and carried.

**RESOLVED:** Council approved the amendment of the Assessment Criteria for reviewing complaints against Councillors as set out in Appendix 1 of the report

The recommendations from Cabinet held on 21 January 2019 regarding the Education Estates Strategy and Admissions Arrangements for 2020/21 were proposed by Councillor Newman, seconded by Councillor Flemming and put to the vote and carried.

**RESOLVED:** The Council approved the proposed changes to the admission arrangements for the 2020/21 academic year:

- i. Acceptance of first preference offers as part of the coordinated admission arrangements;
- ii. Pan-London primary and secondary coordinated admissions schemes and post offer process (main rounds of admissions); and
- iii. The processing of overseas applications for admission to school within the normal admissions rounds (excluding Crown servants).

- iv. To approve the proposed Community schools Admission Arrangements for the 2020/21 academic year (Appendix 2b);
- v. Adoption of the proposed Pan London scheme for co-ordination of admissions to Reception and Junior schools (Appendix 2c); and
- vi. Adoption of the proposed Pan London scheme for co-ordination of admissions to secondary schools (Appendix 2d).

Madam Mayor closed the meeting with a reminder to all Councillors to complete their online governance survey by 31 January 2019.

14/19 **Exclusion of the Press and Public**

This item was not required.

The meeting ended at 9.48 pm

**Signed:**

**Date:**

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<b>REPORT TO:</b>	<b>COUNCIL</b> <b>4 MARCH 2019</b>
<b>SUBJECT:</b>	<b>COUNCIL TAX AND BUDGET REPORT</b>
<b>LEAD OFFICER:</b>	<b>LISA TAYLOR</b> <b>DIRECTOR OF FINANCE, INVESTMENT AND RISK AND</b> <b>SECTION 151 OFFICER</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b>	
The Council Tax and Budget Report is prepared in keeping with the Council Procedure Rules at Part 4A of the Constitution.	

## 1. RECOMMENDATIONS

Subject to decision at the Cabinet meeting to be held on 25 February 2019, the Council is expected to be asked to approve the following recommendations:

- 1.1 A 2.99% increase in the Council Tax for Croydon Services (a level of increase Central Government has assumed in all Councils' spending power calculation).
- 1.2 A 1.0% increase in the Adult Social Care precept (a charge Central Government has assumed all councils' will levy in its spending power calculations).
- 1.3 To welcome the GLA increase of 8.93%, of which 91% of which is being used for the Metropolitan Police service and 9% is being used for the fire service.

With reference to the principles for 2019/20 determined by the Secretary of State under Section 52ZC (1) of the Local Government Finance Act 1992 (as amended) confirm that in accordance with s.52ZB (1) the Council Tax and GLA precept referred to above are not excessive in terms of the most recently issued principles and as such to note that no referendum is required. This is detailed further in section 3.5 of report 6.1.

- 1.4 The calculation of budget requirement and council tax as set out in Appendix D and E of report 6.1. Including the GLA increase this will result in a total increase of 4.88% in the overall council tax bill for Croydon.
- 1.5 The revenue budget assumptions as detailed in report 6.1 and the associated appendices :-
  - (i). The programme of revenue savings and growth by department for 2019/20 (Appendix A of report 6.1).
  - (ii). The Council's detailed budget book for 2019/20 (Appendix B of report 6.1).

- 1.6 The Capital Programme as set out in section 16, table 16 and 17 of report 6.1.
- 1.7 To note there are no proposed amendments to the Council's existing Council Tax Support Scheme for the financial year 2019/20.
- 1.8 The adoption of the Pay Policy statement at Appendix H of report 6.1.
- 1.9 Approve the increase in premium for long-term empty dwellings with effect from 1st April 2019 as set out in section 9.10 of this report and Appendix I of report 6.1.
- 1.10 The adoption of the Adult Social Care Charging Policy with effect from the 1st April 2019 as set out in section 8.11 and appendix J of report 6.1.

## **2. EXECUTIVE SUMMARY**

This Council Tax and Budget Report comprises a summary of the process and matters of business relating to the Council Tax and Budget Setting as required by Part 4A of the Constitution. The report also includes recommendations that are anticipated to be made to Council by Cabinet at its meeting on 25 February 2019

## **3. GENERAL FUND AND HRA BUDGET PROPOSALS**

- 3.1 The General Fund and HRA Budgets are appended to this report as report 6.1.
- 3.2 At its meeting on 25 February 2019, Cabinet is anticipated to recommend to Council the recommendations detailed in 1.1 to 1.10 above. Those recommendations will be put to the vote at the conclusion of this item of business.
- 3.3 In accordance with paragraph 4.12 of part 4A of the Constitution, recommendations 1.1, 1.2 and 1.3 will be taken as recorded votes.

## **4. QUESTIONS TO THE LEADER AND CABINET MEMBER FOR FINANCE & RESOURCES**

- 4.1 At the outset of consideration of this item, Members will have the opportunity to ask questions of the Leader of the Council on any matter related to the Council Tax or draft budget.
- 4.2 Following the above session, Members will have an opportunity to ask questions of the Cabinet Member for Finance & Resources on any matter related to the Council Tax or draft budget.

- 4.3 Both of these question and answer sessions will last for fifteen minutes and the first three minutes of each session may be used by the Leader or Cabinet Member to make any announcements. Both sessions will be conducted in accordance with paragraphs 4.3 to 4.6 of Part 4A of the Council's Constitution.
- 4.4 In case of doubt, the Mayor shall decide whether it is appropriate for any matter to be considered at a Council Tax Meeting and shall disallow any questions considered inappropriate. Each Member asking a question will also be allowed to ask a supplementary question

## **5. BUSINESS REPORT OF THE SCRUTINY AND OVERVIEW COMMITTEE**

- 5.1 Part 4C of the Constitution outlines the process for developing the Council's annual budget and makes provision for the Scrutiny & Overview Committee to comment on proposals. It also requires Cabinet to take into account any formal response from the Scrutiny & Overview Committee.
- 5.2 Paragraph 4.8 of part 4A of the Constitution allows a period of ten minutes for Councillors to question the Chair of the Overview and Scrutiny Committee, the first two minutes of which are available to the Chair to make any announcements.
- 5.3 In accordance with the above requirements, the Scrutiny & Overview Committee considered all non-education elements of the proposed 2019/20 budget at its meeting on 15 January 2019. Education elements of the proposed budget were considered by the Children and Young People Scrutiny Sub-Committee at its meeting on 5 February 2019.

### Council Tax and Budget Scrutiny

- 5.4 At its meeting on 15 January 2019, the Scrutiny and Overview Committee considered an item on the draft budget from the Cabinet Member for Finance and Resources.
- 5.5 A presentation from the Cabinet Member for Finance and Resources outlined the current status of the financial position, the growth pressures, income assumptions and the Capital Programme for 2019-2020.
- 5.6 The Committee learnt that the growth pressures, particularly in social care, continued to have a significant impact on the local authority. In particular the level of underfunding by the government for services in Croydon continued to have an impact. The Council continued to make representations on both a national and regional level for fair funding for the borough. As well as making individual representations on those circumstances specific to Croydon, such as the costs arising from Unaccompanied Asylum Seeking Children.
- 5.7 The Committee gave consideration to Council Tax, noting that without the proposed increase, an additional £7m would need to be found within the budget

for 2019/20. This in turn would also significantly impact upon services provided to residents.

- 5.8 The Committee challenged the assumptions used as the basis for the predicted income to be delivered from the new Waste and Recycling contract in the 2019/20 Budget. It was noted that the Council was on track to save £1m over half a year from the new Waste and Recycling contract. As such, this had been extrapolated for a full year and used as a basis for the assumed income from the contract for 2019/2020.
- 5.9 The Committee noted that the Council had a three year programme of investment, which was set out in the Asset Acquisition Strategy that sat alongside the Medium Term Financial Strategy. The Asset Acquisition Strategy also informed the type of investments the Council would pursue.
- 5.10 The Committee learned that the increased level of income from car parking predicted in the Budget had been based on a combination of factors. This included previously cautious estimates for income from car parking in 2018-19, an increase in the size of the Enforcement team and an expectation that the growth rate would continue.
- 5.11 In response to a question from the Committee about the assumed dividend of £2.2m from Brick by Brick, it was highlighted that the Council had not received a dividend since the company was set up. As there were now 20 separate schemes in the process of completion, the dividend had been based on a prudent assumption of profit available in 2019/20.
- 5.12 The Committee questioned what lessons had been learned from past budgets. In response it was advised that the Finance team now had stronger insight and intelligence on the areas for growth and pressures within the budget. There were better systems in place for tracking the budget and there had been more detailed work undertaken focused upon the key areas of pressure within the Council. However there would always be unknowns and risks to the budget and it was essential to prepare for these where possible.
- 5.13 It was suggested that it would be useful for the Committee to meet with the Cabinet Member for Finance and Resources early in the budget setting for 2020/2021 to focus on the actual process of setting the budget in more detail and ensure it was fit for purpose.
- 5.14 The Chair thanked the Cabinet Member and the Officers for their attendance at the meeting and answering the Committee's questions. In particular extending the thanks of the Committee to the Executive Director for Resources and Section 151 Officer, Richard Simpson, who was attending his last Scrutiny meeting before leaving the Council.

## **Conclusions**

- 5.15 Following the discussion of this item, the Committee reached the following conclusions:

- i) That the Budget being proposed by the Administration was reasonable and took into account the potential risks where possible.
- ii) That it would be beneficial to scrutinise the budget setting process in the new municipal year, to provide reassurance on the preparation of the 2020-21 budget at an early stage.

### **Recommendation**

- 5.16 The Scrutiny and Overview Committee agreed to recommend to the Cabinet Member for Finance and Resources that he be invited to attend a meeting of the Committee early in the new municipal year to discuss with Members the process for setting the next budget.

### Education Budget 2018/19

- 5.17 At its meeting on 5 February 2019, the Children and Young People Scrutiny Sub-Committee considered an item on the draft education budget from the Cabinet Member for Children, Young People & Learning and the Head of Finance.
- 5.18 Prior to the meeting a briefing session had been organised to provide the Sub-Committee with an overview of the process for setting the Education Budget.
- 5.19 The Sub-Committee was informed that the Dedicated Schools' Grant (DSG) allocation for the forthcoming year 2019/2020 was £342m. From this the allocation for academies was £166m. The Department of Education (DfE) had also awarded capital funding of £26m over the next four years for the borough, which included funding for a Special Educational Needs School in New Addington.
- 5.20 The Sub-Committee was disappointed to note that the DSG continued to underfund the educational needs of the borough in comparison with other local authorities, with a particular disparity between the funding awarded to the borough and the inner London local authorities, despite sharing many of the same challenging characteristics. It was noted that information was being compiled to present Croydon's case for additional funding to the DfE.
- 5.21 The Sub-Committee learned that the Government was proposing to introduce a Dedicated Schools' Grant recovery plan which would require local authorities with a deficit of greater than 1% of their allocation to recover the deficit. At present it was estimated that three quarters of local authorities had a deficit greater than 1%.
- 5.22 As it was noted that further guidance on the recovery plans was expected in the near future, the Sub-Committee considered the lack of guidance at the present time a significant risk.

- 5.23 The Sub-Committee was also advised that steps were already underway to address the deficit with work to focus demand on the high needs budget with the emphasis moving towards intervening at an early stage.
- 5.24 The Sub-Committee questioned what level of spare capacity was planned for in schools and what criteria was taken into account when calculating this figure. It was advised that there was an aim to have a spare capacity of 5%, which had been based on a number of sources of information included birth-rates and data on people moving into the borough. It was noted that where schools had spare capacity of greater than 5%, the Council would work with them to amend their plans and reduce expenditure.
- 5.25 Officers were thanked for their responses to Members' questions.

### **Conclusions**

- 5.26 Following the discussion of this item, the Sub-Committee reached the following conclusions:
- i) The Sub-Committee was concerned about the risks arising from the lack of government guidance on the requirement for local authorities to have a recovery plan in the event that their Dedicated Schools' Grant budget falling below a 1% deficit.
  - ii) It was clear that Croydon's Dedicated Schools' Grant funding allocation was insufficient for the borough's need and that the funding differential to other local authorities was evident.
  - iii) The Sub-Committee was pleased to note that information was being gathered to evidence Croydon's low funding allocation, enabling the Council to present a case for fairer funding to the Department for Education.

### **Recommendation**

- 5.27 The Sub-Committee agreed to recommend to the Cabinet Member for Children, Young People and Learning that the Council and its partners should be meeting in preparation for the eventuality of the Council finding itself in the position of having to utilise its recovery plan.

## **6. COUNCIL TAX DEBATE**

- 6.1 The Council Tax Debate will proceed in accordance with paragraphs 4.9 to 4.12 of part 4A of the Constitution.
- 6.2 The order of speakers shall be as follows:
- i) Leader or other Cabinet Member (10 mins)
  - ii) Leader of the Opposition (10 mins)
  - iii) Administration Speaker (3 mins)
  - iv) Opposition Speaker (3 mins)
  - v) Administration Speaker (3 mins)

- vi) Opposition Speaker (3 mins)
- vii) Administration Speaker (3 mins)
- viii) Opposition Speaker (3 mins)
- ix) Administration Speaker (3 mins)
- x) Opposition Speaker (3 mins)
- xi) Administration Speaker (3 mins)
- xii) Opposition Speaker (3 mins)
- xiii) Leader or other Cabinet Member exercising a right of reply (5 mins).

6.3 The Leader of the Council and Cabinet Members may submit bulletins to be included in the Council agenda papers for this item. Bulletins may summarise the business undertaken by a Cabinet Member since the last ordinary meeting of the Council. The bulletins can be found at Appendix M.

6.4 At the conclusion of the debate, the recommendations shall immediately be put to the vote as detailed in 1.1 to 1.10 above.

CONTACT OFFICER: Stephen Rowan  
Head of Democratic Services and Scrutiny

BACKGROUND DOCUMENTS: None

APPENDICES:

Appendix 6: Council Tax Report to Cabinet  
 Appendix 6A: Revenue savings and growth options  
 Appendix 6B: Detailed Budget Book  
 Appendix 6C: Summary of Revenue Estimates  
 Appendix 6D: Budget Requirement and Council Tax  
 Appendix 6E: Council Tax Recommendations  
 Appendix 6F: Response to draft Local Government Settlement  
 Appendix 6G: Dedicated Schools Grant  
 Appendix 6H: Pay Policy Statement  
 Appendix 6I: Rating (Property in Common Occupation) and Council Tax (Empty Dwellings)  
 Appendix 6J: Adult Social Care Charging  
 Appendix 6K: Response to the Fair Funding Review Consultation  
 Appendix 6L: Response to the Business Rates Consultation  
 Appendix 6M: Leader and Cabinet Member Bulletins

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<b>REPORT TO:</b>	<b>Cabinet 25<sup>th</sup> February 2019</b>
<b>SUBJECT:</b>	<b>General Fund &amp; HRA Budget 2019/20</b>
<b>LEAD OFFICER:</b>	<b>Lisa Taylor, Director of Finance, Investment and Risk (Section 151 Officer)</b>
<b>CABINET MEMBER:</b>	<p style="text-align: center;"><b>Councillor Tony Newman, Leader Of The Council</b></p> <p style="text-align: center;"><b>Councillor Simon Hall, Cabinet Member For Finance And Resources</b></p> <p style="text-align: center;"><b>Councillor Alison Butler, Deputy Leader (Statutory) And Cabinet Member For Homes And Gateway Services</b></p>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
<p>The Council's budget underpins the resource allocation for all corporate priorities and policies and in particular, the corporate priority for the delivery of value for money for the residents of the borough of Croydon. This report sets out the detailed proposals for the financial year 2019/20.</p>	
<b>FINANCIAL SUMMARY:</b>	
<p>The report details the revenue and capital budgets for the General Fund for 2019/20, including the Council Tax increase of 2.99% and the 1% increase for the Adult Social Care precept, the budget for the Housing Revenue Account and the 1% decrease in Housing Rents for 2019/20.</p>	
<b>FORWARD PLAN KEY DECISION REFERENCE</b>	
<p>The recommendations in section 1.1 are not executive decisions and therefore not key decisions – the final decisions are to be recommended to the Full Council for consideration at the meeting scheduled for 4<sup>th</sup> March 2019.</p> <p>The recommendations in section 1.2 I, II and III are key executive decisions (reference no.03/19/CAB). The decisions may be implemented from 1300 hours on the 5<sup>th</sup> working day after it is made, unless the decision is referred to the Scrutiny &amp; Overview Committee by the requisite number of Councillors.</p>	

## 1. RECOMMENDATIONS

The Leader of the Council has delegated authority to the Cabinet to make the following decisions:

1.1 That Cabinet recommend to full Council:

- I. A **2.99%** increase in the Council Tax for Croydon Services (a level of increase Central Government has assumed in all Councils' spending power calculation).
- II. A **1.0%** increase in the Adult Social Care precept (a charge Central Government has assumed all councils' will levy in its spending power calculations).
- III. The GLA increase of **8.93%**, **of which** 91% of which is being used for the Metropolitan Police service and 9% is being used for the fire service.

With reference to the principles for 2019/20 determined by the Secretary of State under Section 52ZC (1) of the Local Government Finance Act 1992 (as amended) confirm that in accordance with s.52ZB (1) the Council Tax and GLA precept referred to above are **not excessive** in terms of the most recently issued principles and as such to note that no referendum is required. This is detailed further in section 3.5 of this report.

- IV. The calculation of budget requirement and council tax as set out in Appendix D and E. Including the GLA increase this will result in a total increase of 4.88% in the overall council tax bill for Croydon.
- V. The revenue budget assumptions as detailed in this report and the associated appendices :-
- VI. The programme of revenue savings and growth by department for 2019/20 (Appendix A).
- VII. The Council's detailed budget book for 2019/20 (Appendix B).
- VIII. The Capital Programme as set out in section 16, table 16 and 17 of this report.
- IX. To note there are no proposed amendments to the Council's existing Council Tax Support Scheme for the financial year 2019/20.
- X. The adoption of the Pay Policy statement at Appendix H;
- XI. Approve the increase in premium for long-term empty dwellings with effect from 1st April 2019 as set out in section 9.10 of this report and Appendix I.
- XII. The adoption of the Adult Social Care Charging Policy with effect from the 1<sup>st</sup> April 2019 as set out in section 8.11 and appendix J of this report.

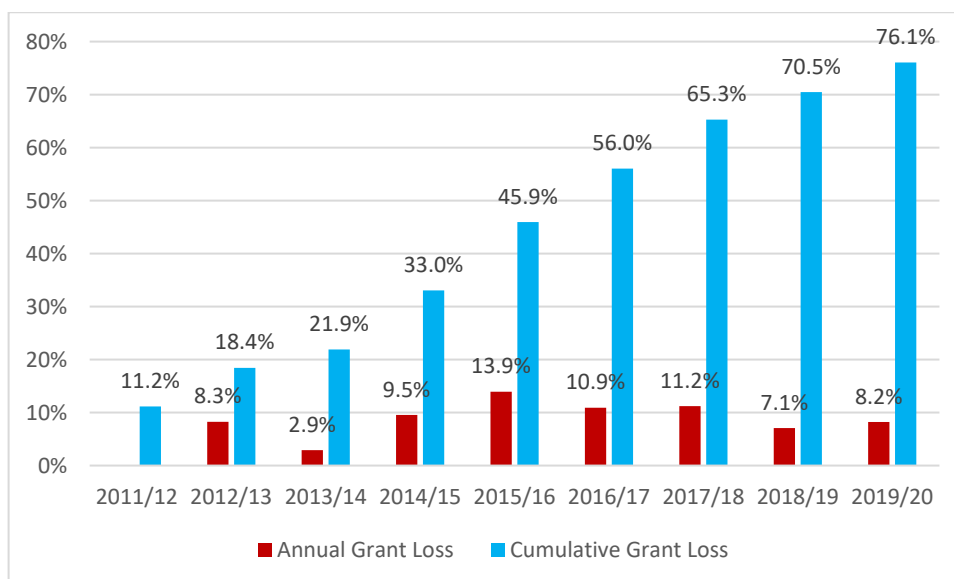
- 1.2 That Cabinet agree:
- I. A rent decrease for all Council tenants for 2019/20, in line with the Government's social rent policy which has legislated to reduce social rents by 1%.
  - II. No increase to Garage and Parking space rents.
  - III. No increase to the service charges for caretaking, grounds maintenance and bulk refuse collection as detailed in section 17.
- 1.3 That Cabinet note:
- I. That in respect of the Council's public sector equalities duties where the setting of the capital, revenue and HRA budget result in new policies or policy change the relevant service department will carry out an equality impact assessment to secure delivery of that duty including such consultation as may be required.
  - II. The progress being made towards balancing the Council's financial position for 2018/19 as at Quarter 3 and the current projected outturn forecast of £5.466m as set out in the report at item 5b on this agenda.
  - III. The response to the draft local government settlement which is attached at Appendix F.
  - IV. That pre-decision scrutiny of the proposed budget 2019/20 took place at the Scrutiny and Overview Committee on the 15<sup>th</sup> January 2019. The Scrutiny and Overview Committee agreed to recommend that the Cabinet Member for Finance and Resources be invited to attend a meeting of the Committee early in the new municipal year to discuss with Members the process for setting the following year's budget.
  - V. The statement on reserves and balances and robustness of estimates from the statutory Section 151 Officer.

## **2. EXECUTIVE SUMMARY**

- 2.1 This report sets out the context and challenges faced by the council in setting a balanced budget for the financial year 2019/20, and gives an update on the key issues from the Draft Local Government Financial Settlement on the 13 December 2018.
- 2.2 This report also looks at the changes and challenges faced by local government and particularly Croydon in terms of its continued reduction in funding and the financial resources available to deliver the key services for the authority. Graph 1 below gives details of Croydon's grant reductions for the period 2011/20.
- 2.3 The report updates on the assumptions and proposed changes that will underpin the 2019/20 budget. The draft growth and savings plans for 2019/20 are then set out in Appendix A. The report also gives details of the forecast financial performance of the Council for 2018/19.

2.4 This administration has been determined to deliver on the priorities it set out in its Ambitious for Croydon manifesto, notwithstanding the pressures that come, directly or indirectly, from Central Government. This budget reflects the continued delivery of those priorities.

**Graph 1: Croydon's Grant Reductions 2011/20**



### 3. Local Government Finance Settlement 2019/20.

3.1 The provisional 2019/20 Local Government Settlement was announced on the 13 December 2018 by the secretary of state for Housing, Communities and Local Government. In headline terms there were no material changes announced that changed the assumptions made for Croydon in the Medium Term Financial Strategy (MTFS). ) On 5 February 2019, these provisional figures were made final by Parliament, with none of our representations having been recognised.

3.2 In terms of funding for Croydon, the settlement confirmed year 4 of the four year spending plans announced in 2015. This saw a reduction in Settlement Funding Assessment (SFA) of **£7.8m or 8.2%**. As announced in the budget, a social care support grant worth approx. £410m nationally will be made available in 2019/20. The government is consulting on the methodology for allocation and based on their preferred methodology Croydon will receive £3.8m.

3.3 Additional funding of £1.1m has also been allocated as part of the Flexible Homelessness Support Grant to fund the rising costs of managing Homelessness.

3.4 Public Health funding allocations for 2019/20 were confirmed on the 20 December. Croydon's allocation was confirmed as £20.785m, a reduction of nearly £0.6m.

3.5 The funding for Unaccompanied Asylum Seeking Children and related activities is assumed to be the same as this year, given the Home Office's failure to engage with Croydon despite multiple representations.

- 3.6 The council tax referendum threshold remained the same at 3% in 2019/20. The police precept can be increased by £24 per annum. There was also no change to the Adult Social Care (ASC) precept principle of a maximum increase of 6% over 3 years to 2019/20. All Government's calculations assume that all local authorities increase council tax by the referendum threshold and precepts by the maximum allowed.
- 3.7 It was confirmed that London will be a pilot for 75% business rates retention in 2019/20. London was a pilot for 100% retention in 2018/19.
- 3.8 Consultations were published on the Fair Funding Review and 75% business rates retention with deadlines of the 21 February 2019 for responses. The outcomes of how the system for funding local government from April 2020 are still not expected until the autumn of 2019. These response will be added as late appendices to this report at Appendix K and L.
- 3.9 Croydon's response to the draft Local Finance Settlement for 2019/20 is included as Appendix F to this report.
- 3.10 The Council has a duty under the Local Government Finance Act 2003 to set a balanced budget before 11th March 2019. This report supports the enablement of that duty to be fulfilled, subject to agreement of the recommendations in this report by Full Council on the 4<sup>th</sup> March 2019.
- 3.11 It is recommended that there is a 2.99% increase in council tax for the Croydon element of the charge and a 1% increase based on the Adult Social Care Precept as set by the Chancellor. The GLA are proposing an 8.93% increase in their element of the charge and that is due to be agreed by the GLA on the 25<sup>th</sup> February 2019. The overall headline increase is 4.88%. The effect of this increase on Band D is set out in table 1 below.

**Table 1 – Local Taxation & GLA Taxation increase (Band D comparison)**

<b>Band D</b>	<b>2019/20</b>	<b>Increase</b>	<b>Annual Increase</b>	<b>Weekly Increase</b>
	<b>£</b>	<b>%</b>	<b>£</b>	<b>£</b>
Croydon	1,297.33	2.99%	40.15	0.77
Adult Social Care Precept	98.98	1.00%	13.43	0.26
Greater London Authority	320.51	8.93%	26.28	0.51
	<b>1,716.82</b>	<b>4.88%</b>	<b>79.86</b>	<b>1.54</b>

#### **4. Medium Term Financial Strategy (MTFS)**

- 4.1 Scrutiny and Overview Committee reviewed the proposed approach to the MTFS in July 2018. The MTFS was approved by Council in October 2018. The MTFS pulls together in one place all the financial implications of the Council's strategic priorities to produce a costed plan to enable long term financial planning and enable financial sustainability.

- 4.2 It is designed to aid strategic planning and is particularly important during this time of funding uncertainty. The current four year spending review ends in 2019/20 and the ongoing Fairer Funding Consultation means that the level of government funding for 2020/21 and beyond is unknown and therefore makes planning in the later years of the strategy more difficult.
- 4.3 While the MTFS outlines all the key Council financial priorities for the next four years (2018/22). It does make assumptions in some areas due to uncertainty and therefore regular reviews and updates of the Strategy are fundamental to maintain a strong financial grip.
- 4.4 The MTFS outlined a gap between income and expenditure over the period 2019/22 referred to as the budget gap. Table 2 below outlines the gap at the stage the MTFS was signed off.

**Table 2 – Budget gap as per the MTFS**

	2019/20 £m's	2020/21 £m's	2021/22 £m's	Total £m's
<b>Budget Gap</b>	<b>5.8</b>	<b>12.5</b>	<b>7.7</b>	<b>26.0</b>

- 4.5 It is assumed that capital receipts will continue to be allocated where appropriate to fund transformation programmes and projects that support the assumptions made in the MTFS, this includes the transformational activities in the Children's Service Improvement Plan.
- 4.6 This report presented to Cabinet contains details of a balanced budget with the gap in the MTFS for 2019/20 in table 2 now closed.

## **5. Corporate Assumptions - 2019/20 budget**

### **Council tax**

- 5.1 Council tax income made up **£167.4m** of the 2018/19 budget, over 60% of the net income and is therefore a very significant element of the council's budget. The draft budget for 2019/20 assumes that council tax is increased by **3.99%**. This increase comprises of 2.99% Croydon Council Tax and the additional 1% relates to the last percent of the 6% ASC precept allowed. The overall increase in council tax generates an additional **£6.9m**.
- 5.2 In 2018/19 Croydon increased its Social Care Precept by 2% and the recommendation for 2019/20 is to increase it by the balance of 1%.
- 5.3 Also as a result of increases in the number of households liable for council tax and improved collection, a further **£5.7m** is expected in council tax from council tax base improvements.
- 5.4 Council tax income for 2019/20 after allowing for both increases referred to above would equate to **£180.0m**.

## **Grant loss**

- 5.5 As set out in section 2 of the draft settlement. There has been a number of changes in grant income that have to be taken into account in the 2019/20 budget. The core funding has reduced by £7.8m. The overall change is a net loss of **£1.8m**, plus an additional **£0.6m** loss in public health grant.

## **Inflation**

- 5.6 The budget for 2019/20 takes account of changes in the cost of living inflation. A pay award of at least 2% for all staff has been agreed as part of national pay negotiations, with lower paid staff receiving a greater increase.
- 5.7 Additionally a number of the council's contracts are subject to indexation each year. Overall **£5.8m** has been set aside for inflation.

## **Capital Programme and borrowing**

- 5.8 The council's capital programme assumes the taking out of new borrowing to fund projects that require debt. The assumption overall is that there will be borrowing of circa £50m in 2019/20 and an additional amount of **£2m** has been added to the revenue budget to fund the associated interest payments. This excludes borrowing for specific programmes where the borrowing is repaid to the Council, examples of these programmes are: Growth Zone, the asset acquisition fund and the revolving investment fund.

## **Pension Contribution**

- 5.9 The Pension Fund is valued on a tri-annual basis to determine the employer contribution required by the council to fund future pensions. The valuation undertaken in March 2016 assumed that in the final year of that valuation there would be a 1% increase in contribution for the council which means a **£1.4m** increase in 2019/20.

## **6. Local Government Finance Settlement 2019/20 – Croydon**

- 6.1 The published Core Spending Power figures for Croydon are shown in the table below. The funding per head reduces in real terms from £688 per person in 2016 to £641 in 2020. This is a reduction of 7% or £47 per head.
- 6.2 If funding was held at the same rate per head in real terms over the period Croydon would an extra £31.6m in 2019/20.

**Table 3 Croydon's Funding Allocations 2016/17 to 2019/20**

	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Settlement Funding Assessment	114.6	101.7	94.5	86.8
Under-indexing the business rates multiplier	1	1	1.6	2.4
Council Tax	143.5	155.1	167.4	179.4
Improved Better Care Fund	-	5.5	7.1	8.3
New Homes Bonus	11.8	8.5	6.3	6.7
New Homes Bonus returned funding	0.2	0.2	-	-
Rural Services Delivery Grant	-	-	-	-
Transition Grant	0.4	0.4	-	-
The Adult Social Care Support Grant	-	1.4	0.9	-
Winter pressures Grant	-	-	1.4	1.4
Social Care Support Grant	-	-	-	2.4
Core Spending Power	271.4	273.8	279.1	287.3
Population	386,700	390,100	393,600	397,000
Core Spending Power Per Head	£702	£702	£709	£724
<b>Core spending power real terms</b>	<b>£266</b>	<b>£258</b>	<b>£254</b>	<b>£254</b>
<b>Core spending power per head - real terms</b>	<b>£688</b>	<b>£662</b>	<b>£647</b>	<b>£641</b>

- 6.3 Table 3 above shows an increase in funding for Croydon over the period of £15.9m in cash terms or 5.8% (a real terms decline). However, it is important to note that this includes assumptions by the Ministry of Housing Communities and Local Government (MHCLG), including forecast increased council tax revenues over the period of £36m. Excluding Council Tax revenues sees a cash reduction in funding over the period of £20m or 18%. Further details of each funding stream included within Croydon's Core Spending Power and the extent to which the MHCLG's figures are relevant to Croydon is discussed below.

#### **New Homes Bonus**

- 6.4 The 2017/18 settlement included a number of planned changes to the New Homes Bonus scheme which will see authorities seeing a reduction in New Homes Bonus allocations.
- 6.5 For Croydon, this means a significant reduction in grant income. The amount received through the scheme in 2016/17 was £11.8m. The 2019/20 allocation is £6.7m, a reduction of £5.1m.

#### **Improved Better Care Fund**

- 6.6 The additional funding announced at the March 2017 Budget has seen an increase to Croydon's allocation over the period 2017/18 to 2019/20. For 2019/20, the allocation increased from £7.1m to £8.3m.

#### **London Pilot**

- 6.7 The continued pan-London Business Rates Pilot should provide a further



opportunity for all London authorities to gain from the business rates growth across the region. Pilot status will remove the levy on growth paid by high tax base authorities and allow a greater proportion of any local growth to be retained. As in 2018/19, the gains from the pilot are dependent on the business rates collected across all of the boroughs, it is therefore difficult to predict the outcome for Croydon at this stage. Once 2019/20 NNDR1 forms have been completed and collated, a forecast level of gain for each of the boroughs should be possible. However, this will only be a forecast and the final amount will not be known until the actual business rates collected in 2019/20 is determined.

### **Business Rates Retention Changes**

- 6.8 The move to 100% business rates retention was intended to be revenue neutral for local authorities (at the outset), with increased business rates revenues equalling lost revenue grants. Therefore, the intention to move to 75% business rates retention in 2020/21 (instead of the original plan to move to 100% business rates by 2020) does not have an adverse impact on Croydon's resources projection at this stage.
- 6.9 The planned Reset of the business rates retention scheme in 2020/21 could be to the benefit of Croydon through:
- (i) A reduced business rates baseline for Croydon, therefore allowing it to retain higher amounts of business rates income and / or
  - (ii) An increase to Baseline Need, as existing national business rates growth is fed back into the system across all authorities.
- 6.10 However, there are some indications from the Relative Needs consultation of elements that could result in Croydon losing, notably relating to use of geographical size as a factor, which could penalise urban areas. There are a number of variables that will ultimately determine if (and to what extent) Croydon will gain from the Reset. However, given there is the potential even for Croydon to lose, the MTFs assumes a 2.5% reduction in government funding.

### **Settlement Funding Assessment per head across London**

- 6.11 Table 4 below shows the Settlement Funding Assessment per head for each London Borough (excluding the City of London) and shows Croydon ranked as 20<sup>th</sup>, receiving £219 per head in 2019/20, and an average of £254 per head over the four year period compared to the London average of £333 over the same four year period. Neighbouring Lambeth will receive £425 per head in 2019/20. If Croydon were funded at the London average of £333 per head for 2019/20 we would receive an additional £31m.

6.12 Croydon's ranking has improved compared to 2018/19 where Croydon was ranked at 21<sup>st</sup>.

**Table 4 – Settlement Funding Assessment per Head**

	SFA (£ PER RESIDENT)					Rank in 2019/20
	2016-17	2017-18	2018-19	2019-20	Average over the 4 years	
<b>London</b>	<b>380</b>	<b>341</b>	<b>318</b>	<b>294</b>	<b>333</b>	
Hackney	615	562	530	496	<b>551</b>	1
Westminster	573	526	498	469	<b>517</b>	2
Southwark	568	519	491	460	<b>510</b>	3
Islington	555	503	472	440	<b>493</b>	4
Tower Hamlets	553	501	469	436	<b>490</b>	5
Camden	545	489	457	423	<b>479</b>	6
Lambeth	526	480	454	425	<b>471</b>	7
Hammersmith and Fulham	523	480	456	428	<b>472</b>	8
Kensington and Chelsea	510	458	429	396	<b>448</b>	9
Newham	493	452	427	401	<b>443</b>	10
Lewisham	484	440	413	385	<b>431</b>	11
Haringey	458	415	389	361	<b>406</b>	12
Greenwich	457	415	390	363	<b>406</b>	13
Barking and Dagenham	422	383	359	334	<b>375</b>	14
Brent	417	379	357	333	<b>372</b>	15
Waltham Forest	393	354	332	308	<b>347</b>	16
Wandsworth	354	325	308	290	<b>319</b>	17
Ealing	344	309	289	267	<b>302</b>	18
Enfield	341	305	283	261	<b>298</b>	19
<b>Croydon</b>	<b>296</b>	<b>261</b>	<b>240</b>	<b>219</b>	<b>254</b>	<b>20</b>
Hounslow	282	249	230	210	<b>243</b>	21
Sutton	285	247	225	202	<b>240</b>	22
Redbridge	269	237	218	199	<b>231</b>	23
Merton	267	232	212	191	<b>226</b>	24
Hillingdon	239	206	187	168	<b>200</b>	25
Harrow	233	199	180	160	<b>193</b>	26
Barnet	232	198	179	158	<b>192</b>	27
Bexley	224	192	173	154	<b>186</b>	28
Havering	205	172	153	133	<b>166</b>	29
Kingston upon Thames	182	146	126	119	<b>143</b>	30
Bromley	171	140	122	111	<b>136</b>	31
Richmond upon Thames	168	124	108	110	<b>128</b>	32

6.13 Alongside the response to the Fair Funding Review Croydon continues to lobby the Government for fair funding in Croydon in relation to two specific service areas. These are No Recourse to Public Funds (NRPF) and Unaccompanied Asylum Seeking Children (UASC) funding.

6.14 Funding for UASC and Immigration remains a risk, and we are continuing to make a concerted drive for fairer funding for Croydon. The Leader of the Council and the Cabinet Member for Finance and

Resources met with the Immigration Minister on the 16<sup>th</sup> November 2017 and follow up discussions have been taking place between council officers and the Home Office to ask for a reinstatement of our Gateway funding which would increase our funding by £2m, disappointingly these are still ongoing. We have also highlighted a number of other areas where prioritisation by the Home Office could result in a saving to Croydon, including prioritising unresolved appeals for families with no recourse to public funds and a co-ordinated approach to enforcement action with individuals where appeal rights are exhausted. Until the agreement is reached to fund these services these remain a financial risk to Croydon.

- 6.15 The UASC increased cost is as a result of the Home Office continuing to only fund a fixed rate per child. While our numbers of UASC are decreasing, direct and indirect service provision costs are not decreasing at the same rate. Options to reduce this funding gap through the reduction of costs and maximising Home Office income continue to be explored. In terms of UASC and NRPF for former UASC, the Council is facing an estimated £7m annual shortfall.
- 6.16 The NRPF pressure remains due to the impact of the failure of Central Government to implement the provisions of the Immigration Act.

## **7. Flexible Homelessness Support Grant (FHSG)**

- 7.1 Croydon was allocated Flexible Homelessness Support Grant (FHSG) which replaced the Department of Work and Pensions temporary accommodation management fee, over 3 years from 1 April 2017 to meet the cost of administration for the prevention of homelessness. This funding increased to £5.4m in 2019/20 from £4.3m, an increase of £1.1m. This is effectively the partial funding of a new burden, resulting from homelessness legislation and the impact of welfare reform.

## **8. Department Assumptions 2019/20 budget**

- 8.1 Alongside the corporate assumptions that underpin the 2019/20 budget, work has been ongoing to ensure that departmental and service estimates are accurate. This is the key element of the budget where movement in resources between services can be identified. This reflects growth and savings. Appendix A sets out the detailed list of growth and savings options across the five departments of the council. Table 5 below shows these at a departmental level.

**Table 5 – Growth and Savings by department**

Department	Options 2019/20		
	Savings	Growth	Net
	£m's	£m's	£m's
<b>Children, Families and Education</b>	<b>1.0</b>	<b>12.0</b>	<b>11.0</b>
<b>Health, Wellbeing and Adults</b>	<b>8.4</b>	<b>10.2</b>	<b>1.8</b>
<b>Gateway, Strategy and Engagement</b>	<b>2.5</b>	<b>3.3</b>	<b>0.8</b>
<b>Place</b>	<b>8.0</b>	<b>3.3</b>	<b>(4.7)</b>
<b>Resources</b>	<b>8.0</b>	<b>0.0</b>	<b>(8.0)</b>
<b>Total</b>	<b>27.9</b>	<b>28.8</b>	<b>0.9</b>

8.2 The table above shows a clear continued shift of resources into Children, Families and Education. Key areas of growth are set out below.

### **Children, Families and Education**

8.3 The projected department overspend in 2018/19 is **£9.131m**, excluding the exceptional items detailed in paragraph 8.4 below. The main areas of overspend continue to derive from demand led services; Children's Social Care placements and staffing. These pressures are a continuation of pressures experienced in previous years, although additional investment was made in 2018/19. A further **£12m** of growth is provided for in the 2019/20 budget.

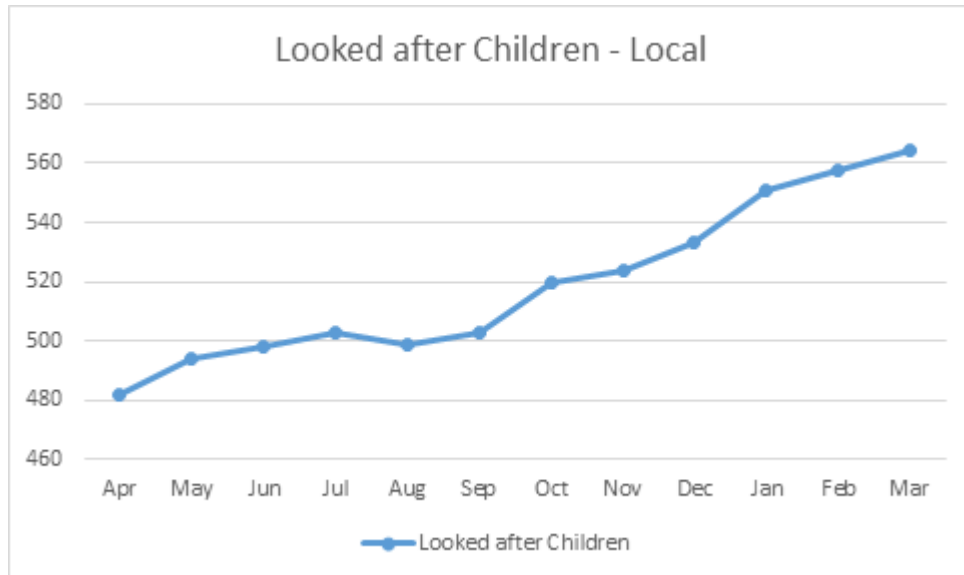
8.4 The exceptional items as reported to Cabinet in the quarter 3 financial monitoring report relate to Unaccompanied Asylum Seeking Children (UASC), No Recourse to Public Funds (NRPF) and Appeal Rights Exhausted (ARE), which we are continuing to lobby the government to fund. The UASC increased cost is as a result of the Home Office continuing to only fund a fixed rate per child. While our numbers of UASC are decreasing, direct and indirect service provision costs are not decreasing at the same rate. Options to reduce this funding gap through the reduction of costs and maximising Home Office income continue to be explored.

8.5 The total 2018/19 forecast cost of UASC for the Council is **£6.7m** and includes Children's Social Care costs, along with costs associated with education and health for these young people.

8.6 The NRPF pressure remains due to the impact of the failure of Central Government to implement the provisions of the Immigration Act. In addition to these exceptional items Croydon also funds in excess of £5m of other costs relating to NRPF across Adults, Children's and Gateway services from our own resources.

8.7 The numbers of looked after children have continued to increase in 2018/19 and have been rising significantly. With 551 local children being looked after in January 2019. The graph below shows the actual data until January and estimated figures for February and March. It is hoped that the increase will not be as great as shown in February and March as the impact of new commissioning arrangements are embedded.

**Graph 2: Looked after children case numbers compared to budget**

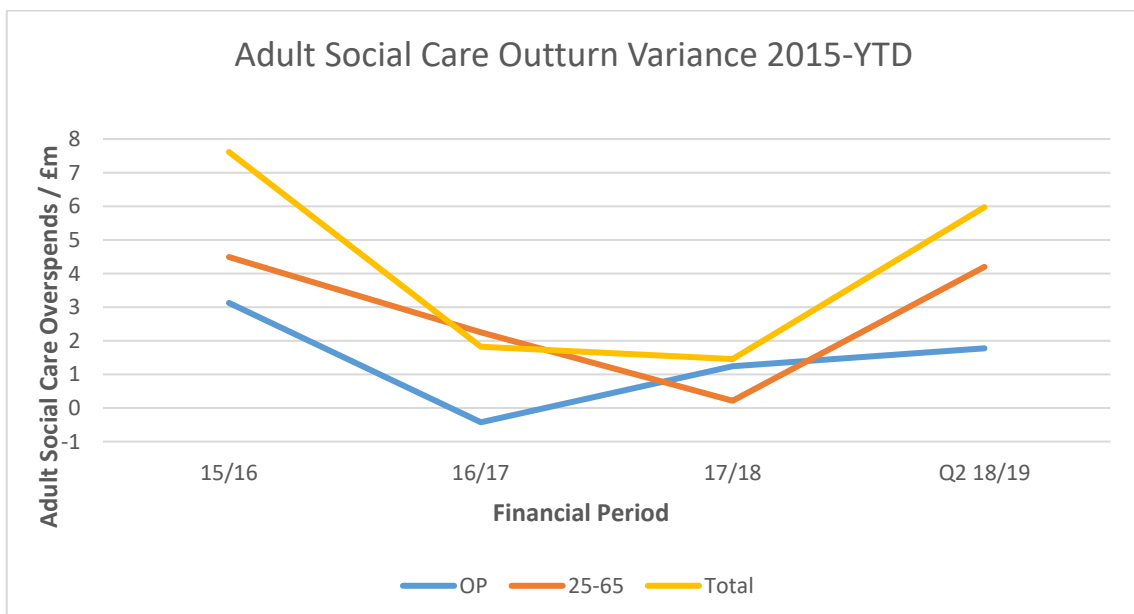


**Health, Wellbeing and Adults**

8.8

Adult Social Care has continued to see increases in demand for services above budget and is projecting a net overspend of £2.099m in 2018/19. However there are areas of significant overspend such as the 25-65 disability service with an overspend of just over £4m. This is as a result of rising demand and increased complexity of cases, especially within the 25 to 65 year old service. In the last six months there has been a 3.4% increase in the number of care packages (total 17% increase since April 2018). Graph 3 below shows the overspend for the Older People and 25-65 service. Provision of over £10m has been made in the 2019/20 budget for growth across the department.

**Graph 3: Adult Placement overspend for Older People service and the 25 to 65 service.**



## Gateway Services

- 8.9 Gateway services continue to focus on managing demand for homelessness services and helping residents with prevention measures. Additional funding of £3.3m has been allocated to this service to ensure the service can continue to support the most vulnerable residents, with savings from managing demand and need early expected in adult social care services, children's social care services and housing.

## Savings

- 8.10 The full list of savings included in the 2019/20 budget are set out in Appendix A. The key areas are set out below:

- Additional parking income – this reflects the additional level of activity seen in 2018/19 from parking income.
- Asset investment strategy – the net income achieved is based on the two purchases made in 2018/19.
- One Croydon Alliance – Savings from integration work with partners.
- Gateway link – savings achieved across social care from joined up work with families in gateway.
- Improved recycling – savings in landfill costs from improvements in our recycling rate.
- Adult social care charging – changes to charging policy in social care.

- 8.11 Adult Social Care Charging Policy - Between 17th December 2018 and 25th January 2019 Croydon Council consulted on a revised charging policy to come into force from 1st April 2019. The policy proposed amendments to 5 areas of the existing policy. These were:

- Amending the point of which services become chargeable to charge from the start of service
- Changing the treatment of some income to include taking into consideration the full amount of higher Disability Living Allowance (DLA).
- Introduce proportionate financial assessments to enable a faster response to those with more complex financial arrangements
- Introduction of administration charges to those self-funders who want the Council to arrange their care arrangements
- To remove the subsidy to meals on wheels and advise on alternative provision.

- 8.12 124 Responses were received in writing, 44 calls to the charging helpline and meetings with carers and direct payments service user group. All current users of services affected by the changes were written to asking for their views on the changes. Over 58% of respondents either strongly agreed or agreed to the proposals.

- 8.13 Income raised from these changes will be allocated directly back into the budget for adult social care services.

- 8.14 A full response to the consultation will be written up and uploaded to the 'Get Involved' section of the Council's web site. Further details are also contained in appendix J to this report.

8.15 It is recommended that all the options consulted on come into force from 1st April 2019.

**9. Local Taxation / Collection Fund**

**Local Taxation Charge for 2019/20**

9.1 The council tax change for the Croydon element of the charge for 2019/20 is recommended to be **3.99%** in accordance with Appendix E of the report.

9.2 This decision includes a 1.0% increase for the Government’s’ adult social care precept that was approved as part of the Local Government Finance Settlement. This is contained in Appendix D, with the Band D effect shown in table 6 below.

**Table 6 – Local Taxation for 2019/20**

	<b>2019/20 £</b>	<b>Increase £</b>
<b>Croydon Band D per year</b>	1,297.33	40.15
<b>Adult Social Care precept per year</b>	98.98	13.43
<b>Band D per year</b>	<b>1,396.31</b>	<b>53.58</b>

9.3 Table 7 gives details of both the increases to the Croydon element of the council tax and the Adult Social Care precept over the last 3 years and the increase being recommended for 2019/20.

**Table 7 – Croydon Council percentage increase since 2016/17**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Croydon Council Percentage change	1.99%	1.99%	2.99%	2.99%
Adult Social Care Precept	0%	3%	2%	1%

- 9.4 Alongside grant income, local taxation is the other major income stream that impacts on the budget setting of the council. The Collection Fund accounts for taxation from Council Tax and Business rates. Further detail can be found in appendix C.
- 9.5 **Council Tax base:** The number of domestic properties in the borough from which Council Tax can be collected is described as the Council tax base, and the number is converted into Band D equivalent units. An increase in council tax base will enable a higher level of general fund budget to be supported. The calculation of the Council Tax base is set out in Table 8 below:
- 9.6 It is anticipated that there will be an increases in the Council tax base of 3.4% compared to the 2018-19 base, which will enable a further £12.7m of expenditure to be supported in the 2019-20 general fund budget as shown in table 8 below. The Council tax base is adjusted for anticipated collection rates, which are proposed to increase by 0.25% to 97.50% for 2019-20.

**Table 8 - Increase in Council Tax Base**

	2019/20	2018/19	Change
Number of Dwellings	159,898	155,918	3,980
Less: Exempt dwellings	-34,336	-34,483	147
Sub-total - dwellings	125,562	121,435	4,127
Conversion of dwellings into Band D equivalent units	132,237	128,165	4,072
Less: anticipated losses on collection	-2.50% -3,306	-2.75% -3,525	219
Council Tax Base	128,931	124,640	4,291
Band D charge (Croydon)	£1,396.30	£1,342.73	£53.57
Council Tax Funding (Croydon)	£180,065k	£167,359k	£12,706k

**Projected Collection Fund Surplus**

- 9.7 It is anticipated that a surplus of £6.560m will be available for release into the 2019/20 general fund budget. This figure is now a combination of a forecast surplus position for both Council Tax and Business Rates, as set out below. £2.5m of this surplus has not been included in the budget projections and is being held to offset the current projected overspend for 2018/19.
- 9.8 Council Tax - Croydon's share of the anticipated council tax surplus



available in 2019/20 is £4.060m. There has been a council tax surplus in the last 5 years as a result of tax base growth and improved collection rates.

- 9.9 Business rate localisation in 2013/14 resulted in the Council retaining a share of business rates, which is 64% in 2018/19. A surplus of £2.500m is projected to be available to the Council in 2019/20. This is a result of appeals against rateable value being less than previously anticipated, allowing the provision held to be released into the Collection Fund, as well as improved collection of rates.
- 9.10 Any difference between the projected surplus and final surplus for 2019/20 will be carried forward within the collection fund, for consideration in 2020/21's general fund budget.
- 9.11 The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 received royal assent on 1<sup>st</sup> November 2018, It made provisions to increase the percentage by which a billing authority may increase the Council Tax payable in respect of a long-term empty dwelling from 1<sup>st</sup> April 2019. A long-term empty dwelling, is a dwelling that is unoccupied and substantially unfurnished. Thereafter from April 2020 and April 2021, additional premiums can be applied to properties that are left empty for 5 years and 10 years respectively. Details regarding these changes and the potential additional revenue streams from this can be found in Appendix I and are also summarised below:
- 1<sup>st</sup> April 2019 premium on empty dwellings can increase from 50 to 100%
  - 1<sup>st</sup> April 2020 - a Council has the power to increase the 100% premium to 200% from 1<sup>st</sup> April 2020 where a dwelling has been long term empty for more than 5 years. If a dwelling is long term empty for 5 years or less the premium will remain 100%.
  - 1<sup>st</sup> April 2021- a Council has the power to increase the 200% premium mentioned above to 300%, if a dwelling has been long term empty for over 10 years. The premium will remain 200% if the dwelling has been long term empty for more than 5 years and up to 10 years. If the long term empty dwelling has been empty for less than 5 years, the premium remains at 100%.

## **10. Greater London Authority Precept 2019/20**

- 10.1 On 20<sup>th</sup> December 2018, the Mayor of London announced his proposal to increase his share of council tax by an average of 50p a week – the maximum amount allowed by the Government. In total, the Mayor proposes to commit an additional £95m in 2019/20 to policing and tackling crime. This money will be raised from council tax and business rates.
- 10.2 Keeping Londoners safe is the Mayor's top priority. The Government has already forced the Met to make £850m of cuts and despite the police funding settlement, there remains a huge funding gap. The Mayor's proposal would see his share of council tax increase overall by 9% £26.28

a year in cash terms for an average Band D council tax payer.

- 10.3 It means the Mayor and other Police and Crime Commissioners across the country can now increase Band D Policing Precepts by a maximum of £24 a year before having to hold a council tax referendum.
- 10.4 In order to give the Metropolitan Police the resources it requires, the Mayor is proposing to increase his share of council tax that goes directly to the police by the maximum amount that does not require a referendum. This is the equivalent of 46p a week – an 11% increase in the policing precept.
- 10.5 This will generate an additional £84.8m to invest in the Metropolitan Police, which will be split between a numbers of crime fighting measures. This includes funding new officers, specialist investigators to disrupt gang violence and cutting-edge equipment for officers on the frontline, such as digital fingerprinting, rapid drug testing, and technology to help with digital investigations, and advanced techniques to combat child sexual exploitation online. This will allow the Violent Crime Taskforce to be even more effective and visible on the streets and help tackle the crimes that impact most on the safety of Londoners.
- 10.6 The Mayor also intends to direct £6.8m from council tax and business rates to invest in a new Violence Reduction Unit. The Mayor announced the Violence Reduction Unit in September to expand his work on a public health approach to tackling all forms of violence. Using data to form a strong evidence base, the unit will use this money to identify where and how to make early interventions in a young person's life as part of a long-term strategy to prevent the spread of violence.
- 10.7 The new investments – which is on top of an initial £0.5m the Mayor invested towards initial set-up costs, will be directed towards local services and programmes to provide greater capacity to deliver early interventions to help prevent the spread of violence, and supporting projects that will help tackle the complex root causes.
- 10.8 A further £3.5m will be spent on other anti-violence initiatives, for example making permanent the successful 'Information Sharing to Tackle Violence' pilot that develops more effective data sharing between Community Safety Partnerships, health services and other violence reduction partners. It uses a new approach to collect data and analyse data from hospital emergency departments to help develop strategies to tackling violence.
- 10.9 The Mayor also intends to increase his non policing precept by 2.99%, again the maximum permitted by the Government. This is the equivalent of £2.28 a year of just over 4p a week. The proceeds of this modest increase will be allocated directly to the London Fire Brigade.
- 10.10 Overall, this means that the Mayor's overall precept for an average Band D taxpayer will increase from £294.23 to £320.51.

- 10.11 The draft 2019/2020 budget covers the entire Greater London Authority Group, including Transport for London, the London Legacy Development Corporation, Old Oak and Park Royal Development Corporation, the Metropolitan Police service and the London Fire Brigade.
- 10.12 As reflected in TfL's Business Plan earlier this month, the draft budget also takes into account the delay to the opening of Crossrail and the need to find additional funding to complete the project. Its plans include:
- Pushing ahead with the Mayors ambitious plans to make London a cleaner, safer, healthier city through investment to improve London's streets and
  - create better and more accessible public transport – at the same time as continuing to freeze public transport fares;
  - The introduction of the Ultra-Low Emission Zone in central London in April 2019 and a new diesel scrappage scheme supporting micro businesses to tackle air pollution;
  - Continuing to tackle London's housing crisis by supporting thousands of new homes for social rent as part of City Hall's commitment to start at least 116,000 new genuinely affordable homes by 2022;
  - Maintaining funding to the London Fire Brigade in the aftermath of the terrible Grenfell Tower fire to ensure fire engines arrive at emergency incidents within targets;
  - Creating East Bank, an arts, cultural and educational district on the Queen Elizabeth Olympic Park site; and
  - Unlocking the first 10,000 homes and more than 5,500 jobs over the next 15 years at Old Oak Common
- 10.13 The Mayors consolidated budget is set out in table 9 below and the budget will be agreed on 25th February 2019.

**Table 9 – Mayors Consolidated Budget**

<b>Component Council Tax Requirements</b>	<b>Approved 2018/19 £m</b>	<b>Proposed 2019/20 £m</b>	<b>Plan 2020/21 £m</b>	<b>Plan 2021/22 £m</b>	<b>Plan 2022/23 £m</b>
GLA (Mayor)	67.7	67.7	69.1	70.4	71.9
GLA (Assembly)	2.6	2.6	2.6	2.7	2.7
MOPAC	641.4	726.2	755.5	786	817.8
London Fire Commissioner	148	159.3	167.4	175.9	184.7
Transport for London	6	6	6	6	6
<b>Consolidated Council Tax Requirement</b>	<b>865.7</b>	<b>961.8</b>	<b>1,000.6</b>	<b>1,041.0</b>	<b>1,083.1</b>
<b>Total Band D council Tax Payable in :</b>					
32 London Boroughs	£294.23	£320.51	£326.92	£333.45	£340.11

10.14 This overall resultant council tax increase is set out in table 10 below.

**Table 10– Local Taxation increase and the GLA Tax increase**

<b>Band D</b>	<b>2019/20</b> <b>£</b>	<b>Increase</b> <b>%</b>	<b>Annual Increase</b> <b>£</b>	<b>Weekly Increase</b> <b>£</b>
Croydon	1,297.33	2.99%	40.15	0.77
Adult Social Care Precept	98.98	1.00%	13.43	0.26
Greater London Authority	320.51	8.93%	26.28	0.51
	<b>1,716.82</b>	<b>4.88%</b>	<b>79.86</b>	<b>1.54</b>

10.15 The overall increase on the total bill for the residents of Croydon is 4.88%.

## **11. External Financial Environment**

### **Spending Review 2015 and settlement 2019/20**

11.1 The Chancellor of the Exchequer published the government's Spending Review 2015 on 25 November 2015, setting out public expenditure plans for 2016/17 to 2019/20. This was the first four year settlement and was designed to give authorities more certainty on their funding levels and the ability to undertake longer term financial planning.

11.2 The key announcements made at the Provisional Finance Settlement on December 2018 and confirmed in the final settlement published in February 2019 are listed in section 13 later in the report.

## **12. Economic Projections – Autumn Budget 2018**

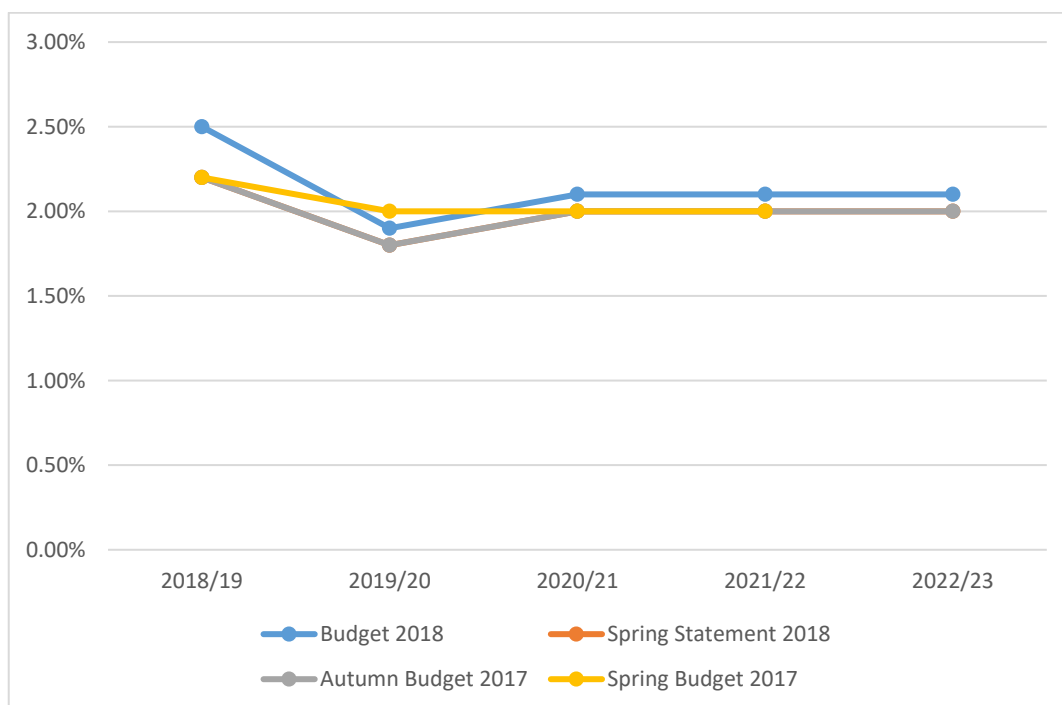
12.1 The Office of Budget Responsibility (OBR) updated its economic projections for the 2018 Autumn Budget. The projections for inflation (CPI & RPI), council tax receipts and business rates income are set out below. Inflation – CPI.

12.2 Table 11 shows the Budget 2018 CPI inflation forecasts against those published in previous announcements. The table shows an increase in the rate forecast for 2018/19 of 0.3% and a 0.1% increase in the rate forecast for each year between 2019/20 to 2022/23.

**Table 11 CPI Inflation Forecasts**

	2018/19	2019/20	2020/21	2021/22	2022/23
Budget 2018	2.50%	1.90%	2.10%	2.10%	2.10%
Spring Statement 2018	2.20%	1.80%	2.00%	2.00%	2.00%
Autumn Budget 2017	2.20%	1.80%	2.00%	2.00%	2.00%
Spring Budget 2017	2.20%	2.00%	2.00%	2.00%	

**Graph 4 CPI Inflation Forecasts**



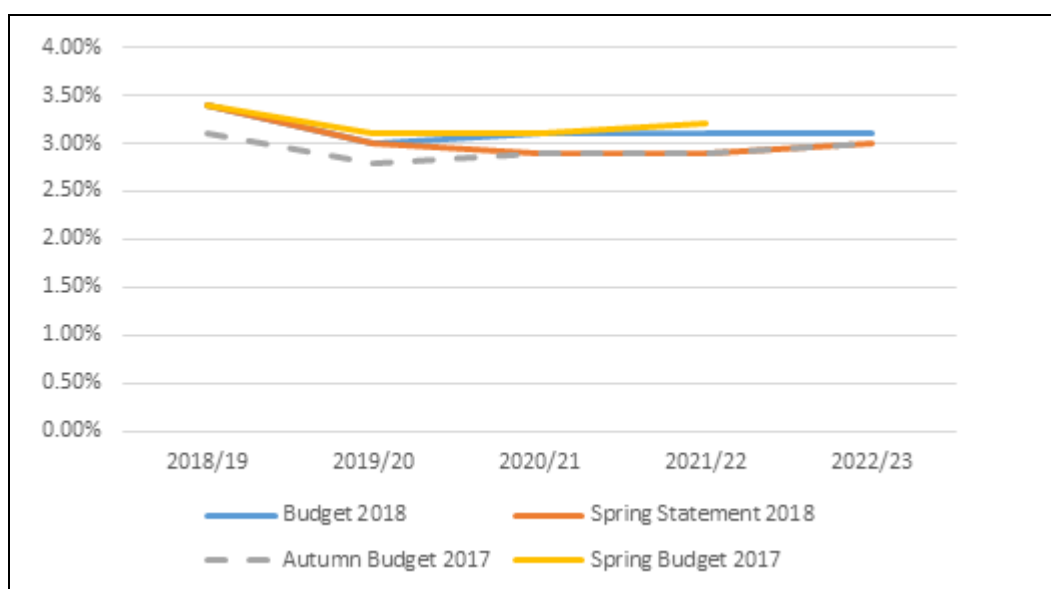
**Inflation – RPI**

12.3 Table 12 shows the Budget 2018 RPI inflation forecasts against those published in previous announcements. The table shows only small changes in the forecast for RPI over the period, with increases of 0.2% in the forecast for 2020/21 and 2021/22 and 0.1% in 2022/23.

**Table 12 RPI Inflation Forecasts**

	2018/19	2019/20	2020/21	2021/22	2022/23
Budget 2018	3.40%	3.00%	3.10%	3.10%	3.10%
Spring Statement 2018	3.40%	3.00%	2.90%	2.90%	3.00%
Autumn Budget 2017	3.10%	2.80%	2.90%	2.90%	3.00%
Spring Budget 2017	3.40%	3.10%	3.10%	3.20%	

**Graph 5 RPI Inflation Forecasts**



### 13. Local Government Finance Settlement 2019/20 – Nationally

13.1 The Provisional Local Government Finance Settlement was published on 13 December 2018. The settlement provided allocations for 2019/20 only.

13.2 The main announcements were:

- **Council Tax** – The council tax referendum limit will be 3% for local authorities (as in 2018/19), with the only change from 2018/19 being that the Police precept will be allowed to increase by £24 per annum (it was £12 per annum in 2018/19).
- **New Homes Bonus** - The 2019/20 allocations have been announced (previously these figures were only indicative – based on previous years' allocations). Due to an additional £10m of funding being added, it has not been necessary to make changes to the deadweight threshold (at 0.4%) or the eligibility of properties to qualify for the funding.

- **Business Rates Pilots** - In July 2018, the government invited authorities to bid for pilot status in 2018/19. Following a competitive process, 15 areas have been successful with their applications (alongside the London Pilot).
- **Top Up/Tariff Adjustments (Negative Revenue Support Grant - RSG)** – As expected, the government has decided to provide an additional £153m in funding to those authorities that were due to pay negative RSG for 2019/20.
- **£180m additional funding** – There has been an additional £180m announced (to be paid in 2018/19). This has been provisionally allocated via the 2013/14 Settlement Funding Amount allocations. It has been funded from the surplus on the Business Rates Retention levy/safety net account. MHCLG have confirmed this funding is not shown in the Core Spending Power figures.
- **Social Care Funding (£650m)** - Announced at Budget 2018, the government has now indicated how this funding will be allocated. This comprises of the Winter Pressures Grant of £240m of additional funding in 2019/20 for councils to spend on adult social care services to alleviate winter pressures on the NHS. This Winter Pressures Grant funding will be allocated in 2019/20 using the existing Adult Social Care Relative Needs Formula. This funding is ring-fenced and will be pooled into the Better Care Fund. The other element is the Social Care Support Grant. £410m in 2019/20 for use for adult and children’s social services. The government believes there is not a single bespoke needs formula that can be used to model relative needs for both adult and children’s social care fund therefore the existing Adult Social Care Relative Needs Formula will also be used to distribute this Social Care Support Grant funding. This grant will not be ring-fenced, and conditions or reporting requirements will not be attached, nor there should any prescription of how much of it be spent on adult social care or children’s social care.

13.3 In addition to the announcements affecting 2019/20:

- **Fair Funding Review** - The government has published the consultation paper *“A review of local authorities’ relative needs and resources - Technical consultation on the assessment of local authorities’ relative needs, relative resources and transitional arrangements”*
- **Business Rates Retention** – The government has published the consultation paper *“Business Rates Retention Reform - Sharing risk and reward, managing volatility and setting up the reformed system”*, a consultation on the proposed 2020/21 Redesign and Reset of the Business Rates Retention (BRR) scheme.
- The deadline for responses is 21<sup>st</sup> February 2019 and Croydon will be submitting a response to these papers

## Overall Funding: Core Spending Power

- 13.4 The updated National Core Spending Power figures for the period 2016/17 to 2019/20 are shown in Table 13 below. It shows an increase of 2.8% for 2019/20 and an overall increase for the period 2016/17 to 2019/20 of 5.9%.

**Table 13 Core Spending Power figures for England 2016/17 to 2019/20**

	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Settlement Funding Assessment	18,602	16,633	15,574	14,560
Under-indexing business rates multiplier	165	175	275	400
Council Tax	23,247	24,666	26,332	27,927
Improved Better Care Fund	0	1,115	1,499	1,837
New Homes Bonus	1,485	1,252	947	918
Rural Services Delivery Grant	81	65	81	81
Transition Grant	150	150	0	0
Adult Social Care Support Grant	0	241	150	0
Winter pressures Grant	0	0	240	240
Social Care Support Grant	0	0	0	410
Core Spending Power	43,730	44,296	45,098	46,373
Change %		1.29%	1.81%	2.83%
Cumulative change %			3.10%	5.93%
Real Terms Change %			2.13%	3.25%
Real Terms cumulative Change %			2.69%	5.94%

- 13.5 Table 14 below shows the change in figures from those published at the 2019/20 final settlement.



**Table 14 Change in 2019/20 Core Spending Power figures for England between 2018/19 Final Settlement and the 2019/20 Provisional Settlement**

	2019-20
	£m
Settlement Funding Assessment	162
Under-indexing business rates multiplier	25
Council Tax	-120
New Homes Bonus	18
Rural Services Delivery Grant	16
Winter pressures Grant	240
Social Care Support Grant	410
<b>Core Spending Power</b>	<b>751</b>

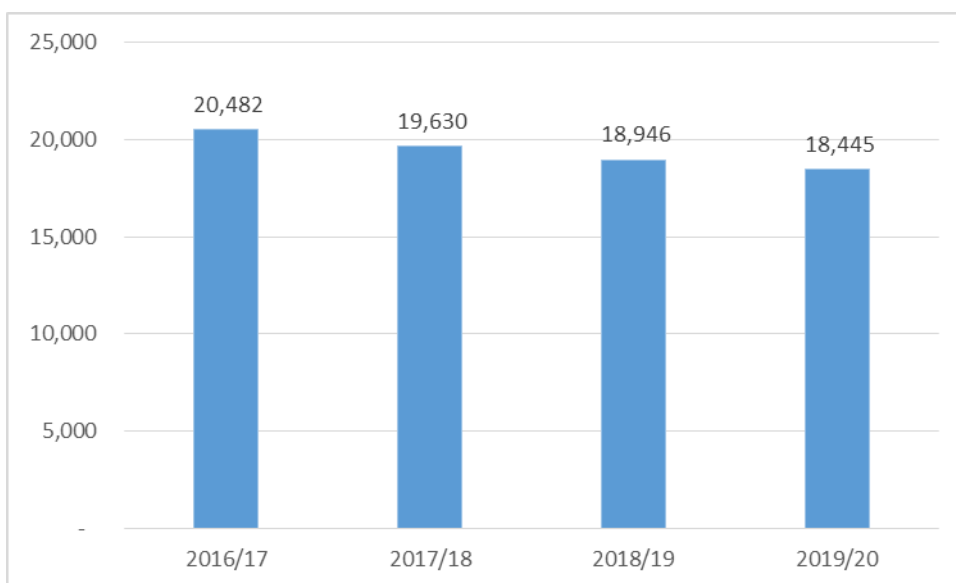
13.6 Table 14 shows:

- An increase to the Settlement Funding Assessment of £162m – representing the removal of negative RSG (£153m) and an increase to the inflation adjustment to the business rates multiplier (£9m);
- A decrease to the Council Tax amounts of £120m – Due to a combination of lower forecasts for tax base growth and lower actual increases in tax rate for 2018/19; and
- The additional £650m of social care funding, a £16m increase in Rural Services Delivery Grant and the £18m for New Homes Bonus.

**Core Spending Power: Excluding Council Tax**

13.7 The graph below shows the level of central government funding to local government between 2016/17 and 2019/20 excluding Council Tax. It shows a reduction of £2bn from £20.4bn to £18.4bn, a reduction of 11%.

**Graph 6 – Local Government Funding 2016/17 to 2019/20**



## **Social Care Precept**

- 13.8 The introduction of a social care precept was originally announced at Spending Review 2015. In the 2016/17 local government finance settlement, the government confirmed that there would be a 2% social care precept and that this would be available for four years up to 2019/20.
- 13.9 The provisional and then final 2017/18 local government finance settlement amended the use of this additional precept. It announced that it could be applied at 3% per annum for the two years, up to 2018/19, but maintains a maximum additional precept of 6% for the period 2017/18 to 2019/20. Therefore, if an authority chose to use the higher 3% threshold in each of 2017/18 and 2018/19, then it would not be able to have an additional precept in 2019/20.
- 13.10 The government has confirmed that the amended rules for the adult social care precept established in 2017/18, and applied in 2018/19, will continue to apply for 2019/20.

## **Council Tax**

- 13.11 For 2019/20, there will continue to be differential limits that will trigger the need for a council tax referendum.
- 13.12 For upper tier authorities wishing to use the social care precept at the maximum, a referendum will be triggered where council tax is increased by 3% (plus the planned Social Care Precept) or more above the authority's relevant basic amount of council tax for 2018/19.
- 13.13 Police and Crime Commissioners will be allowed increases of less than 3% or up to and including £24, whichever is higher.
- 13.14 For the Greater London Authority, a referendum will be triggered where council tax is increased by 3% or more above the authority's relevant basic amount of council tax for 2018/19.

## **New Homes Bonus**

- 13.15 The New Homes Bonus allocations for 2019/20 have been announced. The Core Spending Power figures for 2019/20 include these allocations.
- 13.16 The technical consultation on the 2019/20 Local Government Finance Settlement, published in September 2018, suggested there would be an increase to the deadweight for the 2019/20 "in-year" allocations. However, through an additional £18m added to the funding of the scheme, no increase to the deadweight has been necessary.
- 13.17 Table 15 below shows that the "in-year" allocation for 2019/20 of £222m; this reduces the overall cost of the scheme to £918m, compared to £947m in 2018/19.

**Table 15 National New Homes Bonus Allocations (£m)**

	2016/17	2017/18	2018/19	2019/20
Prior Years	1,167	735	250	
2016/17	295	295	295	295
2017/18		197	197	197
2018/19			204	204
2019/20				222
<b>Total</b>	<b>1,462</b>	<b>1,227</b>	<b>947</b>	<b>918</b>

**Additional Social Care Funding - £650m in 2019/20**

13.18 At Autumn Budget 2018, the government announced £650m of extra funding in 2019/20 for local authorities in relation to adult and children's social care. This comprised:

**Winter Pressures Grant.**

13.19 £240m of additional funding in 2019/20 for councils to spend on adult social care services to alleviate winter pressures on the NHS. This Winter Pressures Grant funding will be allocated in 2019/20 using the existing Adult Social Care Relative Needs Formula. This funding is ring fenced and will be pooled into the Better Care Fund.

**Social Care Support Grant.**

13.20 £410m in 2019/20 for use for adult and children's social services. The government believes there is not a single bespoke needs formula that can be used to model relative needs for both adult and children's social care fund therefore the existing Adult Social Care Relative Needs Formula will also be used to distribute this Social Care Support Grant funding. This grant will not be ring fenced, and conditions or reporting requirements will not be attached, nor will there be any prescription of how much of it should be spent on adult social care or children's social care.

**Business Rates Levy Account - £180m in 2018/19**

13.21 An additional £180m was announced by the Secretary of State. This has been provisionally allocated via the 2013/14 Settlement Funding Amount allocations. It has been funded from the surplus on the Business Rates Retention levy/safety net account.

13.22 MHCLG have confirmed that this funding is not shown in the Core Spending Power figures and therefore will be in addition to the amounts shown.

**Wider Local Government Funding Issues**

13.23 In addition to the Core Spending Power amounts, the following information was also published as part of the Provisional Settlement information.

**(i) Fair Funding Review**

13.24 The government has published a further technical paper on the “Review of local authorities’ relative needs and resources”, which consults on the assessment of relative needs, relative resources and transitional arrangements.

13.25 The consultation outlines further:

- Proposals to simplify the assessment of local authorities’ relative needs by introducing a simple Foundation Formula, alongside several ‘service-specific’ formulas. This includes a focus on the structure of the needs assessment, the weighting between services, weighting of cost drivers, Area Cost Adjustments and future proofing the needs assessment;
- The type of adjustment that will be made to an authority’s relative needs assessment to take account of the relative resources available to them to fund local services, such as council tax; and
- A set of principles that will be used to design transitional arrangements and examines how the baseline for the purposes of transition should be established.

13.26 This consultation will last for 10 weeks from 13 December 2018 to 21 February 2019. It asks 16 questions and Croydon will be submitting a response.

**(ii) Business Rates Retention**

13.27 The government has published the consultation paper “Sharing risk and reward, managing volatility and setting up the reformed system”, a technical consultation which seeks views on proposals for sharing risk and reward, managing volatility in income and setting up the reformed business rates retention system.

13.28 The consultation outlines further proposals to:

- Update the balance of risk and reward to better reflect the wider context for local authorities in 2020. It suggests a future approach to resets that would smooth potential ‘cliff edges’ in income, proposes reforms to the levy that would allow more authorities to keep more of their business rates growth, and reaffirms the Government’s commitment to a safety net to protect authorities from sudden reductions in income;
- Mitigate volatility in income and simplify the system; and
- Set up the new business rates retention system in April 2020 – specifically, inviting views from local authorities on the operational steps that may be necessary to set accurate Business Rates Baselines.

13.29 This consultation will last for 10 weeks from 13 December 2018 to 21 February 2019. It asks 15 questions and Croydon will be submitting a response.

### **(iii) Business Rate Pilots**

- 13.30 In July 2018, the government invited local authorities to submit applications for pilot status in 2019/20. Following a competitive process, which saw 35 applications submitted, an additional 15 areas have been selected as 75% business rates retention pilot areas for 2019/20. The original pilot areas from 2017/18 that will remain at 100% for 2019/20. London also remains a pilot area, but changes from 100% (2018/19) to 75% for 2019/20; in addition to there are also 15 pilot areas for 2019/20 that will be at 75%.
- 13.31 The successful areas will have the same 28-day cooling off period as the 50% Business Rate Pools to decide to either go ahead or to not become a pilot area.

## **14. Public Health grant**

- 14.1 From 1 April 2013 the responsibility for the management of Public Health (PH) services in the borough transferred to the Council from the NHS. This brought about a range of new responsibilities including providing PH advice to Croydon CCG, tackling smoking, alcohol misuse and obesity, sexual health services, health inequalities and substance misuse including in-patient care. Additional funding was received in 2016/17 for the transfer to the Council of new responsibilities from NHS England for Health Improvements 0-5 years which took place on 1<sup>st</sup> October 2015. Funding for 2019/20 continues to be cut as it has in the last two year and has reduced by £0.579m to £20.785m. This is in spite of a growing population and growing need, e.g. a significant increase in the birth rate over the last few years.
- 14.2 The ring-fence grant is used to commission a range of mandated service from external and internal provider's e.g. Health visiting, Substance misuse services, sexual health services etc. As well as providing resources for services within Croydon council that improve the health and wellbeing of the people in Croydon.
- 14.3 A review of the services that are commissioned as well as a detailed review of the resources that are provided for services within the Council will be carried out in 2019/20 to ensure that the funding is utilised in the most effective manner and delivers on public health outcomes.
- 14.4 The savings will be realised through a combination of a reduction in the public health staffing budget, service efficiencies, and reductions in the value of a number of contracts.

## **15. Dedicated Schools Grant (DSG)**

- 15.1 The Dedicated Schools Grant (DSG) is a grant that funds all aspects of education that relates directly to children. In March 2016 the DfE announced Fair Funding proposals and in the two consultations that followed set out the intentions for funding going forward. The intention was to implement the National Funding Formula (NFF) by December 2016

however due to delays, the NFF will be in place from April 2018 with a soft implementation of the NFF being available to Local Authorities (LAs) for three years from 2018/19 up to and including 2020/21.

- 15.2 This option allows LAs, following Schools Forum approval, to apply local rates / amounts to each of the factors that determine the allocation (such as Minimum Funding Guarantee and income deprivation affecting children) prior to the distribution of funding to schools.
- 15.3 The DSG consists of four blocks: a Schools block; an Early Years block; a High Needs block; and the Central Services Schools Block (CSSB).
- 15.4 The DSG allocation for Croydon for 2019/20 is **£341.67m**, increased by £4.71m compared to 2018/19 allocation of £336.96m. The allocation will be reduced by recoupment for academy funding. This is currently estimated to be in excess of £166m but will be subject to change throughout the financial year if more schools convert to academies. The education budget for 2019/20 was presented at Children and Young Peoples Scrutiny Committee on the 5<sup>th</sup> February 2019.
- 15.5 Full details of the DSG breakdown for 2019/20 are contained in Appendix G.

### **Schools Block**

- 15.6 The Schools Block 2019/20 allocation is £247.51m (before recoupment), which is an increase of £3.64m since 2018/19 due to an increase in pupil numbers of 260 to 51,037.
- 15.7 The minimum funding guarantee (MFG) will continue to be applied, hence no school or academy will see a reduction of more than minus 1.5% per pupil compared to its 2018/19 budget (this excludes sixth form funding). MFG protects schools' budgets from large changes in funding based on factor changes. It protects on a £/per pupil basis. This means it will not protect a school against falling roll numbers.
- 15.8 From 2018/19 the NFF provides two per pupil funding rates, one for primary pupils and one for secondary pupils. The 2018/19 rates per pupil were £4,238.50 for primary pupils and £5,317.93 for secondary pupils. In 2019/20, the respective funding rates are £4,293.34 and £5,460.88. Croydon is, on a per pupil basis for primary and secondary pupils, ranked 25<sup>th</sup> out of 32 London boroughs. This ranking has slipped one place since 2018/19. Although Croydon has seen an increase in its funding allocation, boroughs nearest to us have also received an increase. This results in the continuation of the gap between how much extra a pupil in one of our nearest neighbours is funded compared to Croydon.

### **Early Years**

- 15.9 The Early Years 2019/20 indicative allocation is £26.69m a decrease of £0.01m since 2018/19 due to a small reduction in the funding allocated for the maintained nursery school supplementary funding and the Disability Access Fund. The final allocation will be adjusted following the January 2019 census.

15.10 The Early Years block allocation for Croydon is based on a nationally set rate of a:

- £5.13 hourly rate for three and four year olds; and
- £5.66 for two year olds
- 

The allocation will be updated following the January 2019 census after which the hourly rates for will be finalised by Schools Forum. The proposed rates based on the indicative 2019/20 allocation are:

- £5.66 for two year olds
- A (provisional) increase in rate for three and four year olds in 2019/20 to £4.73 (£4.50 in 2018/19)

### **High Needs**

15.11 Funding for High Needs provision continues to be area of increased budget pressure nationally and Councils including Croydon are developing new SEND strategies to ensure services are delivered efficiently and effectively to meet demand and need. Croydon Council has recently reviewed special educational needs and disabilities demand, practice and provision and engaged with stake-holders, including parents, young people and schools to inform the development of a draft three year SEND Strategy. A consultation period has recently concluded and implementation of the new strategy will commence in the new financial year.

15.12 The High Needs 2019/20 allocation is £60.21m, which is an increase of £1.14m since 2018/19. This allocation is based on the October 2018 census, with further adjustments to be made for January 2019 census.

15.13 At quarter 1 2018/19, the High needs block forecast overspend was £12.20 million (including previous years overspends). Based on this forecast, on the 12<sup>th</sup> November 2018, Schools Forum agreed to transfer funding of 0.5% in 2019/20 (from the 2019/20 funding to be used for the 2018/19 overspend) from the provisional Schools Block to the High Needs Block. At that time, the 0.5% equated to £1.23 million.

15.14 The quarter 2 position has increased the High Needs Block forecast overspend to £12.64m. In addition, as the final allocation of the Schools Block was slightly higher than that of the provisional allocation – the 0.5% top slice would increase to £1.24m, resulting in an overall projected DSG overspend for 2018/19 of £11.40m.

15.15 The above transfer to the High Needs Block is in addition to the funding allocation of £1.966 million received for 2018/19 and 2019/20.

15.16 The High Needs Block continues to face increased demand without any corresponding increase in per pupil funding, which has led to an over-reliance on the independent / non-maintained sector, due to shortage of local state funded special schools and / or resourced provision. This is being addressed and a strategy developed to move to a more sustainable framework.

- 15.17 Croydon Council has a long term plan to increase special schools, Enhanced Learning Provision and post 16 specialist places, including a new free special school with 150 places opening in September 2020. Through this strategy the intention is to provide an effective pathway of local education provision for young people which is an efficient use of resources and supports young people in becoming independent in or near their local community.
- 15.18 Management of the high needs block and reducing the overspend requires that together there is an approach that manages reliance on Education, Health and Care Plans ( EHCP) for children with lower levels of SEN, reduces demand and ensure placements of children are delivered through the continuum of state-funded education provision at efficient values.
- 15.19 On 21<sup>st</sup> January 2019 a letter was submitted to the Secretary of State for Education collectively by a number of London Councils regarding the concerns that have already been raised by many Councils on the mounting crisis in High Needs Funding for children with Special Educational Needs and Disabilities (SEND).
- 15.20 The Government Finance Settlement and the Education Secretary's additional funding for SEND announcement whilst welcomed by hard-pressed Councils, and the SEND funding announcement are not nearly sufficient to address current funding shortfalls let alone projected deficits. The letter asks for urgent action to address the situation to protect critical local services that residents rely on and also to work with HM Treasury to address this issue. The proposed 2019/20 funding should be improved, and the longer-term position considered in the Fairer Funding review.
- 15.21 In December The Department for Education (DfE) consulted on new arrangements for reporting deficits of dedicated schools grant (DSG). The proposal relates to authorities, where they will be leaving part or all of their accumulated DSG deficit outstanding, they will be required to provide a clear explanation as to why their deficits could not be recovered in the short term and provide thorough evidence to support their proposals, in agreement from their Chief Finance Officer (CFO).
- 15.22 Evidence to support local authority recovery plans should also have been presented to schools forums. The DfE are already aware that that majority of these deficits are usually caused by high needs pressures, and recovery plans will typically include block movement disapplication requests. Authorities will, however, need to address whatever the main causes of overspending on the DSG have been.
- 15.23 Croydon welcomes the proposal as it signals that national government is recognising the serious issue of funding not matching the demand within the High Needs block.

### **Central Services Schools**

- 15.24 In 2018/19, the NFF created a fourth block within the DSG called the Central Services Schools Block (CSSB). This block is made up of two parts –Reported spend on Ongoing Functions and Reported spend on Historic Commitments.



### Ongoing Functions

- 15.25 The Reported spend on Ongoing Functions includes services such as School Improvement and Education Welfare, totals £2.91m.
- 15.26 The 2019/20 allocation for ongoing functions has reduced by £0.06m (despite pupil numbers increasing by 260) based on a reduction in the CSSB unit of funding from £58.37 per pupil in 2018/19 to £56.91 in 2019/20.

### Historic Commitments

- 15.27 The Reported spend on Historic Commitments consists of the prudential borrowing costs towards in borough provision of High Need places, costs towards a PFI contract and historic teacher pension costs, which totals £3.21m, and remains unchanged from 2018/19.
- 15.28 The 2019/20 draft budget for the Schools, Early Years, High Needs and Central School Services Blocks was agreed by Schools Forum on the 21<sup>st</sup> January 2019. The Schools Block funding formula was submitted to the DfE by the 21<sup>st</sup> January 2019 using the budget principles agreed by Schools Forum over the autumn period. Once agreed by the DfE the detailed school budgets will be finalised and these will be issued to schools in March 2019.

## **16. Capital Budget – 2019/2022**

- 16.1 Our Capital Programme remains a key part of the overall budget setting process. It remains focused on supporting the delivery of our statutory responsibility in relation to school places whilst also investing in district centres and community facilities across Croydon. The draft programme for 2019/22 is set out in Tables 17 and 18. The potential slippage from 2018/19 will be reviewed at the end of the financial year and reported to Cabinet in July.
- 16.2 The Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement Capital Strategy and Annual Investment Strategy 2019/20 report at agenda Item 3C of this agenda contains the capital strategy which sets out how capital investment supports the delivery of the authority's objectives. It describes the main objectives for the Council over a three-year horizon 2019/22.
- 16.3 Borrowing is undertaken for specific schemes and is prioritised where it can have a net positive impact on the revenue budget and there is a clear repayment plan for the capital. Borrowing can be clearly split into four elements:
- **Borrowing – Revolving Investment Fund** – normally for housing and on lent at a commercial rate where debt is repaid on completion of the project.

- **Borrowing – Growth zone** – debt is repaid from future business rates growth.
- **Borrowing – Asset Investment strategy** – Borrowing decisions made in line with the agreed strategy and where the asset generates a positive net return. Debt would be repaid in future from asset value.
- **Borrowing – General** – Any other priority capital schemes that cannot be funded from external sources. Allowance needs to be made in the revenue budget for repayment of capital and payment of interest.

**Table 16 – Capital Programme**

Description	Budget 2019/20	Budget 2020/21	Budget 2021/22	Total 2019/20 to 2021/22
	£000's	£000's	£000's	£000's
Education - Fixed Term Expansions	900	336	-	1,236
Education - Fire Safety Works	1,000	-	-	1,000
Education - Major Maintenance	2,000	2,000	2,000	6,000
Education - Miscellaneous	4,935	272	207	5,414
Education - Permanent Expansion	719	508	399	1,626
Education - SEN	24,534	11,681	473	36,688
Education - SEN Centre of Excellence	1,550	-	-	1,550
<b>Children, Families and Education Sub Total</b>	<b>35,638</b>	<b>14,797</b>	<b>3,079</b>	<b>53,514</b>
Affordable Housing Programme	7,273	-	-	7,273
Disabled Facilities Grant	2,400	2,400	2,400	7,200
<b>Gateway, Strategy and Engagement Sub Total</b>	<b>9,673</b>	<b>2,400</b>	<b>2,400</b>	<b>14,473</b>
Allotments	341	-	-	341
RIF	30,000	20,000	-	50,000
Community Ward Budgets	576	576	576	1,728
Devolution initiatives	912	912	912	2,736
Empty Homes Grants	1,000	500	500	2,000
Feasibility Fund	330	330	330	990
Fieldway Cluster	1,413	-	-	1,413
Fiveways junction	3,000	2,000	-	5,000
Growth Zone	8,000	20,000	60,000	88,000
Highways - Maintenance Programme	5,000	5,000	5,000	15,000
Highways - flood water management	414	175	-	589
Highways - bridges and highways structures	223	8,110	-	8,333
Highways - Tree works	179	179	179	537
Leisure centres equipment upgrade	1,004	-	-	1,004
Libraries Investment	2,000	2,000	1,000	5,000
New Addington Leisure Centre	5,796	-	-	5,796
New Addington wellbeing centre	-	6,500	6,500	13,000
Parking	153	-	-	153
Park Life	12,151	-	-	12,151

Play Equipment	985	-	-	985
Safety - digital upgrade of CCTV	500	-	-	500
TFL - LIP	2,462	2,000	2,000	6,462
Walking and cycling strategy	750	750	-	1,500
Waste and Recycling - Don't Mess with Croydon	601	475	-	1,076
<b>Place sub-total</b>	<b>77,790</b>	<b>69,507</b>	<b>76,997</b>	<b>224,294</b>
Asset Acquisition Fund	45,000	-	-	45,000
Corporate Property	2,000	2,000	2,000	6,000
Finance and HR system	412	-	-	412
ICT Refresh & Transformation	5,500	1,500	1,500	8,500
People ICT Programme	6,927	2,014	1,521	10,462
Uniform ICT upgrade	534	3,600	-	4,134
<b>Resources sub-total</b>	<b>60,373</b>	<b>9,114</b>	<b>5,021</b>	<b>74,508</b>
<b>General Fund</b>	<b>183,474</b>	<b>95,818</b>	<b>87,497</b>	<b>366,789</b>
Fire safety programme	10,000	-	-	10,000
Larger Homes	1,500	-	-	1,500
Major Repairs and Improvements Programme	26,771	26,771	26,771	80,313
Special Transfer Payments	180	180	180	540
<b>HRA Total</b>	<b>38,451</b>	<b>26,951</b>	<b>26,951</b>	<b>92,353</b>
<b>Capital Programme Total</b>	<b>221,925</b>	<b>122,769</b>	<b>114,448</b>	<b>459,142</b>

**Table 17: Funding for the capital programme**

Funding	Budget 2019/20	Budget 2020/21	Budget 2021/22	Total 2019/2022
	£000's	£000's	£000's	£000's
Capital receipts	2,500	-	-	2,500
ESFA	10,000	3,500	-	13,500
School Condition Funding	2,000	-	-	2,000
Basic Needs (Education)	6,833	-	-	6,833
EFA Invest to Save (Education)	969	969	-	1,938
TFL LIP and other funding	2,462	2,000	2,000	6,462
NHS	-	5,000	-	5,000
CIL	6,800	6,800	6,800	20,400
CIL local meaningful proportion	1,200	1,200	1,200	3,600
Disabled Facilities Grants	2,400	2,400	2,400	7,200
Borrowing	48,946	33,949	15,097	97,992
Borrowing - RIF	37,273	20,000	-	57,273
Borrowing - Asset Acquisition Fund	45,000	-	-	45,000
Borrowing - Growth Zone	8,000	20,000	60,000	88,000
S106	1,800	-	-	1,800
Football foundation	7,291	-	-	7,291
<b>GENERAL FUND</b>	<b>183,474</b>	<b>95,818</b>	<b>87,497</b>	<b>366,789</b>
Major Repairs Allowance	27,709	21,209	21,209	70,127
HRA - Revenue Contribution	3,718	3,718	3,718	11,154
HRA - Use Of Reserves	7,024	2,024	2,024	11,072
<b>HRA FUNDING</b>	<b>38,451</b>	<b>26,951</b>	<b>26,951</b>	<b>92,353</b>

<b>TOTAL FUNDING</b>	<b>221,925</b>	<b>122,769</b>	<b>114,448</b>	<b>459,142</b>
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<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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16.4 The capital programme detailed in tables 16 and 17 above excludes slippage from the 2018/19 capital programme. Estimated slippage is detailed in the quarter 3 financial monitoring report at agenda item 3B. It is currently estimated that there will be scheme slippage of approx. £20m. The actual slippage will be reported to this Cabinet as part of the annual July Financial Review report. Schemes which are funded using a combination of external grants and borrowing will only be undertaken once the external funding is secure; amounts of council borrowing shown are indicative.

16.5 There are a number of key projects supported in the 2019/20 programme, including:

16.5.1 Continued investment in the primary school estate to provide additional places to meet the growing demand and carry out fire safety works of **£53.5m** from 2019/20 to 2021/22.

This includes £13.5m for the New Addington Valley SEN School on the Timebridge site which the Education and Skills Funding Agency (ESFA) commissioned Croydon to lead on. The school will offer 150 places to children aged 2-19 years, with autism and learning difficulties, with the aim of providing a local pathway from the early years to adulthood. The proposed date for the first phase of the school to be opened is September 2020. The project will be fully funded by the ESFA.

16.5.2 £5m investment in Croydon's libraries over 3 year capital programme 2019/22. The draft libraries strategy (2018-2028) sets out an ambitious programme of work over the next 4-10 years that will transform Croydon's libraries into a modern library service that will meet the ambitions for the service and contribute to Croydon Council's outcomes, priorities and locality based delivery. Croydon Council has been developing its new operating model with a focus on prevention and locality based services

16.5.3 Continued investment in Public Realm and Highways Infrastructure. This scheme will enable investment in the public realm and highways to ensure that the infrastructure is fit-for-purpose and achieves our vision making use of the opportunities presented by the Croydon Growth Zone. The Council will increase its borrowing to maintain the highways network following reduction in TFL funding. Additional borrowing has been included to support the work needed to maintain bridges and other key structures and to meet our legal obligations under the Flood Water Management Act.

16.5.4 Continued investment in New Addington which includes the well-being centre, the New Addington Leisure Centre, the Fieldway Cluster, public realm and other expenditure. The total investment from 2014 to 2022 will be around £60 million in addition to the capital expenditure from the HRA.

16.5.5 Improvements to the Council's ICT infrastructure to provide a fit for purpose service to staff and residents remains a priority. This includes:

- 16.5.6 £10.4m over 3 years for the full implementation and improvements of the ICT software to support and drive efficiencies in the Housing, Adults and Children's' services.
- 16.5.7 £4.2m over 3 years for the procurement of Uniform System, a key line of business system used across the Planning and Strategic Transportation, Building Control Highways, Environmental Health and Licencing services.
- 16.5.8 £12.1m over 3 years for the ParkLife Croydon project, a Football Association-led initiative to tackle long-term under-investment in Croydon's Football facilities will enable two new, state-of-the-art borough Football hub sites that will be part funded by £7.2m of Football Foundation money. The new facilities are expected to achieve in excess of 26,000 visits per year each, and will make a major contribution to physical activity and health outcomes, as well as wider as well as wider socioeconomic and regeneration objectives.
- 16.5.9 The HRA Estates capital programme set out in Table 16 shows the planned expenditure in 2019/20 is £38.5m and total is £92.3m over the 3 years to maintain homes to a decent homes standard and the funding available to support our priorities and vision.
- Work is continuing to ensure fire safety within residential blocks owned or leased by the Council is compliant and meets current standards in order to provide safe homes for our residents.
  - Post Grenfell Tower the Council increased the level of fire risk assessments to all council blocks to ensure robust procedures are in place and outstanding works programmed. In 2019/20 an additional £5m expenditure is planned on fire safety works to address issues highlighted in the Fire Risk Assessment.
  - The capital programme includes £26.7m planned for ongoing and essential works identified, these include replacement/upgrade of flat front entrance doors, installation/ upgrade of emergency lighting and fire alarm systems where required and blocks with spandrel panels which may need to be replaced.

### **Revolving Investment Funding (RIF) for Housing and other development**

- 16.6 Cabinet previously agreed to set up a RIF to support the delivery of our Growth Promise. The RIF is acting as funder both to the development company Brick by Brick and the Housing LLP's set up in conjunction with the charity Croydon Affordable Housing. The figures shown in the table above are shown on a net basis. The Council may lend to Croydon Affordable Homes if the company cannot secure debt from other sources. Brick by Brick will increasingly recover its costs through sales receipts and enable borrowing to be repaid, or re-invested into further schemes.
- 16.7 The RIF lends at commercial rates whilst borrowing at the lower rates which are available to the council. The net returns estimated over the next 3 years are £2m per annum and are included in the revenue budget.

## Growth Zone

- 16.8 The Croydon Growth Zone is a Tax Incremental Financing (TIF) model which harnesses business rates uplift to enable borrowing to fund infrastructure. The Croydon Growth Zone programme consists of a range of transport, public realm social infrastructure and technology projects as reported to Cabinet in December 2017. They are deemed essential to mitigate the impact and maximise the opportunities of the growth planned (as detailed in the Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and the London Plan) in Croydon for the benefit of existing and future residents, businesses and visitors.
- 16.9 Table 18 below sets out the spending profile of the Growth Zone programme to be delivered to 2021/22 that was approved by cabinet in October 2018.

**Table 18 Growth Zone projects**

<b>Project</b>	<b>2019/20 (£'000s)</b>	<b>2020/21 (£'000s)</b>	<b>2021/22 (£'000s)</b>
Transport	2,885	12,600	39,886
Public realm	2,565	4,940	19,374
Construction	500	685	465
Logistics			
Parking	300	825	75
Culture	1,000	300	200
Social Infrastructure	250	250	-
Croydon Works	400	400	0
Energy	<b>100</b>	-	-
<b>TOTAL</b>	<b>8,000</b>	<b>20,000</b>	<b>60,000</b>

## Section 106 and Community Infrastructure Levy (CIL)

- 16.10 The Council, as Local Planning Authority, when required secures Section 106 Agreements as a requirement of the grant of planning permission to secure the mitigation measures necessary to make a development acceptable in planning terms. This includes securing financial contributions towards infrastructure types and projects.
- 16.11 The Council manages, monitors and recovers Section 106 income. In the 2018/19 year up to quarter 3, a total income of £1.129m has been received.
- 16.12 The Council's Section 106 balance as at 31/12/2018 was £10.508m. This balance is sub-divided into the heads of terms for infrastructure types and projects as set out in the parent Section 106 agreements. This understanding is important as Section 106 income can only be assigned in accordance with the parent Section 106 agreement in terms of infrastructure type, project and / or the location defined in the agreement. Set out below in table 19 is the Council's detailed Section 106 balance sheet.

**Table 19 – S106 breakdown of funds**

<b>Section 106</b>	<b>Balance £'000</b>
Housing	3,468
Transport	2,684
Education	596
Open Spaces	1,254
Other	2,506
<b>TOTAL</b>	<b>10,508</b>

- 16.13 In terms of future Section 106 assignment, our affordable housing income will be assigned to align with the Council's emerging housing funding strategy. The Council is actively working on how the remainder of the Section 106 moneys can be used to benefit the people of Croydon.
- 16.14 The Council introduced the borough's CIL in April 2013. The Council has been collecting the borough's CIL since this date. As a consequence of requiring the grant of planning permission and commencement of development post April 2013 for the CIL to be liable for payment, the income received since the introduction has gradually increased.
- 16.15 At the end of 2017/18 the borough's CIL closing balance was £9.842m. This is a combined total for the borough's CIL, Local Meaningful Proportion and the 5% administration fee deducted to cover the costs associated with operating as a collecting authority. The current balance for 2018/19, after planned expenditure of £7.3m as at 31/12/18 was £11.582m, including the 5% administration fee and 15% Local Meaningful Proportion for 2018/19.
- 16.16 Regulation 123 of the Community Infrastructure Levy Regulations 2010 (as amended) restricts the use of CIL to ensure no duplication between CIL and planning obligations (Section 106).
- 16.17 The Council's Regulation 123 list indicates the infrastructure projects or types that will, or may be, wholly or partly funded by CIL. This broadly covers all infrastructure projects and types, except for sustainable transport and highway that are secured through Section 106 and / or Section 278 highway agreements.
- 16.18 In addition to allocations in 2018/19, and based on current CIL balances and forecast CIL receipts, it has been assumed that £7.3m of CIL money will be available to fund the capital programme. The specific projects to enjoy borough CIL funding will be defined through consultation with lead Cabinet Members. The specific project assignment will occur post the approval of this report.
- 16.19 The Community Infrastructure Levy (Amendment) Regulations 2013 allow for up to 15% to be spent on the provision, improvement, replacement, operation or maintenance of infrastructure; or anything else that is concerned with addressing the demands that development places on Croydon. This is commonly referred to as the Locally Meaningful Proportion.

16.20 The CIL Local Meaningful Proportion as at 31/12/18 was £2.369m. The capital programme has assigned the Local Meaningful Proportion to fund the Community Ward Budgets.

### **Housing Programme**

16.21 In the past housing investment has been undertaken using HRA funds and Council borrowing. From 2017 housing new builds are being undertaken by Brick by Brick, the Council's independent development company. Brick by Brick will have invested around £700m by 2021/22 to deliver more than 2,000 new homes in Croydon, it is expected to deliver a total of 522 affordable rent units in the current programme, with a further 561 units in the pipeline programme. These units will transfer to the Croydon Affordable Homes LLP.

The Council has also continued to purchase street properties for the provision of affordable rent and at the end of this year it is anticipated that phase 2 of this programme to purchase an additional 250 properties will be completed. These properties will also transfer to the LLP.

Croydon has also been awarded £61m to build new council homes by City Hall from funding secured the Mayor of London's £1 billion Building Council Homes for Londoner's programme for social housing. The grant funding is being used to build homes at affordable prices for shared ownership and let to people in the borough who need them most.

Table 20 – **Housing – New Assets**

	<b>Number of Affordable Units</b>	<b>Total Pipeline Properties</b>
Street Properties – phase1	96	
Street Properties – Phase 2	250	
Taberner House	90	
BxB	522	561

16.22 Alongside this housing building programme, we will be continuing to invest in housing improvements. These properties are being funded by capital borrowing, the use of Right to Buy Receipts earned from previous sales and grant funding.

16.23 To enable the increase of the provision of affordable housing in the borough, the Council entered in to three separate limited liability partnerships (LLPs) with a local charity to develop units across the borough and street purchased properties as affordable rented homes. The LLPs have utilised the Council's retained right to buy receipts, which it is unable to due to the limited resources in the housing revenue account due to the government imposing a borrowing cap on HRA up until its lifting in October 2018, with the Council acting as lender for the balance of the funds for the purchase of the leases and development of the sites. This has enabled acquisitions of 346 street properties for the provision of affordable rent in the borough without public subsidy.



## **Repair and Improvement of council stock**

- 16.24 A key aim for the council has been the government target of bringing 100% of social homes up to the decent home standard. Croydon has invested in its HRA properties to ensure that it meets, and continue to achieve the decent homes standard. The Council has achieved a constant 99-100% of homes maintained at the decent home standard over the last seven years. Homes which are currently decent will fall below the standard, for example as facilities age and with wear and tear, the Council will need to continue to invest in the stock to keep homes up to standard over time. Indeed, the social housing regulator has proposed a revised home standard which will reflect the government's direction that social landlords should comply with the decent home standard with ongoing effect. The council continues to invest in maintenance and improvement works in order to maximise the life of the assets
- 16.25 The proposed major repairs and improvement programme for 2019/20 will remain at circa £27m. It should be noted that there is also a separate programme of responsive and cyclical repairs which are resourced through revenue funding totalling £12m. Additional works of £5m to respond to the need for fire safety works have been included in the 2019/20 capital programme, this will bring the total spend to £10m in this year. The costs of this is being funded out of reserves and we continue to lobby central government for the funding.

### **Capital Allowance (HRA)**

- 16.26 Local authorities are required to establish a 'Capital Allowance'. This is a notional amount set by the Council. The main considerations in setting the allowance are to ensure that it will exceed the anticipated receipts during the year and that total investment in affordable housing needed within the borough exceeds the allowance. This is in order to justify 100% use of the receipts.
- 16.27 The Capital Allowance for 2018/19 was set at £10m. It is recommended that the Capital Allowance for 2019/20 is set again at £10m. This will enable the Council to keep 100% of the receipts of any HRA disposals of land or property during the year for housing investment purposes. The Capital Allowance will continue to be reviewed annually as part of the process for approval of the Council's Housing Investment Programme and will include a report back on the previous year's activity.

## **17. Housing Revenue Account (HRA)**

- 17.1 The Housing Revenue Account (HRA) is a ring-fenced account used to manage income and costs associated with managing the Council's owned housing stock and related assets which includes shops and garages on council housing estates. It is funded primarily from tenants' rents and service charges. The services provided to tenants and leaseholders which includes responsive repairs, management and supervision services and caretaking as examples are resourced from this account.

- 17.2 At the start of 2018/19, Croydon's HRA consisted of 13,572 homes, 2,375 leasehold flats and 1,101 blocks. In addition, there are 834 homes that are managed on behalf of the General Fund, Private Landlords and Croydon Affordable Homes. These properties similarly require repair, maintenance and investment to maintain good quality accommodation, and offer temporary accommodation to families most in need.
- 17.3 Longer term planning for the HRA is continuing to take place through the 40-year business plan which is updated annually to reflect changes in legislation and assumptions which underpin the financial projections. This includes reviewing the impact of the Housing and Planning Act 2016 to understand and model the impact of the 1% rent reductions introduced from 2015/16 for four years, and build a sustainable budget for revenue and capital spend within the HRA. In particular, the announcement about the lifting of the HRA borrowing cap is a key consideration.
- 17.4 The budget for 2019/20 shows a balanced position as required by statute and will be reported with the proposed rent and other charges to the Tenants and Leaseholders Panel on the 12th February 2019. A draft budget for the HRA for 2019/20 can be found in the Budget Book in Appendix B.
- 17.5 All investment in new-build is being undertaken outside of the HRA by either the Council's Development Company, Brick by Brick, or other partners.
- 17.6 Croydon Affordable Homes (the charity set up by the Council in partnership to deliver affordable rented properties across the borough) will be renting out local homes at a maximum of 65% of the market rent to borough residents and remaining units will be available through shared ownership.
- 17.7 The government announced the lifting of the borrowing cap in October 2018. The removal of the borrowing cap provides an opportunity for the Council to borrow more money for social housing provision in future subject to affordability constraints which it can use flexibly.
- 17.8 Prior to the announcement, the introduction of self-financing for the Housing Revenue Account (HRA) in April 2012 was accompanied by a limit on the amount of housing debt that each authority could hold. Croydon's current HRA debt is £324m with a headroom of £11m. The limitations this generated for the HRA business plan resulted in many authorities (including Croydon) seeking to borrow to support affordable housing outside the HRA.
- 17.9 The Council is using its wholly owned development company, Brick by Brick (BxB), to bring forward housing led developments and Housing LLP, Croydon Affordable Homes (CAH) to increase the provision of social and affordable housing in the borough for the benefit of residents. Funding for these schemes is secure through the source that provides value and where appropriate the Council provides the required funding from its Public Works Loan Board (PWLB) borrowing, with repayments including interest.

## **Housing demand**

- 17.10 It is considered that for at least the next 10 years that the housing market in London and the South east will be characterised by rising demand and increased barriers to entry caused by rising house prices, rising rents and population growth. Beyond 10 years it is difficult to predict with any certainty what housing policy will be in place or what structural housing market changes may have occurred.
- 17.11 The mix of new housing supply continues to be influenced by numbers of applicants on the Council's housing register locally and the forecasts of future housing need.
- 17.12 The budget position of the HRA is subject to continued uncertainty in light of further policy proposals that have been issued by the government. The Council is awaiting the final outcome of the legislative process followed by detailed guidance still to be issued by government.
- 17.13 The 'A new deal for social housing' Green Paper consultation outcome is awaited. Recent changes and proposals impacting HRA are set out below.
- The government has announced that from 2020/21 rent increases will apply at CPI+1% (Consumer Price Index) on social housing rented properties.
  - The government has proposed making Right to Buy (RTB) receipts to be available for 50% of social rented new build costs rather than 30%.
  - The government has proposed extending use of existing RTB receipts to 5 years with new receipts being available for 3 years.
- 17.14 However, assumptions about these policy changes and the current legislation, % reduction in rental income, have been incorporated into the 40 year business plan and annual budget setting. These are explained below:

### **Disposal of "high value" properties**

- 17.15 The government confirmed in the Green Paper that it will not bring into effect the levy imposed on local authorities for the disposal of high value void levy as provided for in the Housing and Planning Act 2016.

### **Right to Buy**

- 17.16 Croydon Council entered into a retention agreement with the government in April 2012. Under the terms of the agreement, the government requires that local authorities can only retain the receipts from right to buy (RTB) sales if they spend it within three years of retention to create new stock by match funding the purchase of this new supply on a 70:30 basis.

- 17.17 The implication of this is that the RTB receipts can only fund 30% of new property development or acquisition costs with the remaining balance of 70% funded through the council's HRA or other resources. Interest is repayable to the government on retained receipts not used within 3 years.
- 17.18 The Council's Housing LLP uses the retained RTB receipts which the HRA had been unable to use due to the limited resources in the HRA before the government announced the lifting of the borrowing cap, with the Council acting as lender for the balance of the funds for the purchase of the leases and development of the sites. As explained above, if the Council did not use the retained RTB receipts in this manner, it would need to repay the unused receipts to central government with interest.
- 17.19 The current 2019/20 HRA budget and business plan assumes there will be 80 right to buy sales in the year. As well as the loss of an asset to the HRA, this impacts on the level of rents collected year on year and therefore the availability of funds to match the 70:30 requirement.
- 17.20 The table below shows the RTB sales since 2012 compared to the assumptions in the Self-Financing (SF) settlement.

**Table 20 – RTB sales since 2012**

	<b>Actual Sales (Forecast from 2018/19)</b>	<b>Assumed Sales (in SF Settlement)</b>
2012/13	36	14
2013/14	51	17
2014/15	135	19
2015/16	143	20
2016/17	148	20
2017/18	88	20
2018/19	80	20
2019/20	80	20
<b>Total</b>	<b>771</b>	<b>150</b>

**Rent Setting and Changes**

- 17.21 The Welfare Reform and Work Act 2016 requires all registered providers of social housing in England to reduce rents by 1% a year for four years from 2015/16 levels to 2019/20. This reduction commenced in 2016/17, making 2019/20 final year. Rents for new tenants must also reflect the 1% per annum reduction.
- 17.22 Where tenants are eligible for receipt of Housing Benefit, the level of benefit will reflect the lower rent. However, a small number of tenants may be subject to the overall benefit cap. The introduction of Universal Credit in Croydon has begun to have an impact on rent collection rates. Rates are likely to continue to drop as tenants move from receiving housing benefit to universal credit when they experience a change in circumstances, impacting on the levels of bad debt that the Council must provide for.

- 17.23 The cumulative reduction in rents has resulted in the HRA has needing to make corresponding savings in expenditure and reduction in its annual spending by a total of £13.0m over the four-year period in order to maintain a balanced budget position.
- 17.24 The government has indicated that rent increase of CPI+1% will apply from 2020/21 for four years.
- 17.25 Social rents in Croydon are currently approximately 32%-35% of the private sector equivalent. New build council properties are let at an affordable rent which is based on the GLA guidance for London at 65% of the comparable private sector market rent. In the last 12 months, average market rents for Croydon have increased by 10% for 1 bed properties, 8% for 2 beds, and just 8% for properties with 3 bedrooms. The affordability of council rents in comparison to the private sector has therefore improved in the last year, as shown in table 21 below.

**Table 21 – Comparison of rents in Croydon**

Property Type	Average weekly Council rent 2018/19	Average weekly Council rent 2019/20	Current average private sector weekly rent	Council rent as % of private sector
1 bed	£85	£84	£243	35%
2 bed	£103	£102	£318	32%
3 bed	£125	£124	£389	32%

**Service Charges**

- 17.26 It is proposed that service charges remain at 2018/19 levels in 2019/20, with the intention that a review of the costs of provision and the allocation of those costs across Croydon properties to be reviewed in relation to the costs of providing these services before any changes are made to 2020/21 charges. From 1 April 2019, the Council will no longer collect payment for water and wastewater services on behalf of Thames Water from tenants. Instead tenants will be responsible for paying their water bills directly to Thames Water. The notification letter informing affected tenants of the change was sent in early January 2019. The discontinuation of the water and wastewater services charge arrangement between Thames Water and the Council has been reflected in the rent and service charges to tenants in the 2019/20 Budget Setting and HRA Business Plan.
- 17.27 The charges for 2019/20 will therefore be:

**Table 22 –2019/20 Tenant Service Charges**

	2018/19	2019/20	Change
<b>Tenant Service Charges</b>			
Caretaking	£10.18pw	£10.18pw	£0.00pw
Grounds Maintenance	£2.09pw	£2.09pw	£0.00pw

## Heating charges

- 17.28 Only a small number of tenants use communal heating systems and are charged a fixed weekly amount for the gas they use. Apart from the Handcroft Road Estate, all other schemes are retirement housing schemes for older people. Heating charges will remain the same as 2018/19 in line with RPI.

## Garages and parking spaces

- 17.29 Rents for garages and parking spaces were not increased in 2018/19 and it is proposed that no increase will be applied for 2019/20.

**Table 23 – 2019/20 Parking and Garage Charges**

	2018/19	2019/20	Change
<b>Parking Spaces</b>			
Tenants	£7.00pw	£7.00pw	£0.00pw
Non-Tenants	£9.62pw	£9.62pw	£0.00pw
<b>Garages</b>			
Avg. Rent*	£13.13pw	£13.13pw	£0.00pw

## Voids and Bad Debts

- 17.30 The loss of income associated with void properties is assumed at 0.9% for 2019/20.
- 17.31 In the light of the uncertainties regarding the impact of changes to the benefits arrangements a provision for bad debt has been included at £0.750m per annum for 2019/20.

## HRA Savings

- 17.32 In order to balance the HRA budget position in the medium-term (particularly the impact of the 1% rent reduction), the council has identified a range of management savings to ensure that it continues to drive value for money from the services that it provides. A summary of these savings is shown in table 24 below:

**Table 24 – 2019/20 HRA Savings Proposals**

Management Savings	£000s
Staff Restructure savings	178
Cost Efficiencies	200
Contract procurement and budget review	710
<b>TOTAL</b>	<b>1,088</b>

- 17.33 The savings proposals set out in Table 24 above include savings made from restructuring on staff costs, cost efficiencies estimated on running costs and contract procurement.

## **18. Treasury Management**

- 18.1 The Director of Finance Investment and Risk (S151 Officer) is responsible for setting up and monitoring the Prudential Indicators in accordance with the Council's Capital Strategy. The details are set out in the Treasury Management Strategy which is recommended to Cabinet for approval as a separate item on this agenda.

## **19. Statement of the Section 151 Officer on reserves and balances and robustness of estimates for purposes of the Local Government Act 2003.**

- 19.1 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (CFO) to report on the robustness of the budget estimates and adequacy of the planned reserves when the council tax decision is being made by the Council, this forms part of the statutory advice from the Section 151 officer to the Council in addition to his advice throughout the year in the preparation of the budget for 2019/20. The Chief Financial Officer and Section 151 Officer statutory responsibility resides with the Director of Finance, Investment and Risk. This is her statement which meets the Section 25 requirement of the Act.
- 19.2 All Members of the Council have been advised of the financial challenges the Council faces over the medium and longer term indicated clearly to the Council through the spending review reductions for the Council and more recently in the Provisional local government settlement from the Chancellor of the Exchequer. This clearly forecasts further and deeper reductions to Local Government and to the Council's funding until at least 2019/20. These further reductions are going to require a further review of the way we work and the way we deliver services. In taking decisions on any budget all Members must first and foremost understand the underlying funding changes which the Council faces and set these associated decisions within the context of the overall financial environment the Council faces.
- 19.3 These are very challenging times for local government and therefore it is certain that further difficult choices will be required over the coming budget cycles if the Council is to maintain a continued solid financial foundation and achieve a balanced budget position in future years. Continuous improvements have been made in the Council's overall financial standing demonstrated through progress towards targeted levels of general fund balances and the Council's ability to manage the significant in-year risks in a corporate and planned way. The revised financial strategy has been written to help us navigate through these difficult times and Members will need to fully support this strategy if the Council is to maintain a solid financial foundation. In forming my statement of the robustness of the budget estimates and adequacy of planned reserves I have reviewed this position in detail and have reported my conclusions and assumptions to the Cabinet on a continued on-going basis as part of the Council's overall governance and financial stewardship arrangements.
- 19.4 All Members must be aware that the calculation of the budget is, in its simplest form, dependent on three key factors, which are set in the context

of the reducing level of support from central government, these are:

- a) The structural growth and savings in service expenditure or income;
- b) The level of increase in local taxation (council tax); and
- c) The level of reserves and balances.

19.5 With regard to the Housing Revenue Account, It is important for Members to understand that the continued 1% reduction for the next year through government legislation would result in a significant reduction in income to the Housing Revenue Account and would make the 30 year business plan unsustainable based on the current expenditure plans. There is a great deal of uncertainty around other changes covered in the report that will impact on the HRA and therefore the focus has been on ensuring the 2019/20 budget is balanced and working on options within the control of the council to reduce expenditure in future years.

### **Growth and Savings in service expenditure**

19.6 Proposals for growth and savings in service expenditure are ultimately a matter of political judgment balancing the needs and priorities of the borough with the available resources from Government and that which can be raised locally through taxation and income. In balancing such decisions Members must have regard to the professional advice of officers in such matters as service need, statutory responsibility, changes to Government legislation, demographic factors (particularly in respect of demand-led services), unavoidable cost pressures and future levels of Government funding support. This report forms part of the advice.

### **Local Taxation**

19.7 The level of change in council tax is similarly a matter of political judgment, again having due regard to the professional advice of officers, and in particular to the advice of the s151 officer as regards the robustness of the budget, the level of reserves and balances, prudent financial management, the current and future financial risks the Council may face over the medium to longer term such as the localisation of business rates and council tax benefit support and the future forecast of Government funding support. The recent local government settlement saw a major shift in the government's approach to Council tax. There has been the creation of the option to increase council tax by up to 3% without the requirement for a referendum. It is important for Members of the Council to understand that this reflects a long term pressure that the council faces as a result of demographic and population change and any decision made now also has a long term impact on the council's financial strategy.

### **The Level of Reserves and Balances**

19.8 The level of reserves and balances are principally the responsibility of the s151 officer and are key to ensure the financial sustainability of the Council. The Members of the Council are not automatically obliged to accept my advice in every particular, but must pay due regard to it and be satisfied that they have met their own public obligations if they are minded to depart from my advice.



- 19.9 In the context of the current financial climate and the financial risks which the Council faces my formal advice to all Member is that an appropriate level of General Fund Balances is between 3% and 5% for the medium term which in cash terms is between £8m and £13.3m. The current level of General Fund Balances is £10.3m, and are expected to remain unchanged.
- 19.10 The 2018/19 revenue budget is currently forecast to overspend by £5.466m and it is proposed to fund this from Earmarked Reserves at the end of the year. The strategy in 2019/20 will then be to replenish reserves from the anticipated collection fund surplus which will become available to the general fund on the 1<sup>st</sup> April 2019 and the dividend payable to the Council by Brick by Brick. This is a similar process to last year whereby £4.7m was added to earmarked reserves on the 1<sup>st</sup> April 2018.  
In determining the level of reserves and balances key factors include:
- The risks inherent in the budget;
  - The level of specific reserves and associated provisions;
  - The identified efficiencies to be achieved;
  - The future financial risks the Council may be exposed to both quantifiable and unquantifiable; and
  - The Authority's history of delivering services within the budgetary provision set.
- 19.11 Earmarked reserves are also relevant in supporting the budget and objectives of the council. The level of earmarked reserves reflects a number of policy decisions by the council and supports the revenue budget. The decision to use earmarked reserves for particular purposes can be a political decision based on priorities and also needs to reflect the financial strategy objectives of the council. Earmarked reserves have reduced over the last 3 years and are expected to be in the region of £20m at the end of 2019/20. This is a position that needs to be kept under review. The increased flexibility on the use of capital receipts allows the authority to use these to support transformation projects and therefore provides capacity that would previously have to be funded from earmarked reserves.
- 19.12 Despite budgets being calculated on most likely estimates, not the best estimates basis, the budget contains significant challenges in terms of efficiencies delivery as well as demand led pressures. The Council has set plans to deliver efficiencies of £28m. Whilst the financial environment remains volatile I believe that the budget takes account of that environment and is therefore prudent for the 2019/20 financial period.
- 19.13 Clearly delivering against a budget with a significant amount of savings whilst coping with an increased population driving further pressures on services is demanding and there has been overspends in social care each year since 2010. Despite this the council has managed to maintain balances at an appropriate level. This remains challenging and this outcome is only achieved through the constant focus of the organisation's officers and the leadership of its Members.
- 19.14 HRA reserves are currently at their target of 3% and expected to remain

at that level in the medium term in line with the financial strategy.

19.15 Table 25 shows the schools reserves position.

**Table 25 Reserves (Schools)**

<b>Reserves</b>	<b>Balances as at 31/03/18 £m</b>	<b>Estimated 31/3/19 £m</b>
Local Maintained School balances	2.407	0.750
	<b>2.407</b>	<b>0.750</b>

19.16 The Council does not currently set or control balance levels for Schools although it is open to local authorities to amend these with the agreement of their Schools Forum. Croydon's Schools Forum has agreed a threshold level of balances for schools, which are 4% of annual expenditure for secondary schools and 6% for primary schools. If maintained schools have balances greater than these sums and do not have plans meeting approved criteria that explain the reasons for additional balances, the additional balances may be redistributed between Croydon's maintained schools.

19.17 The Section 151 officer has a responsibility to ensure Croydon's maintained schools have sound financial management. Where a school has set a deficit budget (one where anticipated expenditure will exceed anticipated income), or is heading towards a deficit position in year, the Section 151 officer requires the school to submit a pro forma, setting out their action plan to show how the deficit position will be managed. The pro forma is signed by the School Governors and submitted to the Section 151 officer for agreement. We are currently working with a number of schools on their deficit position and recovery plans.

## **20. Summary and Conclusions**

20.1 As all Members are aware, setting a budget for 2019/20 that is robust, balanced and deliverable has been challenging and has involved a number of difficult decisions for the Council. The Council faces increasingly challenging choices over the medium term period within the context of its own funding position, the national economy and the level of funding available to the public sector as a whole.

20.2 This budget report is based on the current financial outturn projections for 2018/19. If any of the projections change significantly, this will have to be taken account of in setting the budgets for future years.

20.3 **Appendix D and E contains the legally required recommendations to Council for setting the budget and Council Tax for 2019/20.**

## **21. FINANCIAL CONSIDERATIONS**

21.1 The report contains the financial implications of the options to deliver a balanced budget for 2019/20 and the draft capital programme for 2019/22.

## **22.0 LEGAL CONSIDERATIONS**

### **Budget and Council Tax Setting**

- 22.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that the Council is under a statutory duty to set a balanced budget. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates made for the purposes of calculating the Council Tax and the adequacy of reserves both of which are contained within this report. The Council is required to set the amount of the Council Tax before 11<sup>th</sup> March 2019 but it may not be set before the GLA has issued the precept.
- 22.2 The Local Government Finance Act 1992 (as amended), requires the Council as billing authority to determine whether its relevant basic amount of council tax for a financial year is excessive. If it is excessive then there is a duty under s.52ZF - s.52ZI to hold a referendum.
- 22.3 Determining whether the Council Tax is excessive must be decided in accordance with a set of principles determined by the Secretary of State and approved by a resolution of the House of Commons. The Thresholds for 2019-20 were published on 29 January 2019 and provide that local authorities with responsibility for social care, such as Croydon, must hold a referendum if council tax is to be increased by 5% or more. Council tax for general spending requires a referendum if it rises by 3% or more, alongside a maximum 2% 'social care precept'. The setting of the social care precept must not exceed a rise of 6% over three years. The 'adult social care precept' is technically not a 'precept' but additional headroom within the referendum regime for selected local authorities. The expressed intention is that local authorities would then be able to raise council tax by a total of 6% over and above the "standard" threshold of 2% by 2019/20. As Croydon raised the social care precept by 3% in 2017/18 and 2% in 2018/19 there is only a remaining 1% for the upcoming financial year of 2019/20.
- 22.4 The procedure followed in developing the budget proposals as detailed in the report meets the requirements of the Budget and Policy Framework Procedure Rules provided in Part 4.C of the Council's Constitution.
- 22.5 When considering the budget proposals the Cabinet and Council will be mindful of their fiduciary duty to ensure that the Council's resources are used in a prudent and proportionate manner. Members are required to have regard to their statutory duties whilst bearing in mind the requirement to act reasonably when taking in to account the interests of the Council Tax payers and Croydon's communities.
- 22.6 To deliver some of the budget proposals action may be required which should be undertaken in accordance with statutory requirements including any legal requirements for consultation and equality impact assessments. Members will be aware of the requirement to consider the Council's obligations under the Equality Act 2010.

Approved by Sandra Herbert, Head of Litigation and Corporate Law on

## **23. HUMAN RESOURCES IMPACT**

23.1 The implementation of the efficiency and cuts programme will in a number of instances necessitate a change of structure and skill mix of staff and/or change of working practices. Where a redundancy is being 'contemplated' the unions must be informed. If subsequently a redundancy is actually 'proposed' then the employer is immediately obliged to consult with the unions and staff for a minimum statutory period before any decisions and formal notification of redundancy is issued. The organisation will take these considerations into account in planning for the implementation of any structural reform.

23.2 Where restructures or transfers are proposed the Council's existing policies and procedures must be observed.

### **Pay Policy Statement**

23.3 The Council aims to ensure that its remuneration packages are fair, equitable and transparent and offer suitable reward for the employment of high quality staff with the necessary skills and experience to deliver high quality services.

23.4 Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as the authority thinks fit". In accordance with Section 38 of the Localism Act, this Pay Policy Statement sets out the Council's policy for 2019/20 on:

23.4.1 The remuneration of its senior staff including chief officers

23.4.2 The remuneration of its lowest paid employees

23.4.3 The relationship between the remuneration of its senior staff, including chief officers, and the remuneration of staff who are not chief officers

23.5 The pay policy statement is at **Appendix H**. The Council are required to approve the pay policy on an annual basis and therefore this will be considered as part of the budget decision of the Council on the 4<sup>th</sup> March 2019.

Approved by: Sue Moorman – Director of Human Resources

## **24 EQUALITIES CONSIDERATIONS**

24.1 The Equality Act, 2010, also requires the Council to have due regard to the three aims of the Public Sector Equality Duty (the Equality Duty) in designing policies and planning / delivering services. In reality, this is particularly important when taking decisions on service changes. The three aims of the Equality Duty are to;-

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity; and
- Foster good community relations between people who share any of

the defined Protected Characteristics and those who do not.

- 24.2 The Act lists nine Protected Characteristics as age, disability, race, religion or belief, sex (gender), sexual orientation, gender reassignment, marriage and civil partnership and pregnancy and maternity. However, it is highly unlikely that these “protected characteristics” will all be of relevance in all circumstances.
- 24.3 Whilst the council must have due regard to the Equality Duty when taking decisions, there is a recognition that local authorities have a legal duty to set a balanced budget and that council resources are being reduced by central government. However, where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that the adverse impact must be explained as part of the formal decision making process and attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of legitimate public need to pursue the service change to deliver savings.
- 24.4 In developing its detailed budget proposals for 2019/20 the Council aims to achieve best practice in equality and inclusion. The Council recognises that it has to make difficult decisions in order to reduce its overall expenditure to meet Government cuts in grant funding and to deliver a balanced budget while at the same time ensuring that it is able to respond positively to increases in demand for essential services. In doing so it will endeavour to ensure that it best meets the specific needs of all residents, including those groups that share a “protected characteristic”.
- 24.5 Through its budget proposals, the Council will also seek to identify opportunities to improve services and the quality of life for all Croydon residents while minimising any adverse impacts of decisions, particularly in regard to groups that share protected characteristics. It will be guided by the broad principles of equality and inclusion and will carry out and publish equality impact assessments to secure delivery of that duty, including such consultation as required.
- 24.6 An equality analysis has been completed in respect of the overall Council Tax increase which will apply to all households in the borough. While this increase is relatively modest it will nonetheless impact on those on low and fixed incomes and in particular those that may have been adversely affected by changes to the benefit system and who do not qualify for Council Tax Support. This segment of the population is more likely to live in the most deprived areas in the borough where there is a greater proportion of BAME residents. This has to be balanced against the additional amount raised through the Adult Social Care charge which will contribute to meeting the expected increase in demand for these services. This will benefit Croydon’s most vulnerable adults and families. In addition the Council will continue, through the Council Tax Support scheme to provide financial relief for vulnerable households including:
- Pensioners on low incomes.

- People that are in receipt of disability living allowance or employment support allowance.
- People that are in receipt of income support.
- Single parents with a child or children aged under five.

24.7 As part of the overall welfare support provided, customers having difficulties with their payments are also offered wider budgeting advice and support and help in finding work is also available where applicable through the Council's Gateway service. These provisions and the support available are highlighted in the customer's Council Tax bills.

24.8 In respect of specific proposals as outlined in Appendix A may result in new policies or policy or service changes an equality analysis will inform the final proposal and its implementation and will be available at the time of decision.

Approved By Yvonne Okiyo, Equalities Manager

## **25. ENVIRONMENTAL IMPACT**

25.1 There are no direct environmental considerations arising from this report.

## **26. CRIME AND DISORDER REDUCTION IMPACT**

26.1 There are no savings which should impact upon this Corporate Priority.

## **27. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

27.1 The council has a duty to set a balanced budget and therefore the proposals set out in the report achieve this duty.

## **28. OPTIONS CONSIDERED AND REJECTED**

28.1 Various other options were considered in terms of council tax levels, investments and savings. These are ultimately decisions of policy and political choice.

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**REPORT AUTHOR AND CONTACT:** Lisa Taylor, Director of Finance,  
Investment and Risk, Section 151 Officer.

**BACKGROUND DOCUMENTS:** none

### **APPENDICES:**

Appendix A – Revenue savings and growth options  
 Appendix B – Detailed Budget Book  
 Appendix C – Summary of Revenue Estimates  
 Appendix D – Budget Requirement and Council Tax  
 Appendix E – Council Tax Recommendations  
 Appendix F – Response to draft Local Government Settlement

Appendix G – Dedicated Schools Grant  
Appendix H – Pay Policy Statement  
Appendix I – Rating (Property in Common Occupation) and Council Tax (Empty Dwellings)  
Appendix J – Adult Social Care Charging  
Appendix K – Response to the Fair Funding Review Consultation  
Appendix L – Response to the Business Rates Consultation

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**Children, Families and Education Department Budget Options**

Director	Division	Description	Growth/ (Saving)	FTE	2019/20 (£m)
Nick Pendry	Early Help and Childrens Social Care	Increased demand in non-UASC Looked After Children placement	Growth	0.00	3.274
Nick Pendry	Early Help and Childrens Social Care	Increased core staff (currently funded by transformation)	Growth	31.00	3.703
Nick Pendry	Early Help and Childrens Social Care	Increase in UASC costs not funded by the Home Office	Growth	0.00	2.682
Nick Pendry	Early Help and Childrens Social Care	Additional Business Support Resources	Growth	11.00	0.389
Nick Pendry	Early Help and Childrens Social Care	Increased demand in commissioning contracts to improve service	Growth	0.00	0.819
Nick Pendry	Early Help and Childrens Social Care	Increase demand in relation to financial assistance required to promote safeguarding of children and their welfare	Growth	0.00	0.733
Nick Pendry	Early Help and Childrens Social Care	Increased base (for areas previously anticipated as savings)	Growth	0.00	0.400
Nick Pendry	Early Help and Childrens Social Care	Placement savings following review and recommissioning	Savings	0.00	(1.000)
		<b>Total</b>		<b>42.00</b>	<b>11.000</b>

**Health, Wellbeing and Adults Department Budget Options**

Director	Division	Description	Growth/ (Saving)	FTE Impact	2019/20 (£m)
Annette McPartland	Adults and All Age Disability	Workforce reform and transformation. Creating a permanent workforce with less agency cover and costs, reducing management costs and creating more holistic team structures around our residents.	Saving	tbc	(1.000)
Annette McPartland	Adults and All Age Disability	All age disability day opportunities - Reconfiguring our offer to people, enhancing life and well-being opportunities through more efficient use of our contracts.	Saving	0.00	(0.100)
Annette McPartland	Adults and All Age Disability	25-65 disability transformation - creating efficiency through better outcomes for people reducing expensive care packages	Saving	0.00	(1.500)
Annette McPartland	Adults and All Age Disability	Mental Health Transformation - Creating efficiency through better outcomes for people reducing expensive care packages.	Saving	0.00	(0.100)
Annette McPartland	Adults and All Age Disability	One Croydon Alliance - Managing the increased demand through better partnership working within the Alliance.	Saving	0.00	(2.445)
Annette McPartland	Adults and All Age Disability	Charging Policy	Saving	0.00	(3.200)
Annette McPartland	Adults and All Age Disability	25-65 Disability Demand - Forecast growth in demand for care and support.	Growth	0.00	4.000
Annette McPartland	Adults and All Age Disability	Mental health Demand - Forecast growth in demand for care and support.	Growth	0.00	0.738
Annette McPartland	Adults and All Age Disability	CWD - service growth - To accommodate current increase in demand and high case loads	Growth	0.00	3.000
Annette McPartland	Adults and All Age Disability	Council contribution to the wider One Croydon Partnership Alliance	Growth	0.00	2.483
		<b>Total</b>		<b>0.00</b>	<b>1.876</b>

**Gateway, Strategy and Engagement Department Budget Options**

Director / HOS	Division	Description	Growth/ (Saving)	FTE	2019/20 (£m)
Julia Pitt	Gateway Service	Implement the Community Resources Team from being a pilot into a permanent team	Growth	4.00	0.200
Julia Pitt	Enablement and Welfare	Employment Support Service	Growth	9.00	0.329
Julia Pitt	Enablement and Welfare	Personal Budgeting Support Team	Growth	TBC	0.157
Julia Pitt	Enablement and Welfare	Adult Social Care Financial Assessment Team to respond to the New Operating Model with a view to maximising income	Growth	TBC	0.388
Julia Pitt	Enablement and Welfare	Increase staffing numbers in the No Recourse to Public Funds Service	Growth	TBC	0.233
Julia Pitt	Enablement and Welfare	Expanded and Permanent Gateway Link Team	Growth	11.00	1.415
Julia Pitt	Enablement and Welfare	Increased requirement for concessionary fares	Growth	0.00	0.066
Julia Pitt	Gateway Service	Savings in adults social care and children's delivered by gateway	Savings	0.00	(2.500)
Helen Parrot	Policy and Partnership	Your Croydon	Growth	0.00	0.050
Yvonne Murray	Housing Needs	Increased team capacity and incentive payments	Growth	5.00	0.500
		<b>Total</b>		<b>29.00</b>	<b>0.838</b>

**PLACE DEPARTMENT BUDGET OPTIONS**

Director	Division	Description	Growth/ (Saving)	FTE Impact	2019/20 (£m) Revised
Steve Iles	Leisure	Re-procurement of Leisure Services Contract	Saving	0.00	(0.100)
Steve Iles	Leisure	Increasing income from parks events	Saving	0.00	(0.050)
Steve Iles	Streets	Waste Minimisation Project (landfill) - as a result of the new reduction in residual waste bin sizes	Saving	0.00	(1.000)
Steve Iles	Streets	Street lighting Energy Costs	Growth	0.00	0.700
Steve Iles	Streets	Grounds Maintenance costs - improved service	Growth	0.00	1.000
Steve Iles	Parking	Increase - On street Pay & Display charges	Saving	0.00	(1.925)
Steve Iles	Parking	increase - Penalty Charge Notice Income	Saving	0.00	(2.198)
Steve Iles	Parking	Increased - Permit Income	Saving	0.00	(0.377)
Heather Cheesbrough	Development Control	Increased Planning and Building Control Income, and supplies and services savings in the Directorate	Saving	0.00	(0.051)
Emma Lindsell	Economic Growth	Coast to Capital and South London Partnership subscriptions	Growth		0.100
Paula Murray	Culture	Increased Contribution from partners to cultural activities	Saving	0.00	(0.025)
All	All	Reduction in various budgets (including contractors, consultancy, memberships and training)	Saving	0.00	(0.020)
Steve Iles	Public Realm	SEN Transport	Growth	0.00	1.500
Shifa Mustafa	Place	Brick By Brick Dividend	Saving	0.00	(2.200)
		<b>TOTAL</b>		<b>0.00</b>	<b>(4.646)</b>

**RESOURCES DEPARTMENT BUDGET OPTIONS**

Director	Division	Description	FTE	Growth/ (Saving)	2019/20 (£m)
Mark Norrell	FM and Support Services	Further automation and self serve for business support services.	TBC	Saving	(0.235)
Mark Norrell	FM and Support Services	Reduced frequency of cleaning across corporate estate including windows and general cleaning.	0.00	Saving	(0.140)
Mark Norrell	FM and Support Services	Various Directorate Savings including restructure of Sustainable Energy Team, commercial FM trading to schools and FM savings from reduction in office accommodation.	TBC	Saving	(0.151)
Mark Norrell	FM and Support Services	Income from investment properties	0.00	Saving	(2.500)
Mark Norrell	FM and Support Services	Management of estate - including surrendering leases, lettings and different use of assets.	0.00	Saving	(0.628)
Lisa Taylor	Finance , Investment and Risk	Efficiencies in revenues and benefit services, including complaints and training	0.00	Saving	(0.119)
Lisa Taylor	Finance , Investment and Risk	Full year effect of previous staff rationalisations	0.00	Saving	(0.077)
Lisa Taylor	Finance , Investment and Risk	Savings on external auditor, grant validation costs and internal audit through new contracts	0.00	Saving	(0.049)
Lisa Taylor	Finance , Investment and Risk	Reduced pension deficit contribution as a result of the asset transfer to the pension fund	0.00	Saving	(3.500)
Neil Williams	Digital and ICT	Savings from ongoing review and renewal of systems and software contracts	0.00	Saving	(0.100)
Jacqueline Harris Baker	Legal	Improved demand management for external legal services	0.00	Saving	(0.200)
Jacqueline Harris Baker	Legal	Reshaping election services	0.00	Saving	(0.037)
Sue Moorman	Human Resources	Review of HR model	1.00	Saving	(0.067)
Sarah Warman	Commissioning and Procurement	Additional Income from trading - equipment services	0.00	Saving	(0.250)
		<b>Total</b>	<b>1.00</b>		<b>(8.053)</b>

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# **CROYDON COUNCIL**

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

**2019/20**

**Appendix B  
Cabinet, 25th February 2019**

## REVENUE BUDGET SUMMARY

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**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
65,290	Children, Families and Education	<b>68,063</b>	1,137	14,601	<b>83,800</b>	23
33,142	Gateway, Strategy & Engagement	<b>31,534</b>	541	3,658	<b>35,733</b>	
97,569	Health, Wellbeing and Adults	<b>105,456</b>	1,871	2,078	<b>109,404</b>	4
38,316	Place	<b>58,970</b>	1,244	33,187	<b>93,400</b>	58
19,808	Resources	<b>18,049</b>	1,037	(11,925)	<b>7,160</b>	(60)
1,638	Contribution to Provision for Doubtful Debts	<b>180</b>	-	-	<b>180</b>	-
	Pension Contribution	<b>8,097</b>	-	-	<b>8,097</b>	-
316	Carbon Credits	<b>255</b>	-	-	<b>255</b>	-
454	Apprentice Levy	<b>600</b>	-	-	<b>600</b>	-
	Community Initiative Fund	<b>650</b>	-	-	<b>650</b>	-
	Contracts Review	<b>(2,000)</b>	-	-	<b>(2,000)</b>	-
<b>256,533</b>	<b>NET COST OF SERVICES</b>	<b>289,854</b>	<b>5,830</b>	<b>41,599</b>	<b>337,279</b>	<b>16</b>
(17,958)	Core Grants	<b>(27,586)</b>	-	(5,844)	<b>(33,430)</b>	21
-	Contingency	<b>1,000</b>	-	-	<b>1,000</b>	-
1,306	Departmental Contingency	<b>1,000</b>	-	-	<b>1,000</b>	-
-	<b>Levies from Other Bodies</b>					
275	Environment Agency	<b>272</b>	-	16	<b>288</b>	6
318	Lee Valley Regional Park Authority	<b>407</b>	-	-	<b>407</b>	-
328	London Boroughs Grants Committee	<b>284</b>	-	7	<b>291</b>	2
434	London Pensions Fund Authority	<b>438</b>	-	-	<b>438</b>	-
(3,160)	Interest and Investment Income	<b>(5,971)</b>	(147)	(5,200)	<b>(11,318)</b>	90
19,245	Interest Payable	<b>21,054</b>	-	2,000	<b>23,054</b>	9
<b>788</b>	<b>Sub Total</b>	<b>(9,102)</b>	<b>(147)</b>	<b>(9,021)</b>	<b>(18,270)</b>	
<b>257,321</b>	<b>NET OPERATING EXPENDITURE</b>	<b>280,752</b>	<b>5,683</b>	<b>32,578</b>	<b>319,009</b>	<b>14</b>
-	<b>APPROPRIATIONS</b>					
(14,358)	Contributions to / (from) Earmarked Reserves	-	-	5,500	5,500	-
6,000	Provision for Repayment of External Loans	<b>(13,772)</b>	-	(5,874)	<b>(19,646)</b>	43
-	REFCUS	<b>(2,100)</b>	-	(28,706)	<b>(30,806)</b>	1,367
9,919	Deferred / Intangible Charges Written Off	<b>(2,682)</b>	-	(1,010)	<b>(3,692)</b>	38
(332)	Contribution to / (from) General Balances	<b>4,700</b>	-	(4,700)	-	(100)
<b>1,229</b>	<b>Sub Total</b>	<b>(13,854)</b>	<b>0</b>	<b>(34,790)</b>	<b>(48,644)</b>	
<b>258,550</b>	<b>BUDGET REQUIREMENT</b>	<b>266,898</b>	<b>5,683</b>	<b>(2,212)</b>	<b>270,365</b>	<b>1.30%</b>
	<b>FINANCED BY</b>					
(32,578)	Revenue Support Grant	-	-	-	-	-
(3,651)	Collection Fund surplus / (deficit)	<b>8,768</b>	-	(2,208)	<b>6,560</b>	(25)
(35,306)	Business Rates Top Up Grant	<b>12,746</b>	-	11,271	<b>24,017</b>	88
(31,956)	Business Rates Income	<b>78,025</b>	-	(18,265)	<b>59,760</b>	(23)
(155,059)	Council Tax - Band D Equivalent	<b>167,359</b>	-	12,669	<b>180,028</b>	8
<b>(258,550)</b>	<b>TOTAL FINANCING</b>	<b>266,898</b>	<b>-</b>	<b>3,467</b>	<b>270,365</b>	<b>1</b>
	<b>COUNCIL TAX SUMMARY</b>					
	<b>London Borough of Croydon</b>	<b>156,696</b>	<b>1,257.18</b>	<b>1,297.33</b>	<b>167,266</b>	<b>2.99%</b>
	<b>Adult Social Care Levy</b>	<b>10,663</b>	<b>85.55</b>	<b>98.98</b>	<b>12,762</b>	<b>1.00%</b>
	<b>Sub Total</b>	<b>167,359</b>	<b>1,343</b>	<b>1,396</b>	<b>180,028</b>	
	Greater London Authority	36,673	294.23	320.51	41,324	8.93%
<b>0</b>		<b>204,032</b>	<b>1,636.96</b>	<b>1,716.82</b>	<b>221,351</b>	<b>4.88%</b>

## REVENUE BUDGET SUMMARY

## SUBJECTIVE ANALYSIS

ACTUAL 2017/18	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D)	% CHANGE (E)
			Inflation (B)	Other (C)		
£000's		£000's	£000's	£000's	£000's	
	<b>EXPENDITURE</b>					
243,610	Employees	155,886	3,015	13,915	<b>172,816</b>	11
60,633	Premises related expenditure	33,733	245	7,169	<b>41,147</b>	22
150,351	Supplies and Services	51,919	543	1,714	<b>54,176</b>	4
172,603	Third Party Payments	193,856	2,359	9,860	<b>206,075</b>	6
227,878	Transfer Payments	444,837	4	(92,565)	<b>352,272</b>	(21)
11,128	Transport related expenditure	9,363	122	1,294	<b>10,779</b>	15
-	Capital Charges	23,234	-	7,341	<b>30,575</b>	32
-	Intangible Charges	-	-	6	<b>6</b>	-
-	REFCUS	2,100	-	28,706	<b>30,806</b>	1,367
70,989	Corporate support services bought in	(6,705)	-	(1)	<b>(6,706)</b>	0
2,975	Recharges from other services	31,805	-	2,346	<b>34,151</b>	7
940,166	<b>TOTAL EXPENDITURE</b>	940,028	6,288	(20,215)	<b>926,097</b>	(1)
	<b>INCOME</b>					
(391,680)	Government Grants	(504,408)	-	90,106	<b>(414,302)</b>	(18)
(45,369)	Other Grants, reimbursements and contributions	(27,629)	-	(676)	<b>(28,305)</b>	2
(93,601)	Customer and Client Receipts	(73,296)	(457)	(20,663)	<b>(94,416)</b>	29
-	Interest Receivable	(28)	(1)	-	<b>(29)</b>	4
(152,983)	Recharges to other services	(44,813)	-	(6,953)	<b>(51,766)</b>	16
(683,633)	<b>TOTAL INCOME</b>	(650,174)	(458)	61,814	<b>(588,818)</b>	(9)
256,533	<b>NET EXPENDITURE</b>	289,854	5,830	41,599	<b>337,279</b>	16

## STAFF ESTABLISHMENT NUMBERS

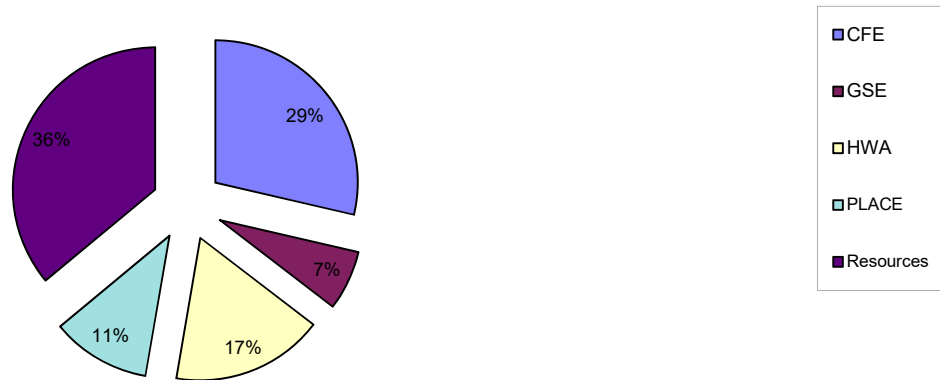
DESCRIPTION	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN 2019/20
	FTE STAFF	FTE STAFF	FTE STAFF
Health, Wellbeing and Adults	616.34	634.07	17.73
Children, Families and Education	682.96	714.33	31.37
Place	645.51	872.89	227.38
Gateway, Strategy & Engagement	310.22	378.23	68.01
Resources	791.32	854.14	62.82
<b>TOTAL FTE STAFF</b>	<b>3,046.4</b>	<b>3,453.7</b>	<b>407.3</b>

**REVENUE BUDGET SUMMARY**

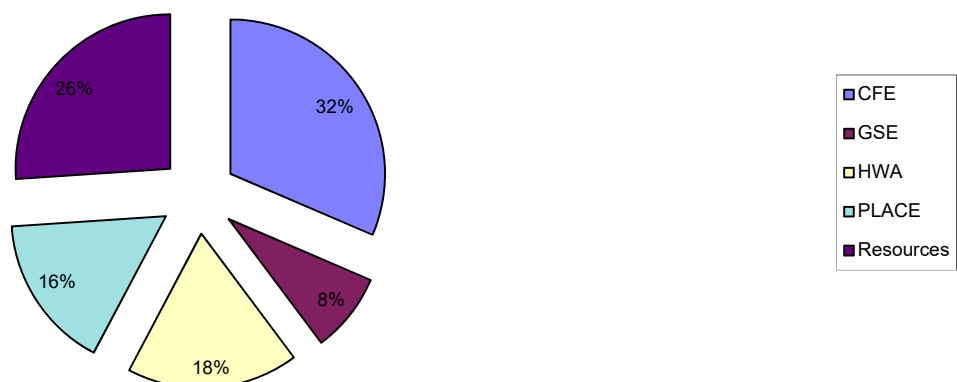
**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
251,137	Children, Families and Education	266,840	1,149	20,836	288,825	8
71,398	Gateway, Strategy & Engagement	63,228	549	12,725	76,500	21
175,055	Health, Wellbeing and Adults	161,426	2,152	1,349	164,925	2
93,984	PLACE	105,019	1,292	42,424	148,735	42
346,184	Resources	335,733	1,146	(97,549)	239,330	(29)
1,638	Contribution to Provision for Doubtful Debts	180			180	-
-	Pension Contribution	8,097			8,097	-
316	Carbon Credits	255			255	-
454	Apprentice Levy	600			600	-
-	Community Initiative Fund	650			650	-
-	Contracts Review	(2,000)			(2,000)	-
<b>940,166</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>940,028</b>	<b>6,288</b>	<b>(20,215)</b>	<b>926,097</b>	<b>(1)</b>

**2018/19 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



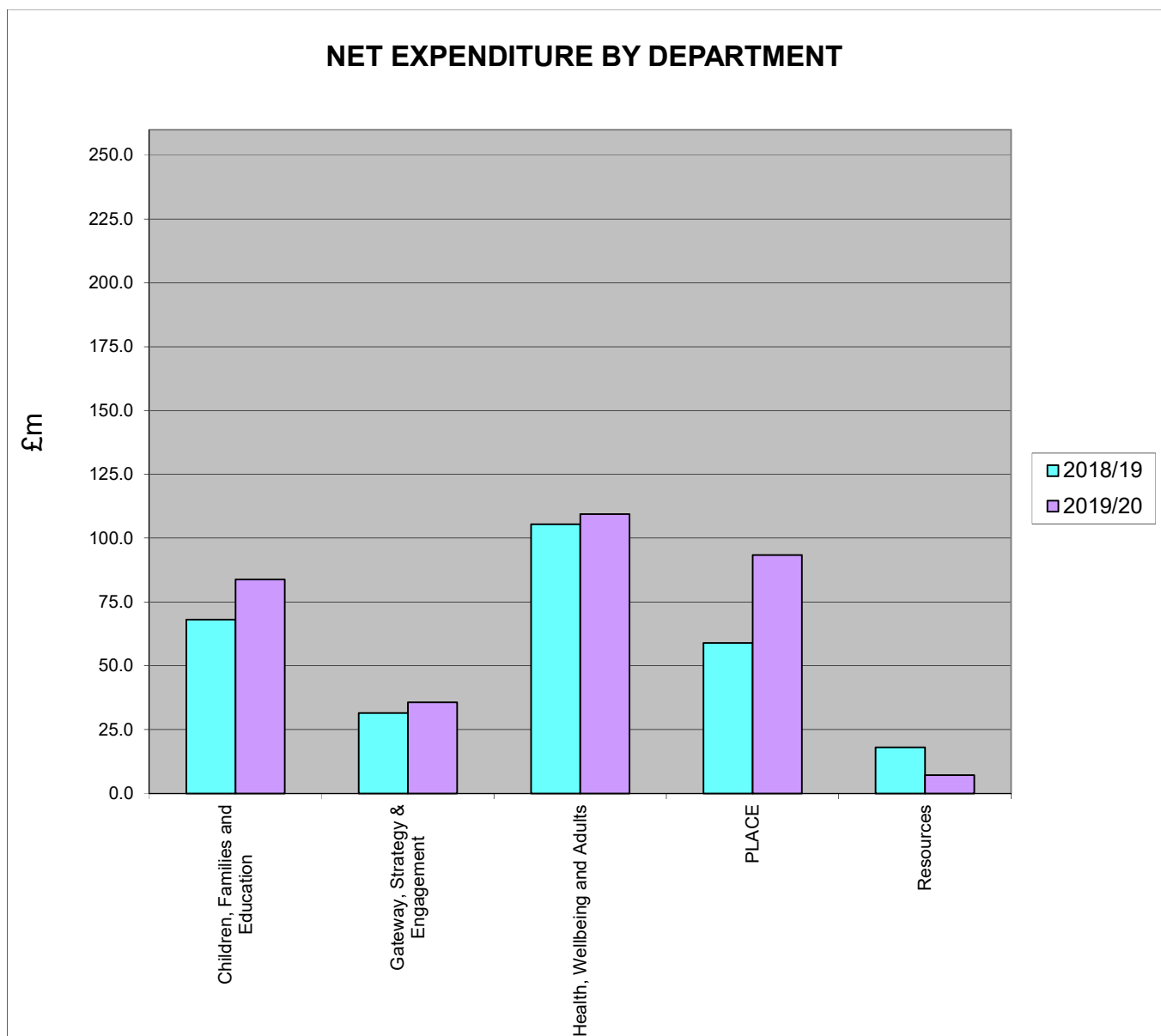
**2019/20 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
65,290	Children, Families and Education	68,062	1,137	14,601	<b>83,800</b>	23
33,142	Gateway, Strategy & Engagement	31,534	541	3,658	<b>35,732</b>	13
97,569	Health, Wellbeing and Adults	105,457	1,871	2,078	<b>109,405</b>	4
38,316	PLACE	58,970	1,244	33,187	<b>93,400</b>	58
19,808	Resources	18,049	1,037	(11,925)	<b>7,160</b>	(60)
1,638	Contribution to Provision for Doubtful Debts	180			<b>180</b>	n/a
	Pension Contribution	8,097			<b>8,097</b>	n/a
316	Carbon Credits	255			<b>255</b>	-
454	Apprentice Levy	600			<b>600</b>	n/a
	Community Initiative Fund	650			<b>650</b>	n/a
	Contracts Review	(2,000)			<b>(2,000)</b>	n/a
256,533	<b>NET COST OF SERVICES</b>	289,854	5,830	41,599	337,279	16

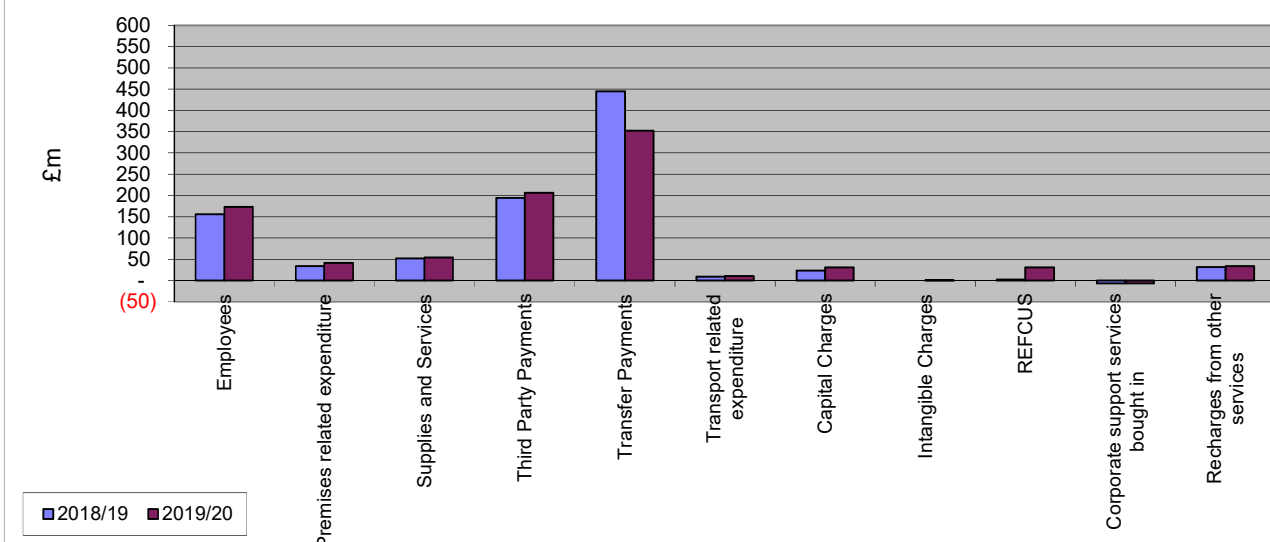


REVENUE BUDGET SUMMARY

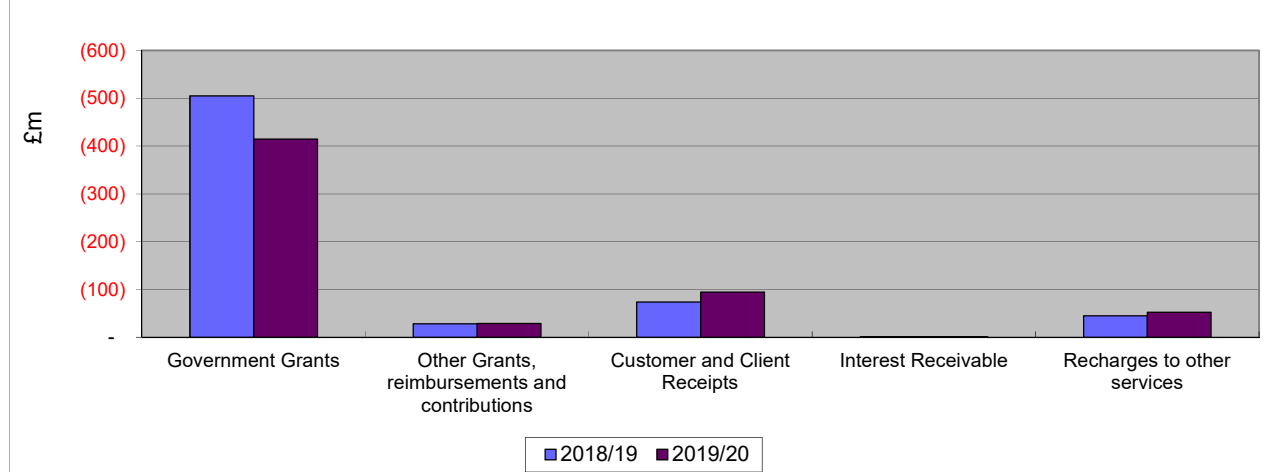
ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2017/18  £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
243,610	Employees	155,892	3,015	13,911	<b>172,818</b>	11
60,633	Premises related expenditure	33,733	245	7,169	<b>41,147</b>	22
150,351	Supplies and Services	51,919	543	1,714	<b>54,176</b>	4
172,603	Third Party Payments	193,850	2,359	9,860	<b>206,069</b>	6
227,878	Transfer Payments	444,837	4	(92,565)	<b>352,276</b>	(21)
11,128	Transport related expenditure	9,363	122	1,294	<b>10,779</b>	15
-	Capital Charges	23,234	-	7,341	<b>30,575</b>	32
-	Intangible Charges	-	-	6	<b>6</b>	n/a
-	REFCUS	2,100	-	28,706	<b>30,806</b>	1,367
70,989	Corporate support services bought in	(6,705)	-	(1)	<b>(6,706)</b>	0
2,975	Recharges from other services	31,805	-	2,346	<b>34,151</b>	7
940,166	<b>TOTAL EXPENDITURE</b>	940,028	6,288	(20,219)	926,097	(1)
	<b>INCOME</b>					
(391,680)	Government Grants	(504,408)	-	90,106	<b>(414,302)</b>	(18)
(45,369)	Other Grants, reimbursements and contributions	(27,629)	-	(676)	<b>(28,305)</b>	2
(93,601)	Customer and Client Receipts	(73,296)	(457)	(20,663)	<b>(94,416)</b>	29
-	Interest Receivable	(28)	(1)	-	<b>(29)</b>	4
(152,983)	Recharges to other services	(44,813)	-	(6,953)	<b>(51,766)</b>	16
(683,633)	<b>TOTAL INCOME</b>	(650,174)	(458)	61,814	(588,818)	(9)
256,533	<b>NET EXPENDITURE</b>	289,854	5,830	41,595	<b>337,279</b>	16

EXPENDITURE ANALYSIS



INCOME ANALYSIS



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**KEY SERVICE TARGETS / PRIORITIES FOR 2019/20**

Invest in prevention to reduce inequality, social isolation and to increase the resilience of communities and individuals.  
 Build upon the support and assistance given to carers.  
 Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards.  
 Expand the One Croydon Alliance from older people to the whole population where appropriate.  
 To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and, remain fitter and healthier for longer. To improve and reduce differences in life expectancy between communities.  
 Revise Croydon's joint mental health strategy to prevent mental health problems and ensure early intervention.  
 Champion the interests of children and young people with disabilities and enabling their transition into adulthood.  
 Deliver adult social care transformation, based on the principles of personalisation and community led support, creating more preventative and joined up approaches which also strengthen efficiencies.  
 Further develop joined up, preventative working across services through the further development of the localities and Gateway approach.

**FINANCIAL PERFORMANCE****COST CENTRE: C1400N**

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	24,222	25,851	20,147	26,494	2
Premises related expenditure	119	(69)	333	(59)	(14)
Supplies and Services	4,754	3,100	5,054	3,071	(1)
Third Party Payments	89,886	82,824	95,314	86,717	5
Transfer Payments	20,407	19,096	23,121	18,696	(2)
Transport related expenditure	10	79	72	79	-
Capital Charges	136	133	65	122	(8)
Intangible Charges	-	-	-	-	n/a
REFCUS	445	-	(7,071)	-	n/a
Corporate support services bought in	7,212	10,443	9,840	10,650	2
Recharges from other services	33,599	19,967	24,679	19,155	(4)
<b>TOTAL EXPENDITURE</b>	<b>180,789</b>	<b>161,424</b>	<b>171,554</b>	<b>164,925</b>	<b>(4)</b>
Government Grants	(29,136)	(22,408)	(24,408)	(21,874)	(2)
Other Grants, reimbursements and contributions	(11,716)	(16,025)	(17,640)	(15,565)	(3)
Customer and Client Receipts	(17,586)	(14,026)	(17,972)	(14,307)	2
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(19,048)	(3,510)	(5,621)	(3,775)	8
<b>TOTAL INCOME</b>	<b>(77,486)</b>	<b>(55,969)</b>	<b>(65,642)</b>	<b>(55,521)</b>	<b>(15)</b>
<b>NET EXPENDITURE</b>	<b>103,303</b>	<b>105,455</b>	<b>105,912</b>	<b>109,404</b>	<b>3</b>
Contributions to / (from) Reserves	(749)	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>96,122</b>		<b>105,687</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>6,432</b>		<b>225</b>		

**TOP FINANCIAL RISKS 2019/20**

Market sustainability  
 · Increased costs to prevent provider failure  
 · Increased costs for re-provision of services following provider withdrawal from the market or provider failure.  
 Increase in demand for services including Transforming Care .  
 Non-achievement of adult social care transformation and efficiencies.

## CABINET MEMBER

Cllr Jane Avis

Cabinet Member for Families, Health &amp; Social Care

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Guy Van Dichele	Executive Director Health, Wellbeing & Adults Department	50193
Annette McPartland	Director - Adult Social Care and All-Age Disability	13344
Rachel Flowers	Director - Public Health	65596

COST CENTRE	DIVISION
C1410P	Adult Social Care And All-Age Disability
C1450P	Public Health

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
105,912 -	Adult Social Care And All-Age Disability Public Health	105,461 (6)	1,871 -	2,072 6	109,404 -	4 (100)
105,912	<b>TOTAL NET SPEND</b>	105,455	1,871	2,078	109,404	4

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Adult Social Care and All-Age Disability (AAD) Public Health	593.4 22.9	613.2 20.9	19.7 (2.0)
<b>TOTAL FTE STAFF</b>	616.3	634.1	17.7

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

25-65 Disability - 2FTE NRPf Adults Social Workers from gateway to adults (GSE 1.3 to HW 1.6)
Transformation and Clienting - 2.4FTE reduction in management salary budgets to support Workforce Transformation efficiencies (HW 1.7)
CWD - 21 additional staff as a result of the 18/19 growth bid
Movement of Central Duty Team 10.5 fte from Directorate to Adult Safeguarding and Quality Assurance
Day Services - 1 FTE reduction in management salary budgets to support Workforce Transformation efficiency
Public Health - Reduction of 2 FTE to support and align with cuts in Public Health Grant Funding



FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,147	Employees	25,851	504	139	<b>26,494</b>	2
333	Premises related expenditure	(69)	-	10	<b>(59)</b>	(14)
5,054	Supplies and Services	3,100	24	(53)	<b>3,071</b>	(1)
95,314	Third Party Payments	82,824	1,620	2,273	<b>86,717</b>	5
23,121	Transfer Payments	19,096	4	(404)	<b>18,696</b>	(2)
72	Transport related expenditure	79	-	-	<b>79</b>	-
24,679	Recharges from other services	19,967	-	(812)	<b>19,155</b>	(4)
168,720	<b>TOTAL EXPENDITURE</b>	150,848	2,152	1,153	<b>154,153</b>	2
(24,408)	Government Grants	(22,408)	-	534	<b>(21,874)</b>	(2)
(17,640)	Other Grants, reimbursements and contributions	(16,025)	-	460	<b>(15,565)</b>	(3)
(17,972)	Customer and Client Receipts	(14,026)	(281)	-	<b>(14,307)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(5,621)	Recharges to other services	(3,510)	-	(265)	<b>(3,775)</b>	8
(65,642)	<b>TOTAL INCOME</b>	(55,969)	(281)	729	<b>(55,521)</b>	(1)
103,078	<b>NET CONTROLLABLE COST</b>	94,879	1,871	1,882	<b>98,632</b>	4
65	Capital Charges	133	-	(11)	<b>122</b>	(8)
-	Intangible Charges	-	-	-	-	n/a
(7,071)	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	10,443	-	207	<b>10,650</b>	2
2,834	<b>TOTAL UNCONTROLLABLE COST</b>	10,576	-	196	<b>10,772</b>	2
105,912	<b>NET COST OF SERVICE</b>	105,455	1,871	2,078	<b>109,404</b>	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
105,912	<b>TOTAL NET EXPENDITURE</b>	105,455	1,871	2,078	<b>109,404</b>	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						10,221
Strategic budget - agreed additional income / savings						(8,345)
Other resource changes						202
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,078</b>

## ADULT SOCIAL CARE AND ALL-AGE DISABILITY

## SERVICE DESCRIPTION

The Adult Social Care and All Age Disability Division undertakes the Councils statutory social services functions. It provides for the requirements under The Care Act 2014 and other legislation such as the Mental Health Act. Providing both universal services such as information, advice, advocacy and assessment as well as more specialist personalised services in accordance with individuals assessed needs and improved outcomes for both individuals and the wider community within its allocated resources. The Council coordinates the safeguarding of vulnerable adults alongside the Police and NHS. Care and support will be provided either directly from Council Services or through Council commissioned services with other independent and voluntary sector agencies. The Division also works closely with other parts of the Council such as Children's, Housing, Gateway and Public Health as well as partners such as the NHS to deliver integrated care and support where possible. A major element of health and social care integration is the evolution One Croydonto an all age population model.

Our priority is to support residents and their families with care and support needs. We will focus on prevention and early intervention, maximise the life chances and outcomes for residents, based on a "whole family approach" to services; through better coordination and integration of services.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1410Q	Adult Social Care And All-Age Disability Directorate	10,150	12	(9)	10,153	0
C1412Q	Adult Safeguarding And Quality Assurance	3,562	50	25	3,637	2
C1415Q	Disability Commissioning And Brokerage	431	5	3	439	2
C1416Q	25-65 Disability	39,477	778	529	40,784	3
C1420Q	Transformation And Clienting	3,393	1	(2,663)	731	(78)
C1430Q	Adult Mental Health Social Care	7,332	149	231	7,712	5
C1431Q	Day Services	1,912	57	(172)	1,797	(6)
C1432Q	OBC Commissioning	8,150	267	(18)	8,399	3
C1433Q	OBC Provider Services - Social Care	19,920	483	2,114	22,517	13
C1221Q	0-25 Children with Disabilities	11,134	69	2,032	13,235	19
<b>TOTAL NET SPEND</b>		105,461	1,871	2,072	109,404	(37)

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Social Care And All-Age Disability Directorate	19.5	9.0	(10.5)
Adult Safeguarding And Quality Assurance	43.4	54.0	10.6
Disability Commissioning And Brokerage	8.8	8.8	-
25-65 Disability	72.4	74.4	2.0
Transformation And Clienting	15.0	12.6	(2.4)
Adult Mental Health Social Care	64.5	64.5	-
Day Services	82.7	81.7	(1.0)
OBC Commissioning	34.0	34.0	-
OBC Provider Services - Social Care	207.7	207.7	-
0-25 Children with Disabilities	45.4	66.4	21.0
<b>TOTAL FTE STAFF</b>	593.4	613.2	19.7

**COST CENTRE: C1410P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
18,782	Employees	24,466	504	(9)	24,961	2
333	Premises related expenditure	(69)	-	-	(69)	-
5,009	Supplies and Services	3,050	24	(100)	2,974	(2)
86,568	Third Party Payments	74,722	1,620	2,910	79,252	6
23,121	Transfer Payments	19,096	4	(404)	18,696	(2)
72	Transport related expenditure	79	-	-	79	-
12,771	Recharges from other services	8,064	-	(141)	7,923	(2)
146,656	<b>TOTAL EXPENDITURE</b>	129,408	2,152	2,256	<b>133,816</b>	3
(3,044)	Government Grants	(1,044)	-	-	(1,044)	-
(16,940)	Other Grants, reimbursements and contributions	(15,455)	-	-	(15,455)	-
(17,972)	Customer and Client Receipts	(14,026)	(281)	-	(14,307)	2
-	Interest Receivable	-	-	-	-	n/a
(5,621)	Recharges to other services	(3,395)	-	(380)	(3,775)	11
(43,578)	<b>TOTAL INCOME</b>	(33,920)	(281)	(380)	<b>(34,581)</b>	2
103,078	<b>NET CONTROLLABLE COST</b>	95,488	1,871	1,876	<b>99,235</b>	4
65	Capital Charges	133	-	(11)	122	(8)
-	Intangible Charges	-	-	-	-	n/a
(7,071)	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	9,840	-	207	10,047	2
2,834	<b>TOTAL UNCONTROLLABLE COST</b>	9,973	-	196	<b>10,169</b>	2
105,912	<b>NET COST OF SERVICE</b>	105,461	1,871	2,072	<b>109,404</b>	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
105,912	<b>TOTAL NET EXPENDITURE</b>	105,461	1,871	2,072	<b>109,404</b>	4

## ADULT SOCIAL CARE AND ALL-AGE DISABILITY

## ADULT SOCIAL CARE AND ALL-AGE DISABILITY DIRECTORATE

## COST CENTRE: C1410Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
362	Employees	567	5	(33)	539	(5)
-	Premises related expenditure	-	-	-	-	n/a
68	Supplies and Services	(648)	-	-	(648)	-
632	Third Party Payments	327	7	338	672	106
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
617	Recharges from other services	214	-	(141)	73	(66)
1,679	<b>TOTAL EXPENDITURE</b>	460	12	164	636	38
(2,000)	Government Grants	-	-	-	-	n/a
(606)	Other Grants, reimbursements and contributions	(150)	-	-	(150)	-
(959)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(722)	Recharges to other services	-	-	(380)	(380)	n/a
(4,287)	<b>TOTAL INCOME</b>	(150)	-	(380)	(530)	253
(2,608)	<b>NET CONTROLLABLE COST</b>	310	12	(216)	106	(66)
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
9,840	Corporate support services bought in	9,840	-	207	10,047	2
9,840	<b>TOTAL UNCONTROLLABLE COST</b>	9,840	-	207	10,047	2
7,232	<b>NET COST OF SERVICE</b>	10,150	12	(9)	10,153	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,232	<b>TOTAL NET EXPENDITURE</b>	10,150	12	(9)	10,153	0
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Growth funding to meet increased demand for services						3,538
						3,538
Strategic budget - agreed additional income / savings						
Change in charging policy to reflect The Care Act 2014, charges for people in any care setting will apply from the date service starts.						(170)
New fee for self-funders who ask the council to arrange their care and support for non-residential services						(171)
Removal of subsidy for Meals on Wheels						(30)
More efficient financial assessment process						(570)
Removal of disregard for financial assessment purposes of the difference between higher and middle rate Disability Living Allowance or Attendance Allowance or Personal Independence payments where the person is not in receipt of night time care.						(2,259)
						(3,200)
<u>Other resource changes</u>						
Salary realignment to Workforce Transformation (HW 1.7)						(230)
Realignment of Senior Management Structure						40
Change in corporate charges						207
Increase in contribution of employers pension						16
Additional Public Health Income						(380)
						(347)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(9)</b>

**ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
ADULT SAFEGUARDING AND QUALITY ASSURANCE**

**COST CENTRE: C1412Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,354	Employees	2,485	50	25	2,560	3
1	Premises related expenditure	1			1	-
1,105	Supplies and Services	1,105			1,105	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
3	Transport related expenditure	3			3	-
58	Recharges from other services	58			58	-
3,521	<b>TOTAL EXPENDITURE</b>	3,652	50	25	3,727	2
-	Government Grants	-			-	n/a
(90)	Other Grants, reimbursements and contributions	(90)			(90)	-
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(90)	<b>TOTAL INCOME</b>	(90)	-	-	(90)	-
3,431	<b>NET CONTROLLABLE COST</b>	3,562	50	25	3,637	2
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
3,431	<b>NET COST OF SERVICE</b>	3,562	50	25	3,637	2
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,431	<b>TOTAL NET EXPENDITURE</b>	3,562	50	25	3,637	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						25
						25
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>25</b>

ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
DISABILITY COMMISSIONING AND BROKERAGE

COST CENTRE: C1415Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
223	Employees	263	5	3	271	3
-	- Premises related expenditure	-			-	n/a
55	Supplies and Services	22			22	-
259	Third Party Payments	146			146	-
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
65	Recharges from other services	-			-	n/a
602	<b>TOTAL EXPENDITURE</b>	431	5	3	439	2
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
602	<b>NET CONTROLLABLE COST</b>	431	5	3	439	2
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
-	- Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
602	<b>NET COST OF SERVICE</b>	431	5	3	439	2
-	- Contributions to / (from) Earmarked Reserves	-			-	n/a
-	- Contributions to / (from) Capital Reserves:	-			-	n/a
-	- Financing of Capital Expenditure	-			-	n/a
-	- Provision for Repayment of External Loans	-			-	n/a
-	- Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
602	<b>TOTAL NET EXPENDITURE</b>	431	5	3	439	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						3
						3
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3</b>

ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
25-65 DISABILITY

COST CENTRE: C1416Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,526	Employees	2,787	59	129	2,975	7
-	Premises related expenditure	-	-	-	-	n/a
(38)	Supplies and Services	11	-	-	11	-
31,645	Third Party Payments	29,435	785	400	30,620	4
17,210	Transfer Payments	14,841	3	-	14,844	0
3	Transport related expenditure	4	-	-	4	-
1,189	Recharges from other services	206	-	-	206	-
51,535	<b>TOTAL EXPENDITURE</b>	47,284	847	529	48,660	3
(979)	Government Grants	(979)	-	-	(979)	-
(2,695)	Other Grants, reimbursements and contributions	(3,362)	-	-	(3,362)	-
(3,738)	Customer and Client Receipts	(3,466)	(69)	-	(3,535)	2
-	Interest Receivable	-	-	-	-	n/a
(366)	Recharges to other services	-	-	-	-	n/a
(7,778)	<b>TOTAL INCOME</b>	(7,807)	(69)	-	(7,876)	1
43,757	<b>NET CONTROLLABLE COST</b>	39,477	778	529	40,784	3
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
43,757	<b>NET COST OF SERVICE</b>	39,477	778	529	40,784	3
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
43,757	<b>TOTAL NET EXPENDITURE</b>	39,477	778	529	40,784	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
25-65 Disability Demand - To manage growth in demand for care and support.						1,900
						1,900
<u>Strategic budget - agreed additional income / savings</u>						
25-65 disability transformation - creating efficiency through better outcomes for people reducing expensive care packages						(1,500)
						(1,500)
<u>Other resource changes</u>						
Staff Transfer - 2 FTE NRPF Adults Social Workers from gateway to adults (GSE 1.3 to HW 1.6)						94
Increase in contribution of employers pension						35
						129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>529</b>

ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
TRANSFORMATION AND CLIENTING

COST CENTRE: C1420Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
71	Employees	265	1	(193)	73	(72)
	Premises related expenditure	-			-	n/a
1,462	Supplies and Services	1,462			1,462	-
	Third Party Payments	1,666		(1,666)	-	(100)
196	Transfer Payments	-		(804)	(804)	n/a
	Transport related expenditure	-			-	n/a
7,317	Recharges from other services	7,317			7,317	-
9,046	<b>TOTAL EXPENDITURE</b>	10,710	1	(2,663)	8,048	(25)
(7,317)	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	(7,317)			(7,317)	-
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(7,317)	<b>TOTAL INCOME</b>	(7,317)	-	-	(7,317)	-
1,729	<b>NET CONTROLLABLE COST</b>	3,393	1	(2,663)	731	(78)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,729	<b>NET COST OF SERVICE</b>	3,393	1	(2,663)	731	(78)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,729	<b>TOTAL NET EXPENDITURE</b>	3,393	1	(2,663)	731	(78)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Workforce reform and transformation. Creating a permanent workforce with less agency cover and costs, reducing management costs and creating more holistic team structures around our residents.						(1,000)
						(1,000)
<u>Other resource changes</u>						
Virement of Improved Better Care Fund from Transformation to Reablement (HW 1.11)						(2,000)
Salary realignment from to Workforce Transformation from All Age Disability (HW 1.3)						230
Salary realignment from to Workforce Transformation from All Age Day Services (HW 1.9)						106
Other minor changes						1
						(1,663)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,663)</b>



COST CENTRE: C1430Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,918	Employees	2,918	57	29	3,004	3
-	Premises related expenditure	-			-	n/a
16	Supplies and Services	16			16	-
6,925	Third Party Payments	6,307	100	200	6,607	5
662	Transfer Payments	662	1		663	0
26	Transport related expenditure	26			26	-
10	Recharges from other services	10			10	-
10,557	<b>TOTAL EXPENDITURE</b>	9,939	158	229	10,326	4
(65)	Government Grants	(65)			(65)	-
(1,169)	Other Grants, reimbursements and contributions	(1,169)			(1,169)	-
(450)	Customer and Client Receipts	(450)	(9)		(459)	2
-	Interest Receivable	-			-	n/a
(923)	Recharges to other services	(923)			(923)	-
(2,607)	<b>TOTAL INCOME</b>	(2,607)	(9)	-	(2,616)	0
7,950	<b>NET CONTROLLABLE COST</b>	7,332	149	229	7,710	5
	Capital Charges	-		2	2	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	2	2	n/a
7,950	<b>NET COST OF SERVICE</b>	7,332	149	231	7,712	5
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,950	<b>TOTAL NET EXPENDITURE</b>	7,332	149	231	7,712	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Mental health Demand - To manage growth in demand for care and support.						300
						300
<u>Strategic budget - agreed additional income / savings</u>						
Mental Health Transformation - Creating efficiency through better outcomes for people reducing expensive care packages.						(100)
						(100)
<u>Other resource changes</u>						
Increase in contribution of employers pension						29
Change in Capital Charges						2
						31
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>231</b>

ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
DAY SERVICES

COST CENTRE: C1431Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,249	Employees	3,004	57	(77)	2,984	(1)
66	Premises related expenditure	(261)			(261)	-
59	Supplies and Services	(407)		(100)	(507)	25
961	Third Party Payments	70			70	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	4			4	-
357	Recharges from other services	34			34	-
3,692	<b>TOTAL EXPENDITURE</b>	2,444	57	(177)	2,324	(5)
-	Government Grants	-			-	n/a
(88)	Other Grants, reimbursements and contributions	(75)			(75)	-
(768)	Customer and Client Receipts	(75)			(75)	-
-	Interest Receivable	-			-	n/a
(979)	Recharges to other services	(450)			(450)	-
(1,835)	<b>TOTAL INCOME</b>	(600)	-	-	(600)	-
1,857	<b>NET CONTROLLABLE COST</b>	1,844	57	(177)	1,724	(7)
	Capital Charges	68		5	73	7
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	68	-	5	73	7
1,857	<b>NET COST OF SERVICE</b>	1,912	57	(172)	1,797	(6)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,857	<b>TOTAL NET EXPENDITURE</b>	1,912	57	(172)	1,797	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reconfiguring service enhancing life and well-being opportunities						(100)
						(100)
<u>Other resource changes</u>						
Change in Capital Charges						5
Salary realignment to Workforce Transformation (HW 1.7)						(106)
Increase in contribution of employers pension						29
						(72)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(172)</b>

COST CENTRE: C1432Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
(17)	Employees	-			-	n/a
218	Premises related expenditure	155			155	-
2,177	Supplies and Services	1,340	24		1,364	2
12,398	Third Party Payments	10,432	313		10,745	3
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
59	Recharges from other services	58			58	-
14,835	<b>TOTAL EXPENDITURE</b>	11,985	337	-	12,322	3
-	Government Grants	-			-	n/a
(1,108)	Other Grants, reimbursements and contributions	-			-	n/a
(4,144)	Customer and Client Receipts	(3,254)	(70)		(3,324)	2
-	Interest Receivable	-			-	n/a
(1,207)	Recharges to other services	(624)			(624)	-
(6,459)	<b>TOTAL INCOME</b>	(3,878)	(70)	-	(3,948)	2
8,376	<b>NET CONTROLLABLE COST</b>	8,107	267	-	8,374	3
43	Capital Charges	43		(18)	25	(42)
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
43	<b>TOTAL UNCONTROLLABLE COST</b>	43	-	(18)	25	(42)
8,419	<b>NET COST OF SERVICE</b>	8,150	267	(18)	8,399	3
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,419	<b>TOTAL NET EXPENDITURE</b>	8,150	267	(18)	8,399	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contribution to the wider One Croydon Partnership Alliance						150
						150
<u>Strategic budget - agreed additional income / savings</u>						
One Croydon Alliance -Efficiencies through better partnership working within the Alliance						(150)
						(150)
<u>Other resource changes</u>						
Change in Capital Charges						(18)
						(18)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(18)</b>

ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
OBC PROVIDER SERVICES - SOCIAL CARE

COST CENTRE: C1433Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,210	Employees	9,011	206	76	9,293	3
46	Premises related expenditure	35			35	-
74	Supplies and Services	114			114	-
26,838	Third Party Payments	20,674	409	2,038	23,121	12
1,279	Transfer Payments	944			944	-
26	Transport related expenditure	30			30	-
1,343	Recharges from other services	115			115	-
36,816	<b>TOTAL EXPENDITURE</b>	30,923	615	2,114	33,652	9
	Government Grants	-			-	n/a
(3,867)	Other Grants, reimbursements and contributions	(3,292)			(3,292)	-
(8,132)	Customer and Client Receipts	(6,721)	(132)		(6,853)	2
	Interest Receivable	-			-	n/a
(1,026)	Recharges to other services	(1,000)			(1,000)	-
(13,026)	<b>TOTAL INCOME</b>	(11,013)	(132)	-	(11,145)	1
23,790	<b>NET CONTROLLABLE COST</b>	19,910	483	2,114	22,507	13
10	Capital Charges	10			10	-
	Intangible Charges	-			-	n/a
(3,999)	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
(3,989)	<b>TOTAL UNCONTROLLABLE COST</b>	10	-	-	10	-
19,801	<b>NET COST OF SERVICE</b>	19,920	483	2,114	22,517	13
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
19,801	<b>TOTAL NET EXPENDITURE</b>	19,920	483	2,114	22,517	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Council contribution to the wider One Croydon Partnership Alliance						2,333
						2,333
<u>Strategic budget - agreed additional income / savings</u>						
One Croydon Alliance - Managing the increased demand through better partnership working within the Alliance.						(2,295)
						(2,295)
<u>Other resource changes</u>						
Virement of Improved Better Care Fund from Transformation to Reablement (HW 1.7)						2,000
Increase in contribution of employers pension						76
						2,076
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,114</b>

CHILDREN WITH DISABILITIES  
0-25 SEND SERVICE CWD

COST CENTRE: C1221Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,886	Employees	3,166	64	32	3,262	3
2	Premises related expenditure	1	-	-	1	-
31	Supplies and Services	35	-	-	35	-
6,910	Third Party Payments	5,665	6	1,600	7,271	28
3,774	Transfer Payments	2,649	-	400	3,049	15
14	Transport related expenditure	12	-	-	12	-
1,756	Recharges from other services	52	-	-	52	-
14,373	<b>TOTAL EXPENDITURE</b>	11,580	70	2,032	13,682	18
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
219	Customer and Client Receipts	(60)	(1)	-	(61)	2
-	Interest Receivable	-	-	-	-	n/a
(398)	Recharges to other services	(398)	-	-	(398)	-
(179)	<b>TOTAL INCOME</b>	(458)	(1)	-	(459)	0
14,194	<b>NET CONTROLLABLE COST</b>	11,122	69	2,032	13,223	19
12	Capital Charges	12	-	-	12	-
-	Intangible Charges	-	-	-	-	n/a
(3,072)	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
(3,060)	<b>TOTAL UNCONTROLLABLE COST</b>	12	-	-	12	-
11,134	<b>NET COST OF SERVICE</b>	11,134	69	2,032	13,235	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,134	<b>TOTAL NET EXPENDITURE</b>	11,134	69	2,032	13,235	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
CWD - service growth - To accommodate current increase in demand and high case loads						
- Family Support Packages						1,000
- 16-25 Transition Carepackages						1,000
						-
						2,000
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Increase in contribution of employers pension						32
						32
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,032</b>

## PUBLIC HEALTH

## SERVICE DESCRIPTION

The council took over the responsibility for public health functions from 1 April 2013, this included a dedicated ring-fence budget allocated to provide a range of mandatory and non-mandatory services (set out in legislation). The Director of Public Health, a statutory appointment, and her team are required to provide a range of statutory responsibilities and, as such, have a specialist skill set - all the senior team are considered equivalent, by the Royal Colleges and GMC, to medical consultants in hospital settings.

The public health specialists provide public health advice and expertise to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG, and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning. The Director is also responsible to ensure that a range of services are commissioned which include Health visiting, School nursing, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks. These functions are entirely funded by the Public Health Grant.

**Public health management** covers core staffing and operating costs for the division.

In addition to the core services and core team the public health ring-fence has been used to fund a range of Croydon Council services that contribute to the health and wellbeing of the people of Croydon.

**Public Health Contracts and Funding covers the following areas:**

~ Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS

~ Health protection covers services to protect the health of the population including environmental health

~ Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.

~ Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.

~ Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and the NHS.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1691Q	Public Health Management	(20,142)	-	669	(19,473)	(3)
C1692Q	Public Health Contracts And Funding	20,136	-	(663)	19,473	(3)
	<b>TOTAL NET SPEND</b>	<b>(6)</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>(100)</b>

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Public Health Management	22.9	20.9	(2.0)
Public Health Contracts And Funding			
<b>TOTAL FTE STAFF</b>	<b>22.9</b>	<b>20.9</b>	<b>(2.0)</b>

## PUBLIC HEALTH

## COST CENTRE: C1662P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,365	Employees	1,385	-	148	<b>1,533</b>	11
-	Premises related expenditure	-	-	10	<b>10</b>	n/a
45	Supplies and Services	50	-	47	<b>97</b>	94
8,746	Third Party Payments	8,102	-	(637)	<b>7,465</b>	(8)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
11,908	Recharges from other services	11,903	-	(671)	<b>11,232</b>	(6)
22,064	<b>TOTAL EXPENDITURE</b>	21,440	-	(1,103)	<b>20,337</b>	(5)
(21,364)	Government Grants	(21,364)	-	534	<b>(20,830)</b>	(2)
(700)	Other Grants, reimbursements and contributions	(570)	-	460	<b>(110)</b>	(81)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(115)	-	115	-	(100)
(22,064)	<b>TOTAL INCOME</b>	(22,049)	-	1,109	<b>(20,940)</b>	(5)
-	<b>NET CONTROLLABLE COST</b>	(609)	-	6	<b>(603)</b>	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	603	-	-	<b>603</b>	-
-	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	<b>603</b>	-
-	<b>NET COST OF SERVICE</b>	(6)	-	6	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	(6)	-	6	-	(100)

PUBLIC HEALTH  
PUBLIC HEALTH MANAGEMENT

COST CENTRE: C1691Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
	Premises related expenditure	-		-	-	n/a
45	Supplies and Services	50		-	50	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
1,244	Recharges from other services	1,139		(435)	704	(38)
1,289	<b>TOTAL EXPENDITURE</b>	1,189	-	(435)	754	(37)
(21,364)	Government Grants	(21,364)		534	(20,830)	(2)
(570)	Other Grants, reimbursements and contributions	(570)		570	-	(100)
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(21,934)	<b>TOTAL INCOME</b>	(21,934)	-	1,104	(20,830)	(5)
(20,645)	<b>NET CONTROLLABLE COST</b>	(20,745)	-	669	(20,076)	(3)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	603			603	-
-	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	603	-
(20,645)	<b>NET COST OF SERVICE</b>	(20,142)	-	669	(19,473)	(3)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(20,645)	<b>TOTAL NET EXPENDITURE</b>	(20,142)	-	669	(19,473)	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Decrease in Department of Health Funding						534
Loss of Transformation Funding						570
Reduction in Recharges						(435)
						669
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>669</b>



COST CENTRE: C1692Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,365	Employees	1,385		148	1,533	11
	Premises related expenditure	-		10	10	n/a
	Supplies and Services	-		47	47	n/a
8,746	Third Party Payments	8,102		(637)	7,465	(8)
	Transfer Payments	-		-	-	n/a
	Transport related expenditure	-		-	-	n/a
10,664	Recharges from other services	10,764		(236)	10,528	(2)
20,775	<b>TOTAL EXPENDITURE</b>	20,251	-	(668)	19,583	(3)
(130)	Government Grants	-		-	-	n/a
	Other Grants, reimbursements and contributions	-		(110)	(110)	n/a
	Customer and Client Receipts	-		-	-	n/a
	Interest Receivable	-		-	-	n/a
	Recharges to other services	(115)		115	-	(100)
(130)	<b>TOTAL INCOME</b>	(115)	-	5	(110)	(4)
20,645	<b>NET CONTROLLABLE COST</b>	20,136	-	(663)	19,473	(3)
	Capital Charges	-		-	-	n/a
	Intangible Charges	-		-	-	n/a
	REFCUS	-		-	-	n/a
	Corporate support services bought in	-		-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
20,645	<b>NET COST OF SERVICE</b>	20,136	-	(663)	19,473	(3)
	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
	Contributions to / (from) Capital Reserves:	-		-	-	n/a
	Financing of Capital Expenditure	-		-	-	n/a
	Provision for Repayment of External Loans	-		-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
20,645	<b>TOTAL NET EXPENDITURE</b>	20,136	-	(663)	19,473	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Contracts costs and recharges from other services						(668)
Minor Variations						5
						(663)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(663)</b>

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## KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthens efficiencies. In particular:
  - a) Implement the Early Help strategy for children's services to provide support to children sooner and reduce demand on higher tariff services
  - b) Establish an Edge of Care team to reduce the number of young people entering the care system
  - c) Establish an entry into care panel to ensure that this is a good outcome for children
2. Deliver the Independence Strategy and the promises therein, for example:
  - a) Continue to improve the proportion of schools judged good or better by OFSTED
  - b) Give children and better start in life through the implementation of the Early Provision
  - c) Create more local school places for children and young people with Special educational needs and disabilities (SEND)
  - d) Increase the capacity and capability of schools to support children with additional needs
3. Safeguard and protect Children and Vulnerable Adults by continuing to improve the quality of services, supporting the delivery of the business plan for the Children's and Adults' Safeguarding Board which will improve outcomes for children through our targeted interventions.
4. To deliver the Ofsted Improvement Plan bringing high quality services to children, young people and their families - including:
  - a) Developing a permanent, skilled and effective workforce
  - b) Establishing evidence based practice
  - c) Intervening earlier
  - d) Delivering consistently good assessments and intervention plans that offer good outcomes for children

## COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	103,531	36,682	29,146	41,107	12
Premises related expenditure	8,309	(28)	73	108	(486)
Supplies and Services	51,567	5,337	9,856	5,530	4
Third Party Payments	44,516	54,530	60,208	61,965	14
Transfer Payments	19,280	147,801	133,012	153,076	4
Transport related expenditure	234	93	92	39	(58)
Capital Charges	-	5,866	5,866	9,207	57
Intangible Charges	-	-	-	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	23,309	9,631	9,624	9,367	(3)
Recharges from other services	390	6,926	17,722	8,424	22
<b>TOTAL EXPENDITURE</b>	<b>251,137</b>	<b>266,838</b>	<b>265,599</b>	<b>288,823</b>	<b>9</b>
Government Grants	(159,128)	(192,083)	(180,222)	(197,958)	3
Other Grants, reimbursements and contributions	(10,980)	(1,262)	(1,915)	(1,366)	8
Customer and Client Receipts	(6,967)	(734)	(758)	(746)	2
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(8,771)	(4,698)	(6,609)	(4,954)	5
<b>TOTAL INCOME</b>	<b>(185,846)</b>	<b>(198,777)</b>	<b>(189,504)</b>	<b>(205,024)</b>	<b>8</b>
<b>NET EXPENDITURE</b>	<b>65,290</b>	<b>68,061</b>	<b>76,095</b>	<b>83,799</b>	<b>10</b>
Contributions to / (from) Reserves	(2,633)	-	(150)	-	(100)
<b>CURRENT BUDGET</b>	<b>55,170</b>		<b>68,403</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>7,487</b>		<b>7,542</b>		

## TOP FINANCIAL RISKS 2019/20

The UASC pressure continues as a result of the Home Office only funding a fixed rate per child, which does not accurately reflect our costs for looking after UASC children and these costs are a result of acting as a 'gateway' authority. The Home Office have said that they are committed to reviewing funding rates and we have contributed to their call for evidence. At this stage there is no date for when there will be an outcome of that review.

From March 2019, Local Authorities (LAs) with a cumulative Dedicated School Grant (DSG) deficit of over 1% of their 2018-19 allocation will be required to submit a deficit recovery plan to the Department for Education. It is not clear if that recovery plan is expected to be ring fenced to the DSG or whether it is expected that LAs will need to hold General Fund reserves to cover any overspends.

Additional financial pressures may arise in relation to the Ofsted Improvement Plan including:  
 Increase the workforce with capacity to deliver high quality work requiring smaller caseloads  
 Support the service with additional infrastructure support in relation to HR/ Finance/ performance/ policy and ICT  
 Establish assistant team managers in Care Planning  
 Develop a robust Early Help Service and Edge of Care Service

Recruitment and retention costs and packages will need to be reviewed to reflect the marketplace which is becoming increasingly competitive. The establishment of social workers may need to increase permanently to ensure low caseloads, key to recruitment and retention.

Demand in relation to children in child protection, care proceedings, children in care and UASC continue to rise. This may well continue until we have embedded the early help provision.

## CABINET MEMBER

Cllr Alisa Fleming

Cabinet Member for Children, Young People and Learning

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Robert Henderson	Executive Director of Children, Families & Education	60531
Nick Pendry	Director of Early Help and Children's Social Care	88481
Vacant	Director of Education and Youth Engagement	65671
Kerry Crichlow	Director of Children's Improvement Programme	64802

COST CENTRE	DIVISION
C1210P	Early Help and Children's Social Care
C1220P	Education and Youth Engagement
C1245P	Children Families and Education Directorate
C1215P	Dedicated Schools Grant (DSG)

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
66,249	Early Help and Children's Social Care	58,509	971	10,501	69,981	20
16,537	Education and Youth Engagement	3,867	161	638	4,666	21
5,802	Children Families and Education Directorate	5,685	5	3,462	9,152	61
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
88,588	<b>TOTAL NET SPEND</b>	68,061	1,137	14,601	83,799	23

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Early Help and Children's Social Care	486.0	515.0	29.0
Education and Youth Engagement	196.0	198.4	2.4
Children Families and Education Directorate	1.0	1.0	-
Dedicated Schools Grant (DSG)	-	-	-
<b>TOTAL FTE STAFF</b>	683.0	714.3	31.4

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Early Help and Children's Social Care staffing has increased by 31 FTE. This is due to realignment of teams and additional staff required to meet the demands and contributes to the improvement of the service following recent Ofsted inspection.

Education and Youth Engagement staffing has increased by 2.4 FTE. The additional staff are required to meet the demands of the service.

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,146	Employees	36,682	676	3,749	<b>41,107</b>	12
73	Premises related expenditure	(28)	-	136	<b>108</b>	(486)
9,856	Supplies and Services	5,337	-	193	<b>5,530</b>	4
60,208	Third Party Payments	54,530	473	6,962	<b>61,965</b>	14
145,655	Transfer Payments	147,801	-	5,275	<b>153,076</b>	4
92	Transport related expenditure	93	-	(54)	<b>39</b>	(58)
17,722	Recharges from other services	6,926	-	1,498	<b>8,424</b>	22
262,752	<b>TOTAL EXPENDITURE</b>	251,341	1,149	17,759	<b>270,249</b>	8
(180,222)	Government Grants	(192,083)	-	(5,875)	<b>(197,958)</b>	3
(1,915)	Other Grants, reimbursements and contributions	(1,262)	-	(104)	<b>(1,366)</b>	8
(758)	Customer and Client Receipts	(734)	(12)	-	<b>(746)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(6,609)	Recharges to other services	(4,698)	-	(256)	<b>(4,954)</b>	5
(189,504)	<b>TOTAL INCOME</b>	(198,777)	(12)	(6,235)	<b>(205,024)</b>	3
73,248	<b>NET CONTROLLABLE COST</b>	52,564	1,137	11,524	<b>65,225</b>	24
5,866	Capital Charges	5,866	-	3,341	<b>9,207</b>	57
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,624	Corporate support services bought in	9,631	-	(264)	<b>9,367</b>	(3)
15,490	<b>TOTAL UNCONTROLLABLE COST</b>	15,497	-	3,077	<b>18,574</b>	20
88,738	<b>NET COST OF SERVICE</b>	68,061	1,137	14,601	<b>83,799</b>	23
(150)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(150)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
88,588	<b>TOTAL NET EXPENDITURE</b>	68,061	1,137	14,601	<b>83,799</b>	23
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						11,876
Strategic budget - agreed additional income / savings						(1,000)
Other resource changes						3,601
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>14,477</b>

## EARLY HELP AND CHILDREN'S SOCIAL CARE

## SERVICE DESCRIPTION

The **Quality Assurance and Safeguarding** service is responsible for the independent chairing of all Child Protection Conferences, the statutory Independent Reviewing Officers for all Looked after Children (IROs) and Independent Visitors (IVs) and the business management and oversight of the multi-agency Local Safeguarding Children's Board. The service also contains the Local Authority Designated Officer (LADO) function whose purpose is to coordinate investigations where there are allegations concerning people in a position of trust who are working with children and the Principal Social Worker who holds the lead function for the roll-out and implementation of new ways of working. To support this work the service manages the implementation and maintenance of the electronic Children's Recording System (CRS) throughout Children Social Care (CSC) and oversees the Quality Assurance Framework which has a key role to play in co-ordinating and analysing quality assurance activities and ensuring that lessons are quickly and effectively translated in to practice.

The **Care Planning Service** is responsible for intervention and support for all children in need, children in need of protection, some looked after children and those subject to Court Proceedings. The service also undertakes all pre-birth assessments on unborn children. Care Planning Teams, within the service, work with cases where children are on child protection plans and those who have longer term needs and are responsible for applications to court when children are assessed as requiring a Court Order for their protection. Other services within Care Planning include the Family Support Team, the Care Proceedings Progression Team, Private Fostering & No Recourse to Public Funds Team and the Family Group Conference Service.

**Corporate Parenting** is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years that are placed for adoption, cared for in fostering placements placed in residential homes, or are placed with family and friends as carers as well as care leavers aged 18-25 years. Approximately 300 looked after children in the borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are partly funded from United Kingdom Border Agency (UKBA) grant arrangements. The Service also includes the Fostering Service, supporting over 200 foster placements and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults. Adoption functions will move to a regionalised service from 1 April 2019.

**Single Point of Contact (SPOC) and Assessments**

The Single Point of Contact (SPOC) brings key professionals together to facilitate early, better quality information sharing, analysis and decision-making, to safeguard vulnerable children and young people more effectively. All referrals from agencies and members of the public regarding children and young people are sent to the SPOC, where decisions are made as to the best response to ensure children and young people are safeguarded. When a social work assessment is required, the Assessment Service carries out assessments, working with children, young people and their families, to understand their needs and any risks to determine whether: no further action from Children's Social Care is required, a Child in Need Plan is needed to support the family through a multi-agency plan or if the child or young person is suffering, or likely to suffer significant harm, a Child Protection Plan.

**Early Help** is everyone's responsibility and Croydon's Partnership Early Help strategy and delivery plan has been developed to provide a joined up, effective early help offer for children aged 0 to 18 years and their families; delivered on a locality, evidence based model through a shared partnership approach to collectively delivering universal and early help services. The Partnership Early Help delivery model is shaped around three early help locality centres, working initially within three localities, in the north, central and south areas of the Borough. These three centres provide a locality base for a range of practitioners supporting close collaboration and alignment of services, including the realigned Council intensive early help family key work teams, 'Best Start Family Solutions' service, who will work with partners delivering an integrated approach to our early help offer in the locality.

**Adolescent Services** includes the Youth Offending Service and Gangs Team, Child Exploitation (CE)/Missing Intelligence Team and two Adolescent Support Teams and works with vulnerable adolescents who can also present with risky behaviour. The Youth Offending Service is a multi-agency service and includes the local authority, police, education, health, probation, substance misuse and housing offering a range of services including diversion from the system (for eligible first time offences) and supervising statutory court orders within the community and in custody. The Adolescent Support Teams have social workers and adolescent workers, working with young people (aged 13 years plus) who are at risk outside of the home, either through exploitation, going missing, being involved in offending or gangs. The CE/Missing Intelligence Team co-ordinate MACE, and analyse intelligence and information about

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1210Q	Quality Assurance and Safeguarding	2,615	55	172	2,842	9
C1212Q	Early Help and Children's Social Care Directorate	12,309	14	(1,004)	11,319	(8)
C1214Q	Care Planning Service	5,584	94	2,190	7,868	41
C1216Q	Corporate Parenting	25,545	590	8,633	34,768	36
C1218Q	Single Point of Contact (SPOC) and Assessments	4,120	87	927	5,134	25
C1247Q	Early Help	5,615	68	(799)	4,884	(13)
C1260Q	Adolescent Services	2,721	63	382	3,166	16
	<b>TOTAL NET SPEND</b>	58,509	971	10,501	69,981	20

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Quality Assurance and Safeguarding	38.1	43.5	5.3
Early Help and Children's Social Care Directorate	6.0	6.0	-
Care Planning Service	147.0	102.0	(45.0)
Corporate Parenting	115.8	138.0	22.2
Single Point of Contact (SPOC) and Assessments	104.2	77.6	(26.6)
Early Help	13.0	80.9	67.9
Adolescent Services	61.8	67.0	5.2
<b>TOTAL FTE STAFF</b>	486.0	515.0	29.0

## EARLY HELP AND CHILDREN'S SOCIAL CARE

## COST CENTRE: C1210P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
17,886	Employees	26,558	498	3,444	<b>30,500</b>	15
(26)	Premises related expenditure	(115)	-	136	<b>21</b>	(118)
3,025	Supplies and Services	1,484	-	568	<b>2,052</b>	38
43,315	Third Party Payments	38,789	473	5,976	<b>45,238</b>	17
75	Transfer Payments	389	-	-	<b>389</b>	-
55	Transport related expenditure	58	-	(55)	<b>3</b>	(95)
15,167	Recharges from other services	5,333	-	729	<b>6,062</b>	14
79,497	<b>TOTAL EXPENDITURE</b>	72,496	971	10,798	<b>84,265</b>	16
(18,885)	Government Grants	(20,439)	-	311	<b>(20,128)</b>	(2)
(899)	Other Grants, reimbursements and contributions	(248)	-	(104)	<b>(352)</b>	42
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,811)	Recharges to other services	(2,795)	-	100	<b>(2,695)</b>	(4)
(22,595)	<b>TOTAL INCOME</b>	(23,482)	-	307	<b>(23,175)</b>	(1)
56,902	<b>NET CONTROLLABLE COST</b>	49,014	971	11,105	<b>61,090</b>	25
41	Capital Charges	41	-	18	<b>59</b>	44
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,447	Corporate support services bought in	9,454	-	(622)	<b>8,832</b>	(7)
9,488	<b>TOTAL UNCONTROLLABLE COST</b>	9,495	-	(604)	<b>8,891</b>	(6)
66,390	<b>NET COST OF SERVICE</b>	58,509	971	10,501	<b>69,981</b>	20
(141)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(141)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
66,249	<b>TOTAL NET EXPENDITURE</b>	58,509	971	10,501	<b>69,981</b>	20

EARLY HELP AND CHILDREN'S SOCIAL CARE  
QUALITY ASSURANCE AND SAFEGUARDING

COST CENTRE: C1210Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,150	Employees	2,801	55	137	2,993	7
6	Premises related expenditure	6	-	-	6	-
285	Supplies and Services	155	-	35	190	23
228	Third Party Payments	226	-	-	226	-
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	1	-	-	1	-
740	Recharges from other services	54	-	-	54	-
3,416	<b>TOTAL EXPENDITURE</b>	3,243	55	172	3,470	n/a
-	Government Grants	-	-	-	-	n/a
(89)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(538)	Recharges to other services	(538)	-	-	(538)	-
(627)	<b>TOTAL INCOME</b>	(628)	-	-	(628)	n/a
2,789	<b>NET CONTROLLABLE COST</b>	2,615	55	172	2,842	n/a
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
2,789	<b>NET COST OF SERVICE</b>	2,615	55	172	2,842	n/a
(10)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(10)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,779	<b>TOTAL NET EXPENDITURE</b>	2,615	55	172	2,842	9
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						281
						281
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 1 FTE Consultant Practitioner to Early Help (CFE 1.8)						(61)
Transfer of 1 FTE Learning and Development Manager to Learning and Organisational Development (RED 3.7)						(69)
Increase in contribution of employers pension						21
						(109)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>172</b>



EARLY HELP AND CHILDREN'S SOCIAL CARE  
EARLY HELP AND CHILDREN'S SOCIAL CARE DIRECTORATE

COST CENTRE: C1212Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
618	Employees	899	14	305	1,218	35
(43)	Premises related expenditure	(127)	-	136	9	(107)
871	Supplies and Services	135	-	346	481	256
-	Third Party Payments	20	-	510	530	2,550
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2,834	Recharges from other services	2,827	-	219	3,046	8
4,281	<b>TOTAL EXPENDITURE</b>	3,755	14	1,516	5,285	41
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,037)	Recharges to other services	(900)	-	100	(800)	(11)
(1,037)	<b>TOTAL INCOME</b>	(900)	-	100	(800)	(11)
3,244	<b>NET CONTROLLABLE COST</b>	2,855	14	1,616	4,485	57
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,447	Corporate support services bought in	9,454	-	(2,620)	6,834	(28)
9,447	<b>TOTAL UNCONTROLLABLE COST</b>	9,454	-	(2,620)	6,834	(28)
12,691	<b>NET COST OF SERVICE</b>	12,309	14	(1,004)	11,319	(8)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:				-	n/a
	Financing of Capital Expenditure				-	n/a
	Provision for Repayment of External Loans				-	n/a
	Contribution to / (from) General Balances				-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,691	<b>TOTAL NET EXPENDITURE</b>	12,309	14	(1,004)	11,319	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to realign previous undeliverable savings						400
Growth for associated costs to deal with demand and service improvements						510
Growth for Business Support						389
						1,299
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Transfer of Public Health income budget to Children and Maternity Integrated Commissioning (RED 2.4)						100
Realignment of Senior Management structure						(7)
Movement in corporate charges and internal recharges						(2,401)
Increase in contribution of employers pension						5
						(2,303)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,004)</b>

COST CENTRE: C1214Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,728	Employees	5,196	94	980	6,270	21
1	Premises related expenditure	-	-	-	-	n/a
117	Supplies and Services	25	-	-	25	-
888	Third Party Payments	270	-	671	941	249
75	Transfer Payments	75	-	-	75	-
4	Transport related expenditure	14	-	(14)	-	(100)
2,428	Recharges from other services	4	-	553	557	13,825
6,241	<b>TOTAL EXPENDITURE</b>	5,584	94	2,190	7,868	41
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
6,241	<b>NET CONTROLLABLE COST</b>	5,584	94	2,190	7,868	41
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
6,241	<b>NET COST OF SERVICE</b>	5,584	94	2,190	7,868	41
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,241	<b>TOTAL NET EXPENDITURE</b>	5,584	94	2,190	7,868	41
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						1,066
Increase in Section 17 budget to deal with demand						653
						1,719
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 4 FTE Social Workers from Enablement and Welfare (GSE 1.3)						181
Transfer of 6 FTE Family Key Workers from Early Help (CFE 1.8)						252
Increase in contribution of employers pension						38
						471
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,190</b>

EARLY HELP AND CHILDREN'S SOCIAL CARE  
CORPORATE PARENTING

COST CENTRE: C1216Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,449	Employees	6,265	117	2,084	8,466	35
-	Premises related expenditure	2	-	-	2	-
803	Supplies and Services	180	-	-	180	-
38,880	Third Party Payments	35,396	473	4,956	40,825	15
-	Transfer Payments	314	-	-	314	-
8	Transport related expenditure	-	-	-	-	n/a
4,444	Recharges from other services	2,383	-	(405)	1,978	(17)
49,584	<b>TOTAL EXPENDITURE</b>	44,540	590	6,635	51,765	16
(16,624)	Government Grants	(17,949)	-	-	(17,949)	-
(507)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,046)	Recharges to other services	(1,046)	-	-	(1,046)	-
(18,177)	<b>TOTAL INCOME</b>	(18,995)	-	-	(18,995)	-
31,407	<b>NET CONTROLLABLE COST</b>	25,545	590	6,635	32,770	28
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	1,998	1,998	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	1,998	1,998	n/a
31,407	<b>NET COST OF SERVICE</b>	25,545	590	8,633	34,768	36
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
31,407	<b>TOTAL NET EXPENDITURE</b>	25,545	590	8,633	34,768	36
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						1,633
Increased demand in Looked after Children placements						5,956
						7,589
<u>Strategic budget - agreed additional income / savings</u>						
Placement savings following review and recommissioning						(1,000)
						(1,000)
<u>Other resource changes</u>						
Increase in contribution of employers pension						46
Movement in corporate charges						1,998
						2,044
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>8,633</b>

EARLY HELP AND CHILDREN'S SOCIAL CARE  
SPOC AND ASSESSMENTS

COST CENTRE: C1218Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,280	Employees	4,051	87	523	4,661	15
-	- Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	31	-	(23)	8	(74)
189	Third Party Payments	48	-	76	124	158
-	- Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	8	-	(8)	-	(100)
3,513	Recharges from other services	1	-	359	360	35,900
4,993	<b>TOTAL EXPENDITURE</b>	4,139	87	927	5,153	24
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(19)	Recharges to other services	(19)	-	-	(19)	-
(19)	<b>TOTAL INCOME</b>	(19)	-	-	(19)	-
4,974	<b>NET CONTROLLABLE COST</b>	4,120	87	927	5,134	25
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
4,974	<b>NET COST OF SERVICE</b>	4,120	87	927	5,134	25
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,974	<b>TOTAL NET EXPENDITURE</b>	4,120	87	927	5,134	25
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						454
Increase in Section 17 budget to deal with demand						80
						534
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 1 FTE Service Manager to Early Help (CFE 1.8)						(90)
Reallocation of staffing budgets from Early Help (CFE 1.8)						449
Increase in contribution of employers pension						34
						393
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>927</b>

EARLY HELP AND CHILDREN'S SOCIAL CARE  
EARLY HELP

COST CENTRE: C1247Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,242	Employees	4,127	68	(893)	3,302	(20)
9	Premises related expenditure	-	-	-	-	n/a
757	Supplies and Services	891	-	84	975	9
2,932	Third Party Payments	2,646	-	(268)	2,378	(10)
-	Transfer Payments	-	-	-	-	n/a
26	Transport related expenditure	34	-	(33)	1	(97)
214	Recharges from other services	-	-	-	-	n/a
7,180	<b>TOTAL EXPENDITURE</b>	7,698	68	(1,110)	6,656	(14)
(1,822)	Government Grants	(2,053)	-	311	(1,742)	(15)
(3)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(30)	-	-	(30)	-
(1,825)	<b>TOTAL INCOME</b>	(2,083)	-	311	(1,772)	(15)
5,355	<b>NET CONTROLLABLE COST</b>	5,615	68	(799)	4,884	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
5,355	<b>NET COST OF SERVICE</b>	5,615	68	(799)	4,884	(13)
(131)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(131)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,224	<b>TOTAL NET EXPENDITURE</b>	5,615	68	(799)	4,884	(13)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						125
						125
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reallocation of staffing budgets to SPOC and Assessments (CFE 1.7)						(449)
Transfer of 1 FTE Service Manager from SPOC and Assessments (CFE 1.7)						90
Transfer of 1 FTE Consultant Practitioner from Quality Assurance and Safeguarding (CFE 1.3)						61
Transfer of 6 FTE Family Key Workers to Care Planning (CFE 1.5)						(252)
Transfer of 3 FTE from Early Years to Commissioning and Procurement Children, Families and Learning (RED 2.13)						(170)
Transfer of 4 FTE from Early Years to Commissioning and Procurement Performance and Insight (RED 2.9)						(158)
Transfer of Young Carers & Youth Counselling Contracts to Children and Maternity Integrated Commissioning (RED 2.4)						(280)
Re-alignment of the Early Years Provision services team supplies and services budget						153
Re-alignment of the Early Years Provision services team staffing budget						54
Increase in contribution of employers pension						27
						(924)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(799)</b>

EARLY HELP AND CHILDREN'S SOCIAL CARE  
ADOLESCENT SERVICES

COST CENTRE: C1260Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,419	Employees	3,219	63	308	3,590	12
1	Premises related expenditure	4	-	-	4	-
189	Supplies and Services	67	-	126	193	188
198	Third Party Payments	183	-	31	214	17
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
994	Recharges from other services	64	-	3	67	5
3,802	<b>TOTAL EXPENDITURE</b>	3,537	63	468	4,068	15
(439)	Government Grants	(437)	-	-	(437)	-
(300)	Other Grants, reimbursements and contributions	(158)	-	(104)	(262)	66
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(171)	Recharges to other services	(262)	-	-	(262)	-
(910)	<b>TOTAL INCOME</b>	(857)	-	(104)	(961)	12
2,892	<b>NET CONTROLLABLE COST</b>	2,680	63	364	3,107	16
41	Capital Charges	41	-	18	59	44
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
41	<b>TOTAL UNCONTROLLABLE COST</b>	41	-	18	59	44
2,933	<b>NET COST OF SERVICE</b>	2,721	63	382	3,166	16
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,933	<b>TOTAL NET EXPENDITURE</b>	2,721	63	382	3,166	16
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing and associated costs to deal with demand and service improvements						144
Growth for Appropriate Adults contract						60
Growth for Safer London contract						125
						329
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of the contract for National Society for the Prevention of Cruelty to Children (NSPCC) from Partnership and Intelligence (PL 2.8)						46
Transfer of 1 FTE Business Systems and Data Management Officer to Gateway Service Improvement (GSE 1.6)						(36)
Movement in capital charges						18
Increase in contribution of employers pension						25
						53
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>382</b>

**SERVICE DESCRIPTION**

**Place Planning Admissions & Learning Access** The 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 supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough. 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. They work closely with the School Delivery team in the Place Department, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places.

**Education Commissioning & Youth Engagement** The service has responsibility for the commissioning and contract monitoring of the education mutual, Octavo, the local authority statutory functions in relation to intervention in underperforming schools, the Virtual School for looked after children, 16-19 education in schools, including Not in Education, Employment, or Training (NEET) tracking, Standing Advisory Council for Religious Education (SACRE) and Croydon Music and Arts. The team includes ensuring provision for Children Missing Education, children who are Electively Home Educated, the commissioning of Alternative Provision and Pupil Referral Units, the Fair Access Panel, children excluded from school and statutory education welfare. A key role is to provide educational input in to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board. The Youth Engagement service delivers targeted and specialist group work interventions for young people aged 8 - 18 through a variety of models and settings. The team also leads on engagement with young people on Borough-wide projects such as Youth Voice and Participation, Youth Congress, Young Mayor and the delivery of the Youth Engagement Strategy. The team also has specialist outreach workers for young people who are socially excluded and/or vulnerable, for example working with young people in the Town Centre or hotspots identified by the police and community safety teams. They also work with children and young people in our estates and in temporary accommodation. The team facilitates a network of youth providers who are commissioned and independently funded across the Borough to deliver services for young people. The team has responsibility for the operation and maintenance overview of three youth hubs.

**Education Standards, Safeguarding and Inclusion** The Schools Standards Service consists of the team who ensure the Council meets its statutory duties. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention. The team focuses on key themes to improve the quality of education and learning provision in Croydon identified by outcomes for children and young people in the Borough. These include improving service delivery, raising all standards, narrowing the gap for identified vulnerable groups, enriching the curriculum and building learning communities.

**25 SEND Service** The aim of the service is to provide for children with Special Educational Needs and/or Disabilities will achieve independence and employment, whenever possible, in or near their local community so that they can live fulfilled lives and be active contributors to Croydon's future. Croydon has high aspirations for children and young people with SEND

**Early Years Education** The sufficiency Team ensures that there are sufficient childcare in Croydon (so far as is reasonably practicable) for working parents or parents/carers who are studying or training for employment. The Team assesses the supply of formal childcare from private day nurseries, pre-schools, schools

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D)	% CHANGE (E) %
		£000's	Inflation (B) £000's	Other (C) £000's	£000's	
C1235Q	Education and Youth Engagement Directorate	380	3	377	760	100
C1240Q	Place Planning Admissions and Learning Access	(8)	25	210	227	(2,938)
C1241Q	Education Commissioning & Youth Engagement	1,298	21	133	1,452	12
C1242Q	Education Standards, Safeguarding and Inclusion	1,425	40	22	1,487	4
C1219Q	0-25 SEND Service Special Education General Fund	627	16	76	719	15
C1220Q	0-25 SEND Service DSG Block	-	50	(50)	-	n/a
C1280Q	Early Years Education	145	6	(130)	21	(86)
<b>TOTAL NET SPEND</b>		3,867	161	638	4,666	21

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Education and Youth Engagement Directorate	1.0	1.0	-
Place Planning Admissions and Learning Access	43.1	43.1	-
Education Commissioning & Youth Engagement	24.0	24.0	-
Education Standards, Safeguarding and Inclusion	49.6	49.6	-
0-25 SEND Service Special Education General Fund	20.0	7.3	(12.7)
0-25 SEND Service DSG Block	51.6	65.5	13.9
Early Years Education	6.7	7.9	1.2
<b>TOTAL FTE STAFF</b>	196.0	198.4	2.4

**COST CENTRE: C1220P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,356	Employees	9,883	173	333	10,389	5
98	Premises related expenditure	86	-	-	86	-
6,311	Supplies and Services	3,799	-	(375)	3,424	(10)
16,879	Third Party Payments	15,422	-	986	16,408	6
62,155	Transfer Payments	59,803	-	3,140	62,943	5
36	Transport related expenditure	34	-	1	35	3
1,631	Recharges from other services	1,586	-	769	2,355	48
97,466	<b>TOTAL EXPENDITURE</b>	90,613	173	4,854	<b>95,640</b>	6
(77,912)	Government Grants	(84,035)	-	(4,051)	(88,086)	5
(1,016)	Other Grants, reimbursements and contributions	(1,014)	-	-	(1,014)	-
(758)	Customer and Client Receipts	(734)	(12)	-	(746)	2
-	Interest Receivable	-	-	-	-	n/a
(1,560)	Recharges to other services	(1,289)	-	(377)	(1,666)	29
(81,246)	<b>TOTAL INCOME</b>	(87,072)	(12)	(4,428)	<b>(91,512)</b>	5
16,220	<b>NET CONTROLLABLE COST</b>	3,541	161	426	<b>4,128</b>	17
149	Capital Charges	149	-	(146)	3	(98)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
177	Corporate support services bought in	177	-	358	535	202
326	<b>TOTAL UNCONTROLLABLE COST</b>	326	-	212	<b>538</b>	65
16,546	<b>NET COST OF SERVICE</b>	3,867	161	638	<b>4,666</b>	21
(9)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(9)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
16,537	<b>TOTAL NET EXPENDITURE</b>	3,867	161	638	<b>4,666</b>	21



EDUCATION AND YOUTH ENGAGEMENT  
EDUCATION AND YOUTH ENGAGEMENT DIRECTORATE

COST CENTRE: C1235Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
132	Employees	132	3	28	163	23
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
71	Recharges from other services	71	-	(9)	62	(13)
203	<b>TOTAL EXPENDITURE</b>	203	3	19	225	11
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
203	<b>NET CONTROLLABLE COST</b>	203	3	19	225	11
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
177	Corporate support services bought in	177	-	358	535	202
177	<b>TOTAL UNCONTROLLABLE COST</b>	177	-	358	535	202
380	<b>NET COST OF SERVICE</b>	380	3	377	760	100
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	-     Financing of Capital Expenditure	-	-	-	-	n/a
-	-     Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
380	<b>TOTAL NET EXPENDITURE</b>	380	3	377	760	100
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Growth allocation for Senior Management Structure						27
Movement in corporate charges and internal recharges						349
Increase in contribution of employers pension						1
						377
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>377</b>

COST CENTRE: C1240Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,474	Employees	1,274	25	10	1,309	3
6	Premises related expenditure	6	-	-	6	-
77	Supplies and Services	77	-	-	77	-
1	Third Party Payments	1	-	200	201	20,000
-	Transfer Payments	4,963	-	-	4,963	-
4	Transport related expenditure	4	-	-	4	-
90	Recharges from other services	90	-	-	90	-
1,652	<b>TOTAL EXPENDITURE</b>	6,415	25	210	6,650	4
(998)	Government Grants	(5,961)	-	-	(5,961)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(91)	Customer and Client Receipts	(91)	-	-	(91)	-
-	Interest Receivable	-	-	-	-	n/a
(371)	Recharges to other services	(371)	-	-	(371)	-
(1,460)	<b>TOTAL INCOME</b>	(6,423)	-	-	(6,423)	-
192	<b>NET CONTROLLABLE COST</b>	(8)	25	210	227	(2,938)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
192	<b>NET COST OF SERVICE</b>	(8)	25	210	227	(2,938)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
192	<b>TOTAL NET EXPENDITURE</b>	(8)	25	210	227	(2,938)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Increase in contribution of employers pension						10
Funding for the development of a youth participation strategy						200
						210
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>210</b>

EDUCATION AND YOUTH ENGAGEMENT  
EDUCATION COMMISSIONING & YOUTH ENGAGEMENT

COST CENTRE: C1241Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,236	Employees	1,075	21	129	1,225	14
71	Premises related expenditure	60	-	-	60	-
1,319	Supplies and Services	935	-	3	938	0
443	Third Party Payments	443	-	-	443	-
-	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	14	-	1	15	7
(22)	Recharges from other services	12	-	-	12	-
3,063	<b>TOTAL EXPENDITURE</b>	2,539	21	133	2,693	6
(898)	Government Grants	(393)	-	-	(393)	-
(31)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(28)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(871)	Recharges to other services	(819)	-	-	(819)	-
(1,828)	<b>TOTAL INCOME</b>	(1,241)	-	-	(1,241)	-
1,235	<b>NET CONTROLLABLE COST</b>	1,298	21	133	1,452	12
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,235	<b>NET COST OF SERVICE</b>	1,298	21	133	1,452	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,235	<b>TOTAL NET EXPENDITURE</b>	1,298	21	133	1,452	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						9
						9
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>9</b>

COST CENTRE: C1242Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,854	Employees	3,794	52	22	3,868	2
27	Premises related expenditure	27	-	-	27	-
1,201	Supplies and Services	1,147	-	(88)	1,059	(8)
1,011	Third Party Payments	811	-	-	811	-
3,299	Transfer Payments	3,396	-	-	3,396	-
3	Transport related expenditure	3	-	-	3	-
65	Recharges from other services	65	-	-	65	-
9,460	<b>TOTAL EXPENDITURE</b>	9,243	52	(66)	9,229	(0)
(6,655)	Government Grants	(6,478)	-	88	(6,390)	(1)
(598)	Other Grants, reimbursements and contributions	(598)	-	-	(598)	-
(643)	Customer and Client Receipts	(643)	(12)	-	(655)	2
-	Interest Receivable	-	-	-	-	n/a
(99)	Recharges to other services	(99)	-	-	(99)	-
(7,995)	<b>TOTAL INCOME</b>	(7,818)	(12)	88	(7,742)	(1)
1,465	<b>NET CONTROLLABLE COST</b>	1,425	40	22	1,487	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,465	<b>NET COST OF SERVICE</b>	1,425	40	22	1,487	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,465	<b>TOTAL NET EXPENDITURE</b>	1,425	40	22	1,487	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						22
						22
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>22</b>

EDUCATION AND YOUTH ENGAGEMENT  
0-25 SEND SERVICE SPECIAL EDUCATION GENERAL FUND

COST CENTRE: C1219Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
760	Employees	771	16	(301)	486	(37)
(8)	Premises related expenditure	(8)	-	-	(8)	-
79	Supplies and Services	100	-	-	100	-
57	Third Party Payments	57	-	-	57	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
96	Recharges from other services	2	-	377	379	18,850
984	<b>TOTAL EXPENDITURE</b>	922	16	76	1,014	10
(295)	Government Grants	(295)	-	-	(295)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(295)	<b>TOTAL INCOME</b>	(295)	-	-	(295)	-
689	<b>NET CONTROLLABLE COST</b>	627	16	76	719	15
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
689	<b>NET COST OF SERVICE</b>	627	16	76	719	15
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
689	<b>TOTAL NET EXPENDITURE</b>	627	16	76	719	15
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Transfer of 2019/20 allocated staffing inflation budget to the appropriate service area (CFE 2.8)						70
Increase in contribution of employers pension						6
						76
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>76</b>

COST CENTRE: C1220Q

FORECAST 2018/19  £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,597	Employees	2,549	50	397	<b>2,996</b>	18
1	Premises related expenditure	1	-	-	<b>1</b>	-
2,654	Supplies and Services	438	-	-	<b>438</b>	-
14,664	Third Party Payments	13,672	-	483	<b>14,155</b>	4
34,154	Transfer Payments	26,760	-	3,165	<b>29,925</b>	12
12	Transport related expenditure	12	-	-	<b>12</b>	-
1,317	Recharges from other services	1,346	-	-	<b>1,346</b>	-
55,399	<b>TOTAL EXPENDITURE</b>	44,778	50	4,045	<b>48,873</b>	9
(42,368)	Government Grants	(44,391)	-	(3,718)	(48,109)	8
(387)	Other Grants, reimbursements and contributions	(387)	-	-	(387)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(377)	(377)	n/a
(42,755)	<b>TOTAL INCOME</b>	(44,778)	-	(4,095)	(48,873)	9
12,644	<b>NET CONTROLLABLE COST</b>	-	50	(50)	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
12,644	<b>NET COST OF SERVICE</b>	-	50	(50)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,644	<b>TOTAL NET EXPENDITURE</b>	-	50	(50)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of 2019/20 allocated staffing inflation budget to the appropriate service area (CFE 2.7)						(70)
Increase in contribution of employers pension						20
						(50)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(50)</b>

COST CENTRE: C1280Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
303	Employees	288	6	48	342	19
1	Premises related expenditure	-	-	-	-	n/a
981	Supplies and Services	1,102	-	(290)	812	(26)
703	Third Party Payments	438	-	303	741	69
24,702	Transfer Payments	24,684	-	(25)	24,659	(0)
1	Transport related expenditure	1	-	-	1	-
14	Recharges from other services	-	-	401	401	n/a
26,705	<b>TOTAL EXPENDITURE</b>	26,513	6	437	26,956	2
(26,698)	Government Grants	(26,517)	-	(421)	(26,938)	2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
5	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(4)	Recharges to other services	-	-	-	-	n/a
(26,697)	<b>TOTAL INCOME</b>	(26,517)	-	(421)	(26,938)	2
8	<b>NET CONTROLLABLE COST</b>	(4)	6	16	18	(550)
149	Capital Charges	149	-	(146)	3	(98)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
149	<b>TOTAL UNCONTROLLABLE COST</b>	149	-	(146)	3	(98)
157	<b>NET COST OF SERVICE</b>	145	6	(130)	21	(86)
(9)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(9)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
148	<b>TOTAL NET EXPENDITURE</b>	145	6	(130)	21	(86)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Minor Variations						13
Movement in capital charges						(146)
Increase in contribution of employers pension						3
						(130)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(130)</b>

## CHILDREN, FAMILIES &amp; EDUCATION DIRECTORATE

## SERVICE DESCRIPTION

This cost centre is used to charge all administration costs relating to the Directorate, including capital charges for the school budgets.

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
<b>C1245P</b>	Children, Families & Education Directorate	5,685	5	3,462	<b>9,152</b>	61
	<b>TOTAL NET SPEND</b>	5,685	5	3,462	<b>9,152</b>	61

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Children, Families & Education Directorate	1.0	<b>1.0</b>	-
<b>TOTAL FTE STAFF</b>	1.0	<b>1.0</b>	-



CHILDREN, FAMILIES & EDUCATION DIRECTORATE  
CHILDREN, FAMILIES & EDUCATION DIRECTORATE

## COST CENTRE: C1245P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
904	Employees	241	5	(28)	218	(10)
1	Premises related expenditure	1	-	-	1	-
520	Supplies and Services	54	-	-	54	-
14	Third Party Payments	319	-	-	319	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
924	Recharges from other services	7	-	-	7	-
2,364	<b>TOTAL EXPENDITURE</b>	623	5	(28)	600	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,238)	Recharges to other services	(614)	-	21	(593)	(3)
(2,238)	<b>TOTAL INCOME</b>	(614)	-	21	(593)	(3)
126	<b>NET CONTROLLABLE COST</b>	9	5	(7)	7	(22)
5,676	Capital Charges	5,676	-	3,469	9,145	61
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
5,676	<b>TOTAL UNCONTROLLABLE COST</b>	5,676	-	3,469	9,145	61
5,802	<b>NET COST OF SERVICE</b>	5,685	5	3,462	9,152	61
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,802	<b>TOTAL NET EXPENDITURE</b>	5,685	5	3,462	9,152	61
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Realignment of Senior Management structure						(30)
Movement in capital and internal recharges						3,490
Increase in contribution of employers pension						2
						3,462
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,462</b>

**SERVICE DESCRIPTION**

This page describes the funding that is passed to Croydon schools to provide education for children from age 2 to Post-16

1) The main funding is the Dedicated Schools Grant (DSG) from the Department for Education (DfE) via the Education and Skills Funding Agency (ESFA). This funding is broken down into 4 main blocks:

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

ii) Schools block – this includes funding for primary and secondary schools/academies and Growth Funding for items such as expansions and bulge classes. Note most funding for academies is passed directly to the academies by the Education and Skills Funding Agency (ESFA).

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

Other funding streams from the ESFA include:

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

iv) Central Schools Services Block – this funds education services carried out by the LA and covers historic commitments such as admissions and schools forum.

2) Of the £339m DSG allocation, £248m is Schools Block. This comprises £84m for maintained LA schools and an estimated £164m is recouped by the ESFA to fund academies within the Borough. £6m is Central School Services Block, £61m is High Needs of which an estimated amount of £2.4m is recouped by the ESFA to fund special academies. (CFE 2.5, CFE 2.6 and CFE 7.8), £27m is Early Years (CFE 2.9). The Central School Services Block is held within Corporate (for Prudential Borrowing) and Services (such as Servicing of the School Forum) (CFE 4.2)

3) Education establishments are broken down into the following categories and numbers:

i) PVI's - currently 160 (note settings close and open throughout the year)

ii) Child minders – currently 119 (note child minders join and leave throughout the year)

iii) Nursery and early years centres - 5

iv) Primary Schools – 87 (39 Maintained, 46 Academies and 2 free schools)

v) Secondary Schools – 23 (6 Maintained and 17 Academies)

vi) Special Schools - 5 schools (1 setting is included within PRU's)

vii) Pupil Referral Units (PRUs) - 2 PRUs (Previously 4 Amalgamated into 1 and counted in 1 within special schools)

viii) All Through Schools – 1 (1 Academy)

Note numbers above are projected as at December 2018 and are subject to change due to academy conversions.

4) 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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2018/19 (A) £000's	Inflation (B) £000's	Other (C) £000's	2019/20 (D) £000's	
C1215P	Dedicated Schools Grant - Primary and Secondary	81,098	-	(970)	80,128	(1)
C1215P	Dedicated Schools Grant - Growth	6,511	-	(3,012)	3,499	(46)
C1215P	Dedicated Schools Grant - Central Schools Services Block	-	-	6,117	6,117	n/a
C1220Q	Dedicated Schools Grant - High Needs	55,329	-	3,630	58,959	7
C1280Q	Dedicated Schools Grant - Early Years	26,882	-	(191)	26,691	(1)
C1200N	Dedicated Schools Grant after ESFA recoupment & deduction	(169,820)	-	(5,574)	(175,394)	3
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated information on staffing levels are held at school level	N/A	N/A	N/A
<b>TOTAL FTE STAFF</b>	-	-	-

COST CENTRE: C1215P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
58,711	Primary	61,905	-	(740)	<b>61,165</b>	(1)
18,203	Secondary	19,193	-	(230)	<b>18,963</b>	(1)
6,511	Central	6,511	-	(3,012)	<b>3,499</b>	(46)
-	Central Schools Services Block	-	-	6,117	<b>6,117</b>	n/a
83,425	<b>TOTAL EXPENDITURE</b>	87,609	-	2,135	<b>89,744</b>	2
(76,914)	Dedicated Schools Grant - Primary and Secondary	(81,098)	-	970	<b>(80,128)</b>	(1)
(6,511)	Dedicated Schools Grant - Growth	(6,511)	-	3,012	<b>(3,499)</b>	(46)
	Dedicated Schools Grant - Central Schools Services Bloc	-	-	(6,117)	<b>(6,117)</b>	n/a
			-	-	-	n/a
(83,425)	<b>TOTAL INCOME</b>	(87,609)	-	(2,135)	<b>(89,744)</b>	2
-	<b>NET EXPENDITURE</b>	-	-	-	-	n/a

SCHOOLS BUDGET  
DSG - SCHOOLS

COST CENTRE: C1215P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
83,425	Transfer Payments	87,609	-	2,135	89,744	2
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
83,425	<b>TOTAL EXPENDITURE</b>	87,609	-	2,135	89,744	2
(83,425)	Government Grants	(87,609)	-	(2,135)	(89,744)	2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(83,425)	<b>TOTAL INCOME</b>	(87,609)	-	(2,135)	(89,744)	2
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

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## KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

Reduce homelessness and the number of people living in temporary accommodation

Increase the number of aids and adaptations to enable more people to remain living in their home

Provide quality information and advice on living options

Ensure fair allocation of homes – responding to housing need

Assist and enable residents to secure accommodation

Development of homeless prevention strategy

Promoting the borough as a fantastic place to live, work, learn and visit

Support the council in achieving its vision through strategic planning and policy development

## COST CENTRE: C1300N

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	12,814	12,870	13,674	16,846	31
Premises related expenditure	22,917	18,103	21,278	23,315	29
Supplies and Services	20,136	3,465	3,348	1,623	(53)
Third Party Payments	11,933	26,319	30,428	29,706	13
Transfer Payments	60	193	178	193	-
Transport related expenditure	53	71	49	58	(18)
Capital Charges	-	886	886	269	(70)
Intangible Charges	-	-	-	-	n/a
REFCUS	-	2,100	2,100	3,476	66
Corporate support services bought in	3,340	(1,289)	(1,429)	758	(159)
Recharges from other services	146	508	892	256	(50)
<b>TOTAL EXPENDITURE</b>	<b>71,398</b>	<b>63,226</b>	<b>71,404</b>	<b>76,500</b>	<b>7</b>
Government Grants	(5,942)	(5,425)	(6,081)	(5,048)	(7)
Other Grants, reimbursements and contributions	(1,563)	(101)	(2,374)	(512)	407
Customer and Client Receipts	(25,283)	(23,819)	(26,780)	(32,247)	35
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(5,469)	(2,348)	(2,737)	(2,961)	26
<b>TOTAL INCOME</b>	<b>(38,256)</b>	<b>(31,693)</b>	<b>(37,972)</b>	<b>(40,768)</b>	<b>7</b>

<b>NET EXPENDITURE</b>	<b>33,142</b>	<b>31,533</b>	<b>33,432</b>	<b>35,732</b>	<b>7</b>
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Contributions to / (from) Reserves	403	-	(866)	-	(100)
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<b>CURRENT BUDGET</b>	<b>32,734</b>
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<b>31,049</b>
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<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>811</b>
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<b>1,517</b>
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## TOP FINANCIAL RISKS 2019/20

The service requires access to the more expensive private rented market to increase supply of homes to address homelessness, which presents a financial pressure on the Council.

The supply of Emergency and Temporary accommodation to meet demand against rising costs. Seeking the supply of larger units and disabled accommodation.

## CABINET MEMBER

Cllr Alison Butler	Cabinet Member for Homes and Gateway Services
Cllr Hamida Ali	Cabinet Member for Safer Croydon & Communities
Cllr Simon Hall	Cabinet Member for Finance & Resource
Cllr Oliver Lewis	Cabinet Member for Culture, Leisure & Sport

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hazel Simmonds	Executive Director of Gateway, Strategy & Engagement	47446
Julia Pitt	Director of Gateway Services	62173
Yvonne Murray	Director of Housing Assessments & Solutions	61576
Gavin Handford	Head of Strategy & Partnership	47507
Helen Parrott	Head of Communications	60201

COST CENTRE	DIVISION
C1250P	Gateway Services
C1420P	Housing Assessment & Solutions
C1900P	Strategy And Partnerships

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
24,818	Gateway Services	24,718	194	2,219	27,131	10
7,813	Housing Assessment & Solutions	6,396	308	1,479	8,183	28
419	Strategy And Partnerships	419	39	(40)	418	(0)
33,050	<b>TOTAL NET SPEND</b>	31,533	541	3,658	35,732	13

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Gateway Services	191.5	253.6	62.1
Housing Assessment & Solutions	83.4	89.5	6.1
Strategy And Partnerships	35.3	35.1	(0.2)
<b>TOTAL FTE STAFF</b>	310.2	<b>378.2</b>	68.0

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

The newly formed department Gateway, Strategy and Engagement Division includes the addition of the following service areas:  
 Creation of an Executive Director post in GS&E  
 Enablement and Welfare growth 25 fte  
 Gateway Service Improvement growth 35 fte  
 Housing Need growth 5 fte

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,674	Employees	12,870	257	3,719	<b>16,846</b>	31
21,278	Premises related expenditure	18,103	245	4,967	<b>23,315</b>	29
3,348	Supplies and Services	3,465	-	(1,842)	<b>1,623</b>	(53)
30,912	Third Party Payments	26,319	47	3,340	<b>29,706</b>	13
178	Transfer Payments	193	-	-	<b>193</b>	-
49	Transport related expenditure	71	-	(13)	<b>58</b>	(18)
892	Recharges from other services	508	-	(252)	<b>256</b>	(50)
<b>70,331</b>	<b>TOTAL EXPENDITURE</b>	<b>61,529</b>	<b>549</b>	<b>9,919</b>	<b>71,997</b>	<b>17</b>
(6,081)	Government Grants	(5,425)	-	377	(5,048)	(7)
(2,374)	Other Grants, reimbursements and contributions	(101)	-	(411)	(512)	407
(26,780)	Customer and Client Receipts	(23,819)	(8)	(8,420)	(32,247)	35
-	Interest Receivable	-	-	-	-	n/a
(2,737)	Recharges to other services	(2,348)	-	(613)	(2,961)	26
<b>(37,972)</b>	<b>TOTAL INCOME</b>	<b>(31,693)</b>	<b>(8)</b>	<b>(9,067)</b>	<b>(40,768)</b>	<b>29</b>
<b>32,359</b>	<b>NET CONTROLLABLE COST</b>	<b>29,836</b>	<b>541</b>	<b>852</b>	<b>31,229</b>	<b>5</b>
886	Capital Charges	886	-	(617)	<b>269</b>	(70)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	1,376	<b>3,476</b>	66
(1,429)	Corporate support services bought in	(1,289)	-	2,047	<b>758</b>	(159)
<b>1,557</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,697</b>	<b>-</b>	<b>2,806</b>	<b>4,503</b>	<b>165</b>
<b>33,916</b>	<b>NET COST OF SERVICE</b>	<b>31,533</b>	<b>541</b>	<b>3,658</b>	<b>35,732</b>	<b>13</b>
(866)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(866)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>33,050</b>	<b>TOTAL NET EXPENDITURE</b>	<b>31,533</b>	<b>541</b>	<b>3,658</b>	<b>35,732</b>	<b>13</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,338
Strategic budget - agreed additional income / savings						(2,500)
Other resource changes						2,820
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,658</b>



## GATEWAY SERVICES

## SERVICE DESCRIPTION

The Gateway Services Division comprises of 5 services areas. These include:

**Enablement and Welfare** - responsible for financial stability and housing sustainability for residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 42,000 residents per annum. This service is critical in shaping the councils response to welfare reforms, including Universal credit, Benefit cap, Local Housing Allowance freeze-approx. 16,000 residents affected by these changes are supported by Enablement and Welfare. The service also supports with financial assessment for adult social care, maximising the income of Croydon residents and optimising contributions for care. In addition, the service provides support for people with No Recourse to Public Funds.

**Bereavement & Registrars** - responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1,800 cremations and maintenance of 3 cemeteries, 1 crematorium and the provision of our registration services including birth, deaths, marriages and citizenship. Combined, the services generate over £3m per year in income.

**Gateway Service Improvement** - responsible for the co-ordination of the Adult Social Care/Childrens Social Care/ Education/Housing/Housing Assets departments approach to business systems, community empowerment and work with the third sector focusing in particular around the areas of information and advice, managing demand and street homelessness. Leads on pushing the Gateway approach out into the community/localities/food stops. The service also leads on Gateway Link, a service that was established to work collaboratively to reduce costs to the council, improve residents' outcomes and promote independence.

**Access Croydon & Contact Centre**

A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact and

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enablement And Welfare	22,190	62	1,495	23,747	7
C1252Q	Bereavement And Registrars	(715)	30	307	(378)	(47)
C1256Q	Gateway Services Directorate	99	2	115	216	118
C1259Q	Gateway Service Improvement	3,142	63	(615)	2,590	(18)
C1618Q	Access Croydon & Contact Centre	2	37	917	956	47,700
	<b>TOTAL NET SPEND</b>	24,718	194	2,219	27,131	10

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Enablement And Welfare	82.96	99.60	16.64
Bereavement And Registrars	35.93	36.00	0.07
Gateway Services Directorate	1.00	2.00	1.00
Gateway Service Improvement	12.72	57.14	44.42
Access Croydon & Contact Centre	58.89	58.89	0.00
<b>TOTAL FTE STAFF</b>	191.50	253.63	62.13

COST CENTRE: C1250P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,618	Employees	7,579	148	3,274	<b>11,001</b>	45
435	Premises related expenditure	346	7	0	<b>353</b>	2
838	Supplies and Services	890	-	24	<b>914</b>	3
20,682	Third Party Payments	20,430	47	(2,484)	<b>17,993</b>	(12)
52	Transfer Payments	71	-	0	<b>71</b>	-
47	Transport related expenditure	55	-	0	<b>55</b>	-
622	Recharges from other services	442	-	(146)	<b>296</b>	(33)
31,294	<b>TOTAL EXPENDITURE</b>	29,813	202	668	<b>30,683</b>	3
(1,222)	Government Grants	(566)	-	354	<b>(212)</b>	(63)
(43)	Other Grants, reimbursements and contributions	(50)	-	(198)	<b>(248)</b>	396
(3,647)	Customer and Client Receipts	(3,781)	(8)	1	<b>(3,788)</b>	0
-	Interest Receivable	-	-	-	-	n/a
(722)	Recharges to other services	(722)	-	(616)	<b>(1,338)</b>	85
(5,634)	<b>TOTAL INCOME</b>	(5,119)	(8)	(459)	<b>(5,586)</b>	9
25,660	<b>NET CONTROLLABLE COST</b>	24,694	194	209	<b>25,097</b>	2
169	Capital Charges	169	-	1	<b>170</b>	1
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(145)	Corporate support services bought in	(145)	-	2,009	<b>1,864</b>	(1,386)
24	<b>TOTAL UNCONTROLLABLE COST</b>	24	-	2,010	<b>2,034</b>	8,375
25,684	<b>NET COST OF SERVICE</b>	24,718	194	2,219	<b>27,131</b>	10
(866)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(866)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
24,818	<b>TOTAL NET EXPENDITURE</b>	24,718	194	2,219	<b>27,131</b>	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						2,788
Strategic budget - agreed additional income / savings						(2,500)
Other resource changes						1,931
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,219</b>

**GATEWAY SERVICES  
ENABLEMENT AND WELFARE**
**COST CENTRE: C1248Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,527	Employees	3,491	65	803	4,359	25
52	Premises related expenditure	-	-	-	-	n/a
668	Supplies and Services	517	-	-	517	-
17,807	Third Party Payments	17,684	-	45	17,729	0
52	Transfer Payments	71	-	-	71	-
3	Transport related expenditure	9	-	-	9	-
385	Recharges from other services	308	-	-	308	-
22,494	<b>TOTAL EXPENDITURE</b>	22,080	65	848	22,993	4
(516)	Government Grants	(352)	-	140	(212)	(40)
(43)	Other Grants, reimbursements and contributions	(50)	-	(44)	(94)	88
(213)	Customer and Client Receipts	(236)	(3)	-	(239)	1
	Interest Receivable	-	-	-	-	n/a
(248)	Recharges to other services	(248)	-	(207)	(455)	83
(1,020)	<b>TOTAL INCOME</b>	(886)	(3)	(111)	(1,000)	13
21,474	<b>NET CONTROLLABLE COST</b>	21,194	62	737	21,993	4
	Capital Charges	-	-	-	-	n/a
	Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
996	Corporate support services bought in	996	-	758	1,754	76
996	<b>TOTAL UNCONTROLLABLE COST</b>	996	-	758	1,754	76
22,470	<b>NET COST OF SERVICE</b>	22,190	62	1,495	23,747	7
(280)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(280)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
22,190	<b>TOTAL NET EXPENDITURE</b>	22,190	62	1,495	23,747	7
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase concessionary fare payment to Transport for London						66
Personal Budgeting Support Team						157
Employment Support Service						329
Increase Staffing Numbers in No Recourse To Public Funds Service						233
Adult Social Care Financial Assessment Team						388
						1,173
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						29
Transfer of 2 fte NRPf Adult's Social Workers to Adult's Social Care - (HWA 1.6)						(94)
Transfer of 4 fte Social Workers to Children's Social Care - (CFE 1.5)						(181)
Movement in corporate charges (SeRCOP) and Internal Recharges						758
Budget Adjustments for Education/Youth						(200)
Minor Adjustments						10
						322
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,495</b>

**GATEWAY SERVICES  
BEREAVEMENT AND REGISTRARS**
**COST CENTRE: C1252Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,439	Employees	1,453	28	59	1,540	6
373	Premises related expenditure	344	7	-	351	2
200	Supplies and Services	355	-	24	379	7
36	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
44	Transport related expenditure	44	-	-	44	-
70	Recharges from other services	77	-	(69)	8	(90)
2,162	<b>TOTAL EXPENDITURE</b>	2,273	35	14	2,322	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,433)	Customer and Client Receipts	(3,544)	(5)	-	(3,549)	0
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(3,433)	<b>TOTAL INCOME</b>	(3,544)	(5)	-	(3,549)	0
(1,271)	<b>NET CONTROLLABLE COST</b>	(1,271)	30	14	(1,227)	(3)
169	Capital Charges	169	-	1	170	1
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
387	Corporate support services bought in	387	-	292	679	75
556	<b>TOTAL UNCONTROLLABLE COST</b>	556	-	293	849	53
(715)	<b>NET COST OF SERVICE</b>	(715)	30	307	(378)	(47)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(715)	<b>TOTAL NET EXPENDITURE</b>	(715)	30	307	(378)	(47)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						14
Minor Adjustment						1
Movement in corporate charges (SeRCOP) and Internal Recharges						292
						307
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>307</b>

GATEWAY SERVICES  
GATEWAY SERVICES DIRECTORATE

COST CENTRE: C1256Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
139	Employees	139	2	181	322	132
	Premises related expenditure	-			-	n/a
1	Supplies and Services	1			1	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
77	Recharges from other services	77		(77)	-	(100)
217	<b>TOTAL EXPENDITURE</b>	217	2	104	323	49
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(133)	Recharges to other services	(133)		5	(128)	(4)
(133)	<b>TOTAL INCOME</b>	(133)	-	5	(128)	(4)
84	<b>NET CONTROLLABLE COST</b>	84	2	109	195	132
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
15	Corporate support services bought in	15		6	21	40
15	<b>TOTAL UNCONTROLLABLE COST</b>	15	-	6	21	40
99	<b>NET COST OF SERVICE</b>	99	2	115	216	118
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
99	<b>TOTAL NET EXPENDITURE</b>	99	2	115	216	118
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						1
Senior Management Structure						181
Movement in corporate charges (SeRCOP) and Internal Recharges						(71)
Minor Adjustment						4
						115
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>115</b>

**GATEWAY SERVICES  
GATEWAY SERVICE IMPROVEMENT SUMMARY**
**COST CENTRE: C1259Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,570	Employees	666	16	2,178	<b>2,860</b>	329
10	Premises related expenditure	-			-	n/a
(34)	Supplies and Services	2			2	-
2,839	Third Party Payments	2,746	47	(2,529)	<b>264</b>	(90)
	Transfer Payments	-			-	n/a
	Transport related expenditure	2			2	-
89	Recharges from other services	(20)			(20)	-
4,474	<b>TOTAL EXPENDITURE</b>	3,396	63	(351)	<b>3,108</b>	(8)
(706)	Government Grants	(214)		214	-	(100)
	Other Grants, reimbursements and contributions	-		(154)	(154)	n/a
(1)	Customer and Client Receipts	(1)		1	-	(100)
	Interest Receivable	-			-	n/a
(165)	Recharges to other services	(165)		(414)	(579)	251
(872)	<b>TOTAL INCOME</b>	(380)	-	(353)	(733)	93
3,602	<b>NET CONTROLLABLE COST</b>	3,016	63	(704)	<b>2,375</b>	(21)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
126	Corporate support services bought in	126		89	<b>215</b>	71
126	<b>TOTAL UNCONTROLLABLE COST</b>	126	-	89	<b>215</b>	71
3,728	<b>NET COST OF SERVICE</b>	3,142	63	(615)	<b>2,590</b>	(18)
(586)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(586)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,142	<b>TOTAL NET EXPENDITURE</b>	3,142	63	(615)	<b>2,590</b>	(18)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Gateway Link Service - core service and expansion						532
Gateway Link Service - Adults Social Care and All Age Disability						475
Gateway Link Service - Children						275
Gateway Link Panels						133
Community Support Team						200
						1,615
<u>Strategic budget - agreed additional income / savings</u>						
Savings in Adults Social Care and Children to be delivered by Gateway Services						(2,500)
						(2,500)
<u>Other resource changes</u>						
Increase in contribution of employers pension						6
Transfer of 3 fte from Education to People Business Systems (RED 2.13)						140
Transfer of 1 fte from Childrens Social Care to People Business Systems (CFE 1.9)						36
Movement in corporate charges (SeRCOP) and Internal Recharges						89
Minor Adjustments						(1)
						270
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(615)</b>

GATEWAY SERVICES  
CONTACT CENTRE SUMMARY

COST CENTRE: C1618Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,943	Employees	1,830	37	53	1,920	5
-	Premises related expenditure	2	-	-	2	-
3	Supplies and Services	15	-	-	15	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
1,947	<b>TOTAL EXPENDITURE</b>	1,847	37	53	1,937	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(176)	Recharges to other services	(176)	-	-	(176)	-
(176)	<b>TOTAL INCOME</b>	(176)	-	-	(176)	-
1,771	<b>NET CONTROLLABLE COST</b>	1,671	37	53	1,761	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,669)	Corporate support services bought in	(1,669)	-	864	(805)	(52)
(1,669)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,669)	-	864	(805)	(52)
102	<b>NET COST OF SERVICE</b>	2	37	917	956	47,700
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
102	<b>TOTAL NET EXPENDITURE</b>	2	37	917	956	47,700
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer to the Contact Centre for Descoped work - (RED 5.6)						34
Increase in contribution of employers pension						19
Movement in corporate charges (SeRCOP) and Internal Recharges						864
						917
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>917</b>

## HOUSING ASSESSMENT &amp; SOLUTIONS

## SERVICE DESCRIPTION

The Housing Assessment & Solutions includes the following sections:

**Emergency Accommodation** - responsible for the assessment and placement of residents requiring emergency and short term accommodation, supporting over 3,000 residents per year, The service also supports our more vulnerable young adults, who do not meet the statutory need - through Supporting, Needs, Assessment, Placement (SNAP). This service will also lead on the introduction/effects of the homelessness reduction bill, which could see the number of customers supported dramatically increasing

**Housing Renewal**

Responsible for the Staying Put Home Improvement Agency which enables older, vulnerable people and people with disabilities to stay in their own homes. This can be through repairs, adaptations, re-ablement, hospital discharge, gardening and handyperson services. The service also provides loans for vulnerable home owners who are on low incomes for repairs and improvements to bring their homes up to the Decent Homes Standard. Together with the Major Adaptations Unit, provides the disabled adaptation service for all private sector tenures, including processing of Disabled Facilities Grants applications, approvals and completion of works on site. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice, enforcement and where required compulsory purchase on long term vacant homes to increase available housing supply.

**Service Development**

Responsible for collecting service charges from leaseholders, issuing legal proceedings from tenancy breaches including rent arrears, anti-social behaviour, disrepair and unauthorised occupants.

It promotes youth involvement, tackles worklessness and undertakes fund raising activity. It collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

## MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1258Q	Emergency Accommodation	2,958	282	2,621	5,861	98
C1440Q	Housing Renewal	(21)	15	6	-	(100)
C1444Q	Service Development	4	2	-	6	50
C1446Q	Housing Needs Directorate	3,249	-	548	3,797	17
C1448Q	Temporary Accommodation And Housing Solutions	259	9	(1,696)	(1,428)	(651)
C1464Q	Garage Commercial And Miscellaneous Properties Income	(53)	-	-	(53)	-
<b>TOTAL NET SPEND</b>		6,396	308	1,479	8,183	28

## STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Emergency Accommodation	55.2	55.4	0.2
Housing Renewal	15.8	14.5	(1.3)
Service Development	1.0	1.0	-
Housing Needs Directorate	0.3	0.3	-
Temporary Accommodation and Housing Solutions	11.2	18.3	7.2
Garage Commercial And Miscellaneous Properties Income	-	-	-
<b>TOTAL FTE STAFF</b>	83.4	89.5	6.1



COST CENTRE: C1420P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,176	Employees	3,411	70	392	<b>3,873</b>	14
20,843	Premises related expenditure	17,757	238	4,967	<b>22,962</b>	29
2,355	Supplies and Services	2,420	-	(1,905)	<b>515</b>	(79)
9,340	Third Party Payments	4,999	-	5,824	<b>10,823</b>	117
4	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	16	-	(13)	<b>3</b>	(81)
270	Recharges from other services	66	-	(106)	<b>(40)</b>	(161)
<b>35,990</b>	<b>TOTAL EXPENDITURE</b>	<b>28,669</b>	<b>308</b>	<b>9,159</b>	<b>38,136</b>	<b>33</b>
(4,859)	Government Grants	(4,859)	-	23	<b>(4,836)</b>	(0)
(2,331)	Other Grants, reimbursements and contributions	(51)	-	(213)	<b>(264)</b>	418
(23,057)	Customer and Client Receipts	(19,962)	-	(8,421)	<b>(28,383)</b>	42
-	Interest Receivable	-	-	-	-	n/a
(1,608)	Recharges to other services	(1,219)	-	(34)	<b>(1,253)</b>	3
<b>(31,855)</b>	<b>TOTAL INCOME</b>	<b>(26,091)</b>	<b>-</b>	<b>(8,645)</b>	<b>(34,736)</b>	<b>33</b>
<b>4,135</b>	<b>NET CONTROLLABLE COST</b>	<b>2,578</b>	<b>308</b>	<b>514</b>	<b>3,400</b>	<b>32</b>
717	Capital Charges	717	-	(618)	<b>99</b>	(86)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	800	<b>2,900</b>	38
861	Corporate support services bought in	1,001	-	783	<b>1,784</b>	78
<b>3,678</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>3,818</b>	<b>-</b>	<b>965</b>	<b>4,783</b>	<b>25</b>
<b>7,813</b>	<b>NET COST OF SERVICE</b>	<b>6,396</b>	<b>308</b>	<b>1,479</b>	<b>8,183</b>	<b>28</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>7,813</b>	<b>TOTAL NET EXPENDITURE</b>	<b>6,396</b>	<b>308</b>	<b>1,479</b>	<b>8,183</b>	<b>28</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						500
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						979
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,479</b>

HOUSING ASSESSMENT & SOLUTIONS  
EMERGENCY ACCOMMODATION

COST CENTRE: C1258Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,115	Employees	2,158	44	98	2,300	7
11,891	Premises related expenditure	11,890	238	(302)	11,826	(1)
2,136	Supplies and Services	2,227		(1,945)	282	(87)
32	Third Party Payments	16			16	-
	Transfer Payments	-			-	n/a
1	Transport related expenditure	1			1	-
128	Recharges from other services	20			20	-
16,303	<b>TOTAL EXPENDITURE</b>	16,312	282	(2,149)	14,445	(11)
(4,768)	Government Grants	(4,768)		4,366	(402)	(92)
	Other Grants, reimbursements and contributions	-			-	n/a
(8,483)	Customer and Client Receipts	(8,492)			(8,492)	-
	Interest Receivable	-			-	n/a
(678)	Recharges to other services	(678)			(678)	-
(13,929)	<b>TOTAL INCOME</b>	(13,938)	-	4,366	(9,572)	(31)
2,374	<b>NET CONTROLLABLE COST</b>	2,374	282	2,217	4,873	105
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
584	Corporate support services bought in	584		404	988	69
584	<b>TOTAL UNCONTROLLABLE COST</b>	584	-	404	988	69
2,958	<b>NET COST OF SERVICE</b>	2,958	282	2,621	5,861	98
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,958	<b>TOTAL NET EXPENDITURE</b>	2,958	282	2,621	5,861	98
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
<u>Other resource changes</u>						
Movement of Flexible Homelessness Support Grant and Saving to Temporary Accommodation - (GSE 2.7)						2,200
Increase in contribution of employers pension						17
Movement in corporate charges (SeRCOP) and Internal Recharges						404
						2,621
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,621</b>

COST CENTRE: C1440Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
558	Employees	675	15	(37)	653	(3)
1	Premises related expenditure	-			-	n/a
15	Supplies and Services	2		4	6	200
212	Third Party Payments	-		212	212	n/a
	Transfer Payments	-			-	n/a
1	Transport related expenditure	14		(12)	2	(86)
18	Recharges from other services	-		8	8	n/a
805	<b>TOTAL EXPENDITURE</b>	691	15	175	881	27
	Government Grants	-			-	n/a
(231)	Other Grants, reimbursements and contributions	(51)		(166)	(217)	325
(187)	Customer and Client Receipts	(310)		31	(279)	(10)
	Interest Receivable	-			-	n/a
(240)	Recharges to other services	(351)		(34)	(385)	10
(658)	<b>TOTAL INCOME</b>	(712)	-	(169)	(881)	24
147	<b>NET CONTROLLABLE COST</b>	(21)	15	6	-	(100)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(140)	Corporate support services bought in	-			-	n/a
(140)	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
7	<b>NET COST OF SERVICE</b>	(21)	15	6	-	(100)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7	<b>TOTAL NET EXPENDITURE</b>	(21)	15	6	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						6
Increase in contribution of employers pension						
						6
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>6</b>

COST CENTRE: C1444Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
100	Employees	100	2		102	2
	Premises related expenditure	-			-	n/a
55	Supplies and Services	55			55	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
16	Recharges from other services	16			16	-
171	<b>TOTAL EXPENDITURE</b>	171	2	-	173	1
(91)	Government Grants	(91)			(91)	-
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(76)	Recharges to other services	(76)			(76)	-
(167)	<b>TOTAL INCOME</b>	(167)	-	-	(167)	-
4	<b>NET CONTROLLABLE COST</b>	4	2	-	6	50
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
4	<b>NET COST OF SERVICE</b>	4	2	-	6	50
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4	<b>TOTAL NET EXPENDITURE</b>	4	2	-	6	50
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

HOUSING ASSESSMENT & SOLUTIONS  
HOUSING NEEDS DIRECTORATE

COST CENTRE: C1446Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
36	Employees	23			23	-
	Premises related expenditure	-			-	n/a
95	Supplies and Services	-			-	n/a
13	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
(108)	Recharges from other services	13		(13)	-	(100)
36	<b>TOTAL EXPENDITURE</b>	36	-	(13)	23	(36)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
(21)	Recharges to other services	(21)			(21)	-
(21)	<b>TOTAL INCOME</b>	(21)	-	-	(21)	-
15	<b>NET CONTROLLABLE COST</b>	15	-	(13)	2	(87)
717	Capital Charges	717		(618)	99	(86)
	Intangible Charges	-			-	n/a
2,100	REFCUS	2,100		800	2,900	38
417	Corporate support services bought in	417		379	796	91
3,234	<b>TOTAL UNCONTROLLABLE COST</b>	3,234	-	561	3,795	17
3,249	<b>NET COST OF SERVICE</b>	3,249	-	548	3,797	17
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,249	<b>TOTAL NET EXPENDITURE</b>	3,249	-	548	3,797	17
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Reduction of Capital Charges						(618)
Increase REFCUS						800
Movement in corporate charges (SeRCOP) and Internal Recharges						366
						548
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>548</b>

**HOUSING NEED  
TEMPORARY ACCOMMODATION AND HOUSING SOLUTIONS**

**COST CENTRE: C1448Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
367	Employees	455	9	331	795	75
8,939	Premises related expenditure	5,738		5,269	11,007	92
54	Supplies and Services	99		36	135	36
9,083	Third Party Payments	4,983		5,612	10,595	113
	Transfer Payments	-			-	n/a
	Transport related expenditure	1		(1)	-	(100)
216	Recharges from other services	16		(101)	(85)	(631)
18,659	<b>TOTAL EXPENDITURE</b>	11,292	9	11,146	22,447	99
	Government Grants	-		(4,343)	(4,343)	n/a
(2,100)	Other Grants, reimbursements and contributions	-		(47)	(47)	n/a
(14,290)	Customer and Client Receipts	(10,940)		(8,452)	(19,392)	77
	Interest Receivable	-		-	-	n/a
(593)	Recharges to other services	(93)			(93)	-
(16,983)	<b>TOTAL INCOME</b>	(11,033)	-	(12,842)	(23,875)	116
1,676	<b>NET CONTROLLABLE COST</b>	259	9	(1,696)	(1,428)	(651)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,676	<b>NET COST OF SERVICE</b>	259	9	(1,696)	(1,428)	(651)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,676	<b>TOTAL NET EXPENDITURE</b>	259	9	(1,696)	(1,428)	(651)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Housing Solutions - Managing Demand Team and Incentives						500
						500
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Movement of Flexible Homelessness Support Grant and Saving from Emergency Accommodation - (GSE 2.3)						(2,200)
Increase in contribution of employers pension						4
						(2,196)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,696)</b>

## HOUSING ASSESSMENT &amp; SOLUTIONS

## GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME

COST CENTRE: C1464Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
12	Premises related expenditure	129			129	-
	Supplies and Services	37			37	-
	Third Party Payments	-			-	n/a
4	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	1			1	-
16	<b>TOTAL EXPENDITURE</b>	167	-	-	167	-
	Government Grants	-			-	n/a
(97)	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	(220)			(220)	-
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(97)	<b>TOTAL INCOME</b>	(220)	-	-	(220)	-
(81)	<b>NET CONTROLLABLE COST</b>	(53)	-	-	(53)	-
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(81)	<b>NET COST OF SERVICE</b>	(53)	-	-	(53)	-
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(81)	<b>TOTAL NET EXPENDITURE</b>	(53)	-	-	(53)	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**SERVICE DESCRIPTION**

The Strategy and Partnership areas comprises of 2 service areas:. These include:

**The Communications and Engagement service** supports the council in promoting the borough as a fantastic place to live, work, learn and visit; using strategic internal and external communications and public engagement campaigns that inform, involve and change behaviour, and comprehensive media relations to champion Croydon locally and nationally, and protect its reputation.

**The Communities and Policy team** support the council in achieving its vision through strategic planning, policy development and its relationships with strategic partners and voluntary and community sector groups. The team also manages a range of grant programmes delivering against corporate priorities.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1616Q	Communications And Engagement	2	28	738	768	38,300
C1900Q	Communities And Policy	417	11	(778)	(350)	(184)
	<b>TOTAL NET SPEND</b>	419	39	(40)	418	(0)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Communications And Engagement	24.6	24.6	-
Communities And Policy	10.7	10.5	(0.2)
<b>TOTAL FTE STAFF</b>	35.3	35.1	(0.2)



COST CENTRE: C1900P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,880	Employees	1,880	39	53	1,972	5
-	Premises related expenditure	-	-	-	-	n/a
155	Supplies and Services	155	-	39	194	25
890	Third Party Payments	890	-	-	890	-
122	Transfer Payments	122	-	-	122	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
3,047	<b>TOTAL EXPENDITURE</b>	3,047	39	92	3,178	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(76)	-	-	(76)	-
-	Interest Receivable	-	-	-	-	n/a
(407)	Recharges to other services	(407)	-	37	(370)	(9)
(483)	<b>TOTAL INCOME</b>	(483)	-	37	(446)	(8)
2,564	<b>NET CONTROLLABLE COST</b>	2,564	39	129	2,732	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	576	576	n/a
(2,145)	Corporate support services bought in	(2,145)	-	(745)	(2,890)	35
(2,145)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,145)	-	(169)	(2,314)	8
419	<b>NET COST OF SERVICE</b>	419	39	(40)	418	(0)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
419	<b>TOTAL NET EXPENDITURE</b>	419	39	(40)	418	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						50
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						(90)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(40)

COST CENTRE: C1616Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,333	Employees	1,333	28	(14)	1,347	1
	Premises related expenditure	-			-	n/a
154	Supplies and Services	154		39	193	25
304	Third Party Payments	304			304	-
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
1,791	<b>TOTAL EXPENDITURE</b>	1,791	28	25	1,844	3
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(76)	Customer and Client Receipts	(76)			(76)	-
	Interest Receivable	-			-	n/a
(407)	Recharges to other services	(407)		37	(370)	(9)
(483)	<b>TOTAL INCOME</b>	(483)	-	37	(446)	(8)
1,308	<b>NET CONTROLLABLE COST</b>	1,308	28	62	1,398	7
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
(1,306)	Corporate support services bought in	(1,306)		676	(630)	(52)
(1,306)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,306)	-	676	(630)	(52)
2	<b>NET COST OF SERVICE</b>	2	28	738	768	38,300
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2	<b>TOTAL NET EXPENDITURE</b>	2	28	738	768	38,300
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Your Croydon						50
						50
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						12
Movement in corporate charges (SeRCOP) and Internal Recharges						676
						688
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>738</b>

COST CENTRE: C1900Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
547	Employees	547	11	67	625	14
	Premises related expenditure	-			-	n/a
1	Supplies and Services	1			1	-
586	Third Party Payments	586			586	-
122	Transfer Payments	122			122	-
	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
1,256	<b>TOTAL EXPENDITURE</b>	1,256	11	67	1,334	6
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
1,256	<b>NET CONTROLLABLE COST</b>	1,256	11	67	1,334	6
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-		576	576	n/a
(839)	Corporate support services bought in	(839)		(1,421)	(2,260)	169
(839)	<b>TOTAL UNCONTROLLABLE COST</b>	(839)	-	(845)	(1,684)	101
417	<b>NET COST OF SERVICE</b>	417	11	(778)	(350)	(184)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
417	<b>TOTAL NET EXPENDITURE</b>	417	11	(778)	(350)	(184)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
Increase in contribution of employers pension						10
Transfer of 1fte from C & P (RED 2.10)						56
Movement in corporate charges (SeRCOP) and Internal Recharges						(845)
Minor Adjustments						1
						(778)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(778)</b>

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**KEY SERVICE TARGETS / PRIORITIES FOR 2019/20**

Across all areas is the cross cutting theme to better manage demand and promote more efficient and targeted service delivery. The priorities are to:

- 1) Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.
- 2) Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Heath, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.
- 3) Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.
- 4) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- 5) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the uniqueness of the borough.
- 6) Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
- 7) Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and a vibrant destination for visitors which is attractive to investors now and in the future.
- 8) Drive out improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.
- 9) Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.
- 10) Lead the creation of Violence Reduction Unit working with all council services and external partners.

**FINANCIAL PERFORMANCE****COST CENTRE: C1100N**

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	28,899	30,172	30,494	<b>34,994</b>	16
Premises related expenditure	5,872	3,523	4,461	<b>5,484</b>	56
Supplies and Services	41,084	30,016	29,907	<b>33,150</b>	10
Third Party Payments	3,151	8,398	4,819	<b>5,604</b>	(33)
Transfer Payments	(2,353)	271	271	<b>271</b>	-
Transport related expenditure	10,759	8,808	10,325	<b>10,280</b>	17
Capital Charges	-	10,480	10,472	<b>13,154</b>	26
Intangible Charges	-	-	9	<b>6</b>	n/a
REFCUS	-	-	-	<b>27,330</b>	n/a
Corporate support services bought in	16,776	9,138	9,234	<b>14,768</b>	62
Recharges from other services	399	4,213	7,215	<b>3,694</b>	(12)
<b>TOTAL EXPENDITURE</b>	<b>104,589</b>	<b>105,019</b>	<b>107,207</b>	<b>148,735</b>	<b>39</b>
Government Grants	(3,997)	(4,208)	(4,213)	<b>(6,107)</b>	45
Other Grants, reimbursements and contributions	(4,983)	(3,971)	(4,131)	<b>(4,659)</b>	17
Customer and Client Receipts	(28,920)	(24,700)	(29,021)	<b>(30,864)</b>	25
Interest Receivable	-	-	-	<b>-</b>	n/a
Recharges to other services	(17,767)	(13,171)	(13,783)	<b>(13,705)</b>	4
<b>TOTAL INCOME</b>	<b>(55,667)</b>	<b>(46,050)</b>	<b>(51,148)</b>	<b>(55,335)</b>	<b>8</b>
<b>NET EXPENDITURE</b>	<b>48,921</b>	<b>58,969</b>	<b>56,059</b>	<b>93,400</b>	<b>67</b>
Contributions to / (from) Reserves	(6,328)	-	(819)	-	(100)
<b>CURRENT BUDGET</b>	<b>41,183</b>		<b>58,717</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>1,410</b>		<b>(3,477)</b>		

**TOP FINANCIAL RISKS 2019/20**

The Place department generates significant levels of income, particularly within the Planning and Strategic Transport division and Public Realm division. These are sensitive to changes in external conditions which can be difficult to predict and shortfalls in income could result in budget pressures.

Croydon Council has entered into a new waste contract and where waste tonnages exceed forecast levels, the council could incur additional costs as a result.

## CABINET MEMBER

Councillor Stuart King (Job Share)	Cabinet Member for Environment, Transport and Regeneration
Councillor Alison Butler	Cabinet Member for Homes and Gateway Services
Councillor Stuart Collins	Cabinet Member for Clean Green Croydon
Councillor Hamida Ali	Cabinet Member for Safer Croydon and Communities
Councillor Paul Scott (Job Share)	Cabinet Member for Environment, Transport and Regeneration
Councillor Manju Shahul-Hameed	Cabinet Member for Economy and Jobs
Councillor Oliver Lewis	Cabinet Member for Culture, Leisure & Sport
Councillor Alisa Flemming	Cabinet Member for Children, Young People & Learning

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Shifa Mustafa	Executive Director of Place (Directorate & Development)	47575
Steve Iles	Director - Public Realm	52821
Emma Lindsell	Director - Economic Growth	65626
Paula Murray	Director - Croydon Culture	47117
Lee Parker	Director - Growth Zone	47052
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Kirsteen Roe	Director - Council Homes, Districts and Regeneration	47446

COST CENTRE	DIVISION
C1100P/C1115P	Place Directorate
C1110P/C1130P	Public Realm
C1111P	Economic Growth
C1114P	Croydon Culture
C1116P	Croydon Growth Zone
C1120P	Planning
C1125P	Council Homes, Districts and Regeneration

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(547)	Place Directorate	158	22	(304)	(124)	(178)
46,110	Public Realm	48,774	942	4,933	54,649	12
892	Economic Growth	757	73	688	1,518	101
1,327	Croydon Culture	1,327	7	368	1,702	28
-	Croydon Growth Zone	63	7	26,990	27,060	42,852
1,914	Planning	2,193	85	(408)	1,870	(15)
5,544	Council Homes, Districts and Regeneration	5,697	108	920	6,725	18
55,240	<b>TOTAL NET SPEND</b>	58,969	1,244	33,187	93,400	58

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Place Directorate	15.0	1.0	(14.0)
Public Realm	378.8	543.0	164.2
Economic Growth	112.3	109.1	(3.2)
Croydon Culture	8.1	11.1	3.0
Croydon Growth Zone	5.0	6.0	1.0
Planning	98.3	106.3	8.0
Council Homes, Districts and Regeneration	28.0	96.4	68.4
<b>TOTAL FTE STAFF</b>	645.5	872.9	227.4

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Public Realm - increase in staffing of 114.5 FTE due to insourcing of Grounds Maintenance Service which came back in house from 1st February 2019.
Public Realm - increase of 21 FTE in Parking staff due to resources required to process penalty notice charges and to generate additional income.
Public Realm - increase of 19.6 FTE in Partnership and Intelligence staffing due to transfer of Family Justice Centre from Childrens, Families and Education
Council Homes, Districts and Regeneration - Increase of 68.4 FTE within the Libraries services due to the transfer of the service in-house following collapse of the provider (Carillion).

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
30,494	Employees	30,172	592	4,230	<b>34,994</b>	16
4,461	Premises related expenditure	3,523	-	1,961	<b>5,484</b>	56
29,907	Supplies and Services	30,016	482	2,652	<b>33,150</b>	10
4,819	Third Party Payments	8,398	96	(2,890)	<b>5,604</b>	(33)
271	Transfer Payments	271	-	-	<b>271</b>	-
10,325	Transport related expenditure	8,808	122	1,350	<b>10,280</b>	17
7,215	Recharges from other services	4,213	-	(519)	<b>3,694</b>	(12)
87,492	<b>TOTAL EXPENDITURE</b>	85,401	1,292	6,784	<b>93,477</b>	9
(4,213)	Government Grants	(4,208)	-	(1,899)	<b>(6,107)</b>	45
(4,131)	Other Grants, reimbursements and contributions	(3,971)	-	(688)	<b>(4,659)</b>	17
(29,021)	Customer and Client Receipts	(24,700)	(48)	(6,116)	<b>(30,864)</b>	25
-	Interest Receivable	-	-	-	-	n/a
(13,783)	Recharges to other services	(13,171)	-	(534)	<b>(13,705)</b>	4
(51,148)	<b>TOTAL INCOME</b>	(46,050)	(48)	(9,237)	<b>(55,335)</b>	20
36,344	<b>NET CONTROLLABLE COST</b>	39,351	1,244	(2,453)	<b>38,142</b>	(3)
10,472	Capital Charges	10,480	-	2,674	<b>13,154</b>	26
9	Intangible Charges	-	-	6	<b>6</b>	n/a
-	REFCUS	-	-	27,330	<b>27,330</b>	n/a
9,234	Corporate support services bought in	9,138	-	5,630	<b>14,768</b>	62
19,715	<b>TOTAL UNCONTROLLABLE COST</b>	19,618	-	35,640	<b>55,258</b>	182
56,059	<b>NET COST OF SERVICE</b>	58,969	1,244	33,187	<b>93,400</b>	58
(819)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(819)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
55,240	<b>TOTAL NET EXPENDITURE</b>	58,969	1,244	33,187	<b>93,400</b>	58
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,300
Strategic budget - agreed additional income / savings						(5,743)
Other resource changes						28,865
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>26,422</b>

**SERVICE DESCRIPTION**

The Directorate comprises of the Executive Director associated costs and Development Brick by Brick (BxB).

Directorate is used to charge all administration costs relating to the Place department, such as insurance, legal and training costs, and pension costs relating to past employees. These costs are apportioned between the Place Divisions at the end of the financial year through Interdepartmental charges.

Development BxB Division maximises the Council's ability to act as a developer and generate a financial return to the Council through its relationship with Brick-by-Brick Ltd. Supports the identification and exploration of development opportunities that exist across the borough. Ensures that businesses and residents are able to benefit from regeneration, growth and investment in the borough.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100P	Place Directorate	-	4	(4)	-	n/a
C1106Q	Development BxB	46	9	(257)	(202)	(539)
C1107Q	Design & Feasibility	(117)	7	(9)	(119)	2
C1126Q	Development BxB Directorate	229	2	(34)	197	(14)
<b>TOTAL NET SPEND</b>		158	22	(304)	(124)	(178)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	1.0	1.0	-
Development	7.0	-	(7.0)
Design & Feasibility	6.0	-	(6.0)
Development Directorate	1.0	-	(1.0)
<b>TOTAL FTE STAFF</b>	15.0	1.0	(14.0)



**COST CENTRE: C1100P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,296	Employees	1,152	22	8	1,182	3
5	Premises related expenditure	(155)			(155)	-
219	Supplies and Services	155			155	-
225	Third Party Payments	286			286	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
178	Recharges from other services	172		(102)	70	(59)
1,923	<b>TOTAL EXPENDITURE</b>	1,610	22	(94)	1,538	(4)
-	Government Grants	-			-	n/a
(1,290)	Other Grants, reimbursements and contributions	(1,290)		(2)	(1,292)	0
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(998)	Recharges to other services	(655)		221	(434)	(34)
(2,288)	<b>TOTAL INCOME</b>	(1,945)	-	219	(1,726)	(11)
(365)	<b>NET CONTROLLABLE COST</b>	(335)	22	125	(188)	(44)
-	Capital Charges	8		5	13	63
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
412	Corporate support services bought in	485		(434)	51	(89)
412	<b>TOTAL UNCONTROLLABLE COST</b>	493	-	(429)	64	(87)
47	<b>NET COST OF SERVICE</b>	158	22	(304)	(124)	(178)
(594)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(594)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(547)	<b>TOTAL NET EXPENDITURE</b>	158	22	(304)	(124)	(178)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
						-
Strategic budget - agreed additional income / savings						
						-
<u>Other resource changes</u>						
Corporate support services variations						(434)
Reduction in Recharges to other services						221
Reduction in Recharges from other services						(102)
Increase in Capital Charges						5
Minor Variations						6
						(304)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(304)</b>

COST CENTRE: C1100P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
368	Employees	183	4	(1)	186	2
5	Premises related expenditure	(155)			(155)	-
55	Supplies and Services	55			55	-
225	Third Party Payments	225			225	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
52	Recharges from other services	52		7	59	13
705	<b>TOTAL EXPENDITURE</b>	360	4	6	370	3
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(998)	Recharges to other services	(655)		221	(434)	(34)
(998)	<b>TOTAL INCOME</b>	(655)	-	221	(434)	(34)
(293)	<b>NET CONTROLLABLE COST</b>	(295)	4	227	(64)	(78)
-	Capital Charges	8		5	13	63
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
287	Corporate support services bought in	287		(236)	51	(82)
287	<b>TOTAL UNCONTROLLABLE COST</b>	295	-	(231)	64	(78)
(6)	<b>NET COST OF SERVICE</b>	-	4	(4)	-	n/a
(594)	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(594)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(600)	<b>TOTAL NET EXPENDITURE</b>	-	4	(4)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Corporate support services variations						(236)
Reduction in Recharges to other services						221
Increase in Capital Charges						5
Minor Variations						6
						(4)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4)</b>

PLACE DIRECTORATE  
DEVELOPMENT BxB

## COST CENTRE: C1106Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
448	Employees	489	9	4	502	3
-	- Premises related expenditure	-	-	-	-	n/a
62	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
24	Recharges from other services	19	-	(100)	(81)	(526)
534	<b>TOTAL EXPENDITURE</b>	508	9	(96)	421	(17)
-	- Government Grants	-	-	-	-	n/a
(621)	Other Grants, reimbursements and contributions	(621)	-	(2)	(623)	0
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(621)	<b>TOTAL INCOME</b>	(621)	-	(2)	(623)	0
(87)	<b>NET CONTROLLABLE COST</b>	(113)	9	(98)	(202)	79
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
86	Corporate support services bought in	159	-	(159)	-	(100)
86	<b>TOTAL UNCONTROLLABLE COST</b>	159	-	(159)	-	(100)
(1)	<b>NET COST OF SERVICE</b>	46	9	(257)	(202)	(539)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1)	<b>TOTAL NET EXPENDITURE</b>	46	9	(257)	(202)	(539)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Staff Increments & scale point variations						4
Recharges from other services						(100)
Other Grants, reimbursements and contributions						(2)
Corporate support services variations						(159)
						(257)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(257)</b>

COST CENTRE: C1107Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
330	Employees	330	7	3	340	3
-	- Premises related expenditure	-			-	n/a
2	Supplies and Services	-			-	n/a
-	- Third Party Payments	-			-	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
-	- Recharges from other services	-		1	1	n/a
332	<b>TOTAL EXPENDITURE</b>	330	7	4	341	3
-	- Government Grants	-			-	n/a
(460)	Other Grants, reimbursements and contributions	(460)			(460)	-
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
(460)	<b>TOTAL INCOME</b>	(460)	-	-	(460)	-
(128)	<b>NET CONTROLLABLE COST</b>	(130)	7	4	(119)	(8)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
13	Corporate support services bought in	13		(13)	-	(100)
13	<b>TOTAL UNCONTROLLABLE COST</b>	13	-	(13)	-	(100)
(115)	<b>NET COST OF SERVICE</b>	(117)	7	(9)	(119)	2
-	- Contributions to / (from) Earmarked Reserves	-			-	n/a
-	- Contributions to / (from) Capital Reserves:	-			-	n/a
-	- Financing of Capital Expenditure	-			-	n/a
-	- Provision for Repayment of External Loans	-			-	n/a
-	- Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(115)	<b>TOTAL NET EXPENDITURE</b>	(117)	7	(9)	(119)	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Staff Increments & scale point variations						3
Recharges from other services						1
Corporate support services variations						(13)
						(9)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(9)</b>

COST CENTRE: C1126Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
150	Employees	150	2	2	154	3
-	- Premises related expenditure	-			-	n/a
100	Supplies and Services	100			100	-
-	- Third Party Payments	61			61	-
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
102	Recharges from other services	101		(10)	91	(10)
352	<b>TOTAL EXPENDITURE</b>	412	2	(8)	406	(1)
-	- Government Grants	-			-	n/a
(209)	- Other Grants, reimbursements and contributions	(209)			(209)	-
-	- Customer and Client Receipts	-			-	n/a
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
(209)	<b>TOTAL INCOME</b>	(209)	-	-	(209)	-
143	<b>NET CONTROLLABLE COST</b>	203	2	(8)	197	(3)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
26	Corporate support services bought in	26		(26)	-	(100)
26	<b>TOTAL UNCONTROLLABLE COST</b>	26	-	(26)	-	(100)
169	<b>NET COST OF SERVICE</b>	229	2	(34)	197	(14)
-	- Contributions to / (from) Earmarked Reserves	-			-	n/a
-	- Contributions to / (from) Capital Reserves:	-			-	n/a
-	- Financing of Capital Expenditure	-			-	n/a
-	- Provision for Repayment of External Loans	-			-	n/a
-	- Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
169	<b>TOTAL NET EXPENDITURE</b>	229	2	(34)	197	(14)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						2
Recharges from other services						(10)
Corporate support services variations						(26)
						(34)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(34)</b>

**PLACE  
PUBLIC REALM  
SERVICE DESCRIPTION**

**DIVISION SUMMARY**

The Public Realm Division is made up of Highways, Environment and Waste management, Commercial Licensing, Parking and Public Protection and Community Safety.

**Highways** service ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage and flood management . The Highways team also monitor all statutory works across the borough to coordinate and minimise the delay and disruption to road users. It also provides a road safety service which covers both preventative measures such as educational and physical measures on the highway., and play sa key role in the development and implementation of School travel planning.

**The Environmental services** team oversee the management of street services as part of the South London Waste Partnership (SLWP) contracts. The SLWP was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, both household waste and recycling. Operates the Household Reuse and Recycling Centre and street cleansing contracts. In addition the Environmental response Team, which clears graffiti and other enviro improvements. The Grounds Maintenance team oversee and manage the green spaces service, they are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside, park buildings and games courts.

**Parking services** this includes on-street parking spaces, car parks and various parking permits. They are also responsible for enforcement of parking regulations and Blue Badges and maintains parking schemes including new and extended CPZ's (Controlled Parking Zones), disabled parking and upkeep of the boroughs signs and lines. Additionally this area facilitate Traffic Management Orders on behalf of internal and external clients.

**The Public Protection** team includes the anti social behaviour team, food safety, health and safety, trading standards, pollution control and housing environmental health functions including enforcement relating to the licensing of privately rented properties (selective licensing). The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described. Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB.

**The Commercial Licensing** team process applications and issue licences for a wide range of licensable activities, such as the sale of alcohol, providing entertainment facilities, selling hot food at night, premises where gambling takes place, street trading (including markets), special treatments premises, scrap metal dealers, licensed sex establishments, animal welfare premises (such as pet shops, kennels & catteries) and highways licenses for skips, scaffolds & hoardings etc. The Team also visit premises to ensure compliance with the terms of licenses and any conditions attached to them. The Residential Licensing Team process applications and issue licences for privately rented properties throughout the borough – where there is a private landlord & tenant(s).

**Community Safety** includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Neighbourhood services, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1102Q	Parking Infrastructure	391	6	(120)	277	(29)
C1103Q	Highways	11,875	84	1,051	13,010	10
C1104Q	Waste - Environmental Services	28,350	490	1,222	30,062	6
C1120Q	Parking	(6,358)	66	(4,948)	(11,240)	77
C1121Q	Public Protection	151	64	(221)	(6)	(104)
C1122Q	Partnership & Intelligence Support	2,401	39	56	2,496	4
C1123Q	Licensing	(223)	6	(171)	(388)	74
C1124Q	Neighbourhood Operations	2,146	33	(117)	2,062	(4)
C1129Q	Community Safety Management	(151)	6	(84)	(229)	52
C1245Q	Independent Travel Service	10,193	138	7,699	18,030	77
C1678Q	Croydon Transport Service	(1)	10	566	575	(57,600)
	<b>TOTAL NET SPEND</b>	48,774	942	4,933	54,649	12

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Parking Infrastructure	6.0	6.0	-
Highways	73.0	73.0	-
Waste - Environmental Services	28.0	142.5	114.5
Parking	99.8	120.8	21.0
Public Protection	69.6	69.6	-
Partnership & Intelligence Support	27.8	47.4	19.6
Licensing	7.9	7.9	-
Neighbourhood Operations	36.0	33.0	(3.0)
Community Safety Management	-	3.0	3.0
Independent Travel Service	18.7	25.0	6.3
Croydon Transport Service Summary	12.0	14.8	2.8
<b>TOTAL FTE STAFF</b>	378.8	543.0	164.2

COST CENTRE: C1110P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
16,115	Employees	17,190	340	1,346	18,876	10
4,180	Premises related expenditure	3,415	-	1,696	5,111	50
27,003	Supplies and Services	28,685	482	(1,204)	27,963	(3)
4,493	Third Party Payments	4,494	27	90	4,611	3
271	Transfer Payments	271	-	-	271	-
10,278	Transport related expenditure	8,764	122	1,376	10,262	17
2,308	Recharges from other services	996	-	(146)	850	(15)
64,648	<b>TOTAL EXPENDITURE</b>	63,815	971	3,158	67,944	6
-	Government Grants	-	-	-	-	n/a
(1,867)	Other Grants, reimbursements and contributions	(2,020)	-	-	(2,020)	-
(23,117)	Customer and Client Receipts	(19,351)	(29)	(5,615)	(24,995)	29
-	Interest Receivable	-	-	-	-	n/a
(8,635)	Recharges to other services	(8,548)	-	10	(8,538)	(0)
(33,619)	<b>TOTAL INCOME</b>	(29,919)	(29)	(5,605)	(35,553)	19
31,029	<b>NET CONTROLLABLE COST</b>	33,896	942	(2,447)	32,391	(4)
8,407	Capital Charges	8,407	-	1,750	10,157	21
-	Intangible Charges	-	-	6	6	n/a
-	REFCUS	-	-	-	-	n/a
6,674	Corporate support services bought in	6,471	-	5,624	12,095	87
15,081	<b>TOTAL UNCONTROLLABLE COST</b>	14,878	-	7,380	22,258	50
46,110	<b>NET COST OF SERVICE</b>	48,774	942	4,933	54,649	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
46,110	<b>TOTAL NET EXPENDITURE</b>	48,774	942	4,933	54,649	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						3,200
Strategic budget - agreed additional income / savings						(5,650)
Other resource changes						618
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,832)</b>

COST CENTRE: C1102Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
279	Employees	280	6	5	291	4
-	- Premises related expenditure	-			-	n/a
132	Supplies and Services	132			132	-
-	- Third Party Payments	-			-	n/a
-	- Transfer Payments	-			-	n/a
-	- Transport related expenditure	-			-	n/a
70	Recharges from other services	11		(8)	3	(73)
481	<b>TOTAL EXPENDITURE</b>	423	6	(3)	426	1
-	- Government Grants	-			-	n/a
-	- Other Grants, reimbursements and contributions	-			-	n/a
(180)	Customer and Client Receipts	(107)		(106)	(213)	99
-	- Interest Receivable	-			-	n/a
-	- Recharges to other services	-			-	n/a
(180)	<b>TOTAL INCOME</b>	(107)	-	(106)	(213)	99
301	<b>NET CONTROLLABLE COST</b>	316	6	(109)	213	(33)
-	- Capital Charges	-			-	n/a
-	- Intangible Charges	-			-	n/a
-	- REFCUS	-			-	n/a
75	Corporate support services bought in	75		(11)	64	(15)
75	<b>TOTAL UNCONTROLLABLE COST</b>	75	-	(11)	64	(15)
376	<b>NET COST OF SERVICE</b>	391	6	(120)	277	(29)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
376	<b>TOTAL NET EXPENDITURE</b>	391	6	(120)	277	(29)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments and scale point variations						5
Re-alignment of Traffic Mngement Orders Income from Highways						(106)
Corporate support services variations						(11)
Directorate recharge variations						(8)
						(120)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(120)</b>



COST CENTRE: C1103Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,200	Employees	3,493	70	95	3,658	5
1,378	Premises related expenditure	594		700	1,294	118
1,245	Supplies and Services	1,275	16		1,291	1
2,843	Third Party Payments	2,836	27	(2)	2,861	1
-	Transfer Payments	-			-	n/a
1	Transport related expenditure	-			-	n/a
895	Recharges from other services	103		53	156	51
8,562	<b>TOTAL EXPENDITURE</b>	8,301	113	846	9,260	12
-	Government Grants	-			-	n/a
(1,424)	Other Grants, reimbursements and contributions	(1,462)			(1,462)	-
(1,367)	Customer and Client Receipts	(1,336)	(29)	106	(1,259)	(6)
-	Interest Receivable	-			-	n/a
(1,255)	Recharges to other services	(1,312)			(1,312)	-
(4,046)	<b>TOTAL INCOME</b>	(4,110)	(29)	106	(4,033)	(2)
4,516	<b>NET CONTROLLABLE COST</b>	4,191	84	952	5,227	25
6,371	Capital Charges	6,371		501	6,872	8
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
1,313	Corporate support services bought in	1,313		(402)	911	(31)
7,684	<b>TOTAL UNCONTROLLABLE COST</b>	7,684	-	99	7,783	1
12,200	<b>NET COST OF SERVICE</b>	11,875	84	1,051	13,010	10
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
12,200	<b>TOTAL NET EXPENDITURE</b>	11,875	84	1,051	13,010	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Street lighting Energy Costs						700
						700
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						95
Re-alignment of TMO Income to Parking Infrastructure						106
Capital Charges variations						501
Corporate support services variations						(402)
Directorate recharge variations						53
Minor Variations						(2)
						351
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,051</b>

COST CENTRE: C1104Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,245	Employees	1,297	24	34	1,355	4
2,358	Premises related expenditure	2,304		996	3,300	43
23,434	Supplies and Services	25,213	466	(1,336)	24,343	(3)
1,146	Third Party Payments	1,127		52	1,179	5
-	Transfer Payments	-			-	n/a
47	Transport related expenditure	119		(4)	115	(3)
921	Recharges from other services	78		(10)	68	(13)
29,151	<b>TOTAL EXPENDITURE</b>	30,138	490	(268)	30,360	1
-	Government Grants	-			-	n/a
(7)	Other Grants, reimbursements and contributions	(7)			(7)	-
(2,879)	Customer and Client Receipts	(2,880)		(227)	(3,107)	8
-	Interest Receivable	-			-	n/a
(2,266)	Recharges to other services	(1,722)		148	(1,574)	(9)
(5,152)	<b>TOTAL INCOME</b>	(4,609)	-	(79)	(4,688)	2
23,999	<b>NET CONTROLLABLE COST</b>	25,529	490	(347)	25,672	1
1,322	Capital Charges	1,322		1,318	2,640	100
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
1,499	Corporate support services bought in	1,499		251	1,750	17
2,821	<b>TOTAL UNCONTROLLABLE COST</b>	2,821	-	1,569	4,390	56
26,820	<b>NET COST OF SERVICE</b>	28,350	490	1,222	30,062	6
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
26,820	<b>TOTAL NET EXPENDITURE</b>	28,350	490	1,222	30,062	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						1,000
Grounds Maintenance - Improved Service						
						1,000
Strategic budget - agreed additional income / savings						(1,000)
Waste Minimisation Project (landfill)						(100)
Re-procurement of Leisure Services Contract						(50)
Increasing income from parks events						
						(1,150)
Other resource changes						
Staff Increments & scale point variations						34
Waste contract removal of rechargeable services charges (in core contract)						(197)
Waste contractual variations in guaranteed income						(227)
Capital Charges variations						1,318
Corporate support services variations						251
Directorate recharge variations						148
Increase in Third Party Payments						52
Minor Variations						(7)
						1,372
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,222</b>

COST CENTRE: C1120Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,932	Employees	3,632	66	677	4,375	20
189	Premises related expenditure	189			189	-
1,108	Supplies and Services	1,102		132	1,234	12
105	Third Party Payments	75		112	187	149
	Transfer Payments	-			-	n/a
80	Transport related expenditure	80			80	-
	Recharges from other services	140		(47)	93	(34)
5,414	<b>TOTAL EXPENDITURE</b>	5,218	66	874	6,158	18
	Government Grants	-			-	n/a
(17,572)	Other Grants, reimbursements and contributions	-			-	n/a
	Customer and Client Receipts	(13,521)		(5,311)	(18,832)	39
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(17,572)	<b>TOTAL INCOME</b>	(13,521)	-	(5,311)	(18,832)	39
(12,158)	<b>NET CONTROLLABLE COST</b>	(8,303)	66	(4,437)	(12,674)	53
705	Capital Charges	705		(89)	616	(13)
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
1,374	Corporate support services bought in	1,240		(422)	818	(34)
2,079	<b>TOTAL UNCONTROLLABLE COST</b>	1,945	-	(511)	1,434	(26)
(10,079)	<b>NET COST OF SERVICE</b>	(6,358)	66	(4,948)	(11,240)	77
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(10,079)	<b>TOTAL NET EXPENDITURE</b>	(6,358)	66	(4,948)	(11,240)	77
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Increase - On Street Pay and Display Charge						(1,925)
Increase - Penalty Charge Notice income						(2,198)
Increase - Permit Income						(377)
						(4,500)
<u>Other resource changes</u>						
Staff increments & scale point variations						242
Additional staff required to generate & maintain additional income						435
Pay & Display variable service costs due to additional transactions						132
Costs towards physical Cash collection + PCN Processing						112
Recharges from other services						(47)
P&D adjustments and removal of Shopmobility income						(133)
Additional PCN income						(642)
Minor income variations						(36)
Capital charges						(89)
Corporate support services variations						(422)
						(448)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4,948)</b>

COST CENTRE: C1121Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,220	Employees	3,190	64	30	3,284	3
27	Premises related expenditure	108			108	-
259	Supplies and Services	191			191	-
10	Third Party Payments	10			10	-
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	141		(23)	118	(16)
3,516	<b>TOTAL EXPENDITURE</b>	3,640	64	7	3,711	2
	Government Grants	-			-	n/a
(22)	Other Grants, reimbursements and contributions	(138)			(138)	-
(248)	Customer and Client Receipts	(308)		(2)	(310)	1
	Interest Receivable	-			-	n/a
(3,881)	Recharges to other services	(3,881)			(3,881)	-
(4,151)	<b>TOTAL INCOME</b>	(4,327)	-	(2)	(4,329)	0
(635)	<b>NET CONTROLLABLE COST</b>	(687)	64	5	(618)	(10)
3	Capital Charges	3		20	23	667
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
929	Corporate support services bought in	835		(246)	589	(29)
932	<b>TOTAL UNCONTROLLABLE COST</b>	838	-	(226)	612	(27)
297	<b>NET COST OF SERVICE</b>	151	64	(221)	(6)	(104)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
297	<b>TOTAL NET EXPENDITURE</b>	151	64	(221)	(6)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff increments & scale point variations						30
Recharges from other services						(23)
Capital charges - depreciation						20
Corporate support Services						(246)
Minor variations						(2)
						(221)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(221)</b>

COST CENTRE: C1122Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,946	Employees	1,986	39	77	2,102	6
-	Premises related expenditure	2			2	-
641	Supplies and Services	611			611	-
128	Third Party Payments	180		(46)	134	(26)
-	Transfer Payments	-			-	n/a
45	Transport related expenditure	45			45	-
190	Recharges from other services	192		(16)	176	(8)
2,950	<b>TOTAL EXPENDITURE</b>	3,016	39	15	3,070	2
-	Government Grants	-			-	n/a
(20)	Other Grants, reimbursements and contributions	(20)			(20)	-
(106)	Customer and Client Receipts	(139)			(139)	-
-	Interest Receivable	-			-	n/a
(822)	Recharges to other services	(812)			(812)	-
(948)	<b>TOTAL INCOME</b>	(971)	-	-	(971)	-
2,002	<b>NET CONTROLLABLE COST</b>	2,045	39	15	2,099	3
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
356	Corporate support services bought in	356		41	397	12
356	<b>TOTAL UNCONTROLLABLE COST</b>	356	-	41	397	12
2,358	<b>NET COST OF SERVICE</b>	2,401	39	56	2,496	4
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,358	<b>TOTAL NET EXPENDITURE</b>	2,401	39	56	2,496	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						77
Transfer of NSPCC Budget to Adolescent services CFE 1.10						(46)
Changes in Corporate support services bought in						41
Directorate recharge variations						(16)
						56
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>56</b>

COST CENTRE: C1123Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
315	Employees	315	6	29	350	11
48	Premises related expenditure	38			38	-
55	Supplies and Services	40			40	-
152	Third Party Payments	152		(26)	126	(17)
	Transfer Payments	-			-	n/a
1	Transport related expenditure	1			1	-
	Recharges from other services	16		(13)	3	(81)
571	<b>TOTAL EXPENDITURE</b>	562	6	(10)	558	(1)
	Government Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
(683)	Customer and Client Receipts	(882)		(75)	(957)	9
	Interest Receivable	-			-	n/a
(6)	Recharges to other services	(6)			(6)	-
(689)	<b>TOTAL INCOME</b>	(888)	-	(75)	(963)	8
(118)	<b>NET CONTROLLABLE COST</b>	(326)	6	(85)	(405)	24
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
119	Corporate support services bought in	103		(86)	17	(83)
119	<b>TOTAL UNCONTROLLABLE COST</b>	103	-	(86)	17	(83)
1	<b>NET COST OF SERVICE</b>	(223)	6	(171)	(388)	74
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1	<b>TOTAL NET EXPENDITURE</b>	(223)	6	(171)	(388)	74
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff increments & scale point variations						29
Income adjustment to accommodate salary pressure						(26)
Recharges from other services						(13)
Income - Skip Licence income						(75)
Support Services						(86)
						(171)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(171)</b>

COST CENTRE: C1124Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,336	Employees	1,590	33	21	1,644	3
113	Premises related expenditure	113			113	-
101	Supplies and Services	93			93	-
40	Third Party Payments	45			45	-
-	Transfer Payments	-			-	n/a
3	Transport related expenditure	3			3	-
156	Recharges from other services	160		(3)	157	(2)
1,749	<b>TOTAL EXPENDITURE</b>	2,004	33	18	2,055	3
-	Government Grants	-			-	n/a
(1)	Other Grants, reimbursements and contributions	-			-	n/a
(82)	Customer and Client Receipts	(178)			(178)	-
-	Interest Receivable	-			-	n/a
365	Recharges to other services	(97)			(97)	-
282	<b>TOTAL INCOME</b>	(275)	-	-	(275)	-
2,031	<b>NET CONTROLLABLE COST</b>	1,729	33	18	1,780	3
6	Capital Charges	6			6	-
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
370	Corporate support services bought in	411		(135)	276	(33)
376	<b>TOTAL UNCONTROLLABLE COST</b>	417	-	(135)	282	(32)
2,407	<b>NET COST OF SERVICE</b>	2,146	33	(117)	2,062	(4)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,407	<b>TOTAL NET EXPENDITURE</b>	2,146	33	(117)	2,062	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						21
Decrease in Corporate support services bought in						(135)
Directorate recharge variations						(3)
						(117)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(117)</b>

COST CENTRE: C1129Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
262	Employees	262	6	9	277	6
-	Premises related expenditure	-			-	n/a
4	Supplies and Services	4			4	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
4	Recharges from other services	4			4	-
270	<b>TOTAL EXPENDITURE</b>	270	6	9	285	6
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(462)	Recharges to other services	(462)		(86)	(548)	19
(462)	<b>TOTAL INCOME</b>	(462)	-	(86)	(548)	19
(192)	<b>NET CONTROLLABLE COST</b>	(192)	6	(77)	(263)	37
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
41	Corporate support services bought in	41		(7)	34	(17)
41	<b>TOTAL UNCONTROLLABLE COST</b>	41	-	(7)	34	(17)
(151)	<b>NET COST OF SERVICE</b>	(151)	6	(84)	(229)	52
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(151)	<b>TOTAL NET EXPENDITURE</b>	(151)	6	(84)	(229)	52
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Recharges to other services						(86)
Staff Increments & scale point variations						9
Decrease in Corporate support services bought in						(7)
						(84)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(84)</b>



COST CENTRE: C1245Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
899	Employees	599	16	429	1,044	74
67	Premises related expenditure	67	-	-	67	-
21	Supplies and Services	21	-	-	21	-
65	Third Party Payments	65	-	-	65	-
271	Transfer Payments	271	-	-	271	-
10,101	Transport related expenditure	8,516	122	1,380	10,018	18
-	Recharges from other services	151	-	(151)	-	(100)
11,424	<b>TOTAL EXPENDITURE</b>	9,690	138	1,658	11,486	19
-	Government Grants	-	-	-	-	n/a
(393)	Other Grants, reimbursements and contributions	(393)	-	-	(393)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(308)	Recharges to other services	(256)	-	(52)	(308)	20
(701)	<b>TOTAL INCOME</b>	(649)	-	(52)	(701)	8
10,723	<b>NET CONTROLLABLE COST</b>	9,041	138	1,606	10,785	19
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	6	6	n/a
-	REFCUS	-	-	-	-	n/a
1,152	Corporate support services bought in	1,152	-	6,087	7,239	528
1,152	<b>TOTAL UNCONTROLLABLE COST</b>	1,152	-	6,093	7,245	529
11,875	<b>NET COST OF SERVICE</b>	10,193	138	7,699	18,030	77
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,875	<b>TOTAL NET EXPENDITURE</b>	10,193	138	7,699	18,030	77
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth in transport service for SEN						1,500
						1,500
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
C&P Budget realignment						106
Corporate support services bought in						6,087
Intangible Charges						6
						6,199
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>7,699</b>

COST CENTRE: C1678Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
481	Employees	546	10	(60)	496	(9)
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
72	Recharges from other services	-	-	72	72	n/a
560	<b>TOTAL EXPENDITURE</b>	553	10	12	575	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
560	<b>NET CONTROLLABLE COST</b>	553	10	12	575	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(554)	Corporate support services bought in	(554)	-	554	-	(100)
(554)	<b>TOTAL UNCONTROLLABLE COST</b>	(554)	-	554	-	(100)
6	<b>NET COST OF SERVICE</b>	(1)	10	566	575	(57,600)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6	<b>TOTAL NET EXPENDITURE</b>	(1)	10	566	575	(57,600)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
C&P Budget Realignment						12
Capital Charges						554
						566
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>566</b>

**SERVICE DESCRIPTION**

Croydon has a once in a lifetime opportunity to ensure that our residents and businesses benefit from the pace and scale of regeneration activity in the borough.

The Economic Growth division creates the conditions for sustainable economic growth for all by:  
 Positioning the borough for growth by creating policy and practice that generates investment and collaboration;  
 Creating new jobs in the borough through inward investment and by supporting and working with our existing businesses base;  
 Linking our unemployed residents into jobs created by regeneration and growth through Croydon Works and other pathways to work initiatives;  
 Helping our residents move into better paid jobs and out of poverty through bespoke training and support packages;  
 Ensuring that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training);  
 Ensures that our schools and colleges are equipping their students with the skills and attitudes that employers want.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	715	16	269	1,000	40
C1234Q	Adult Learning	(208)	47	479	318	(253)
C1130Q	Employment & Skills Delivery	250	10	(60)	200	(20)
	<b>TOTAL NET SPEND</b>	757	73	688	1,518	101

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Employment & Investment	24.4	27.9	3.5
Adult Learning	76.7	66.8	(9.9)
Employment & Skills Delivery	11.2	14.4	3.2
<b>TOTAL FTE STAFF</b>	112.3	109.1	(3.2)

COST CENTRE: C1111P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,200	Employees	4,160	73	124	4,357	5
34	Premises related expenditure	34	-	-	34	-
505	Supplies and Services	460	-	1,999	2,459	435
8	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
1,036	Recharges from other services	1,036	-	(91)	945	(9)
5,786	<b>TOTAL EXPENDITURE</b>	5,701	73	2,032	7,806	37
(4,213)	Government Grants	(4,208)	-	(1,899)	(6,107)	45
(93)	Other Grants, reimbursements and contributions	(93)	-	64	(29)	(69)
(899)	Customer and Client Receipts	(999)	-	-	(999)	-
-	Interest Receivable	-	-	-	-	n/a
(291)	Recharges to other services	(291)	-	(130)	(421)	45
(5,496)	<b>TOTAL INCOME</b>	(5,591)	-	(1,965)	(7,556)	35
290	<b>NET CONTROLLABLE COST</b>	110	73	67	250	127
421	Capital Charges	421	-	64	485	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
226	Corporate support services bought in	226	-	557	783	246
647	<b>TOTAL UNCONTROLLABLE COST</b>	647	-	621	1,268	96
937	<b>NET COST OF SERVICE</b>	757	73	688	1,518	101
(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(45)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
892	<b>TOTAL NET EXPENDITURE</b>	757	73	688	1,518	101
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						100
Coast to Capital and South London Partnership subscriptions						100
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						588
Corporate support services bought in						(110)
Capital Charges						64
Remove internal recharges						(68)
Increase in contribution of employers pension						39
Rounding						1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>688</b>

COST CENTRE: C1105Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
816	Employees	816	16	(6)	826	1
-	Premises related expenditure	-	-	-	-	n/a
64	Supplies and Services	19	-	100	119	526
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
69	Recharges from other services	69	-	(73)	(4)	(106)
954	<b>TOTAL EXPENDITURE</b>	909	16	21	946	4
-	Government Grants	(155)	-	155	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(75)	-	14	(61)	(19)
(75)	<b>TOTAL INCOME</b>	(230)	-	169	(61)	(73)
879	<b>NET CONTROLLABLE COST</b>	679	16	190	885	30
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
36	Corporate support services bought in	36	-	79	115	219
36	<b>TOTAL UNCONTROLLABLE COST</b>	36	-	79	115	219
915	<b>NET COST OF SERVICE</b>	715	16	269	1,000	40
(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:					n/a
	Financing of Capital Expenditure					n/a
	Provision for Repayment of External Loans					n/a
	Contribution to / (from) General Balances					n/a
(45)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
870	<b>TOTAL NET EXPENDITURE</b>	715	16	269	1,000	40
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Coast to Capital and South London Partnership subscriptions						100
						100
Strategic budget - agreed additional income / savings						
						-
Other resource changes						
Staff Increments & scale point variations						8
Government Grants transferred to Employment and Skills Delivery						155
Removal of internal recharges						(68)
Corporate support services variations						79
Directorate recharge variations						(9)
Minor Variations						4
						169
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>269</b>

COST CENTRE: C1234Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,895	Employees	2,855	47	31	2,933	3
34	Premises related expenditure	34	-	-	34	-
422	Supplies and Services	422	-	14	436	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
967	Recharges from other services	967	-	(18)	949	(2)
4,320	<b>TOTAL EXPENDITURE</b>	4,280	47	27	4,354	2
(4,053)	Government Grants	(4,053)	-	-	(4,053)	-
(29)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(899)	Customer and Client Receipts	(999)	-	-	(999)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,981)	<b>TOTAL INCOME</b>	(5,081)	-	-	(5,081)	-
(661)	<b>NET CONTROLLABLE COST</b>	(801)	47	27	(727)	(9)
421	Capital Charges	421	-	64	485	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
172	Corporate support services bought in	172	-	388	560	226
593	<b>TOTAL UNCONTROLLABLE COST</b>	593	-	452	1,045	76
(68)	<b>NET COST OF SERVICE</b>	(208)	47	479	318	(253)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(68)	<b>TOTAL NET EXPENDITURE</b>	(208)	47	479	318	(253)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff Increments & scale point variations						31
Contract inflation						14
Recharges from other services						(18)
Capital Charges						64
Corporate support services bought in						388
						479
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>479</b>

COST CENTRE: C1130Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
489	Employees	489	10	99	598	22
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	19	-	1,885	1,904	9,921
4	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
512	<b>TOTAL EXPENDITURE</b>	512	10	1,984	2,506	389
(160)	Government Grants	-	-	(2,054)	(2,054)	n/a
(64)	Other Grants, reimbursements and contributions	(64)	-	64	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(216)	Recharges to other services	(216)	-	(144)	(360)	67
(440)	<b>TOTAL INCOME</b>	(280)	-	(2,134)	(2,414)	762
72	<b>NET CONTROLLABLE COST</b>	232	10	(150)	92	(60)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
18	Corporate support services bought in	18	-	90	108	500
18	<b>TOTAL UNCONTROLLABLE COST</b>	18	-	90	108	500
90	<b>NET COST OF SERVICE</b>	250	10	(60)	200	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
90	<b>TOTAL NET EXPENDITURE</b>	250	10	(60)	200	(20)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Staff Increments & scale point variations						
Other resource changes						
Corporate support services bought in						90
Staff Increments & scale point variations						99
Government Grants transferred from Employment and Investment						(155)
DWP and ESF Government Grants funding						(1,899)
Other Grants payment						64
Service Delivery fee for Work and Health Program						1,885
Recharges to other services						(144)
						(60)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(60)</b>

**SERVICE DESCRIPTION**

The Culture, Museums and Archives service area covers support for cultural development in Croydon including:

- The operational aspects of the Fairfield Halls development;
- Support for cultural projects, programmes and events; and
- The Museum, Gallery and Archives services.

Croydon's cultural offer is an important part of the borough's regeneration and change over the next few years. Central to that is the refurbishment of the Fairfield Halls, Croydon's largest cultural venue; a 1500 seater concert hall, the 800 seat Ashcroft Theatre and 3 flexible studio spaces at different scales. BHLive has been appointed as operator for the Fairfield Halls and 2018/19 will be a key time for working with them on the mobilisation phase prior to them taking on full running of the venue.

We need to continue to build our audiences in Croydon and continue to support our cultural sector to grow during this time. The ongoing work to consolidate and develop Croydon's cultural calendar of events is a key priority at this time; building the capacity of our cultural sector partners to deliver a great offer for Croydon and bringing in national programming and producing partners to work with us.

Having been successful in gaining Creative Enterprise Zone status, we will be supporting creative and cultural production in a programme that spans the next 2 financial years.

We are looking now to develop the case for the re-accreditation and refresh of our Museum Services in the context of the developing and changing role of the Croydon Clocktower as a more integrated cultural services hub.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1239Q	Museums and Culture	1,077	5	391	1,473	37
C1667Q	Culture Growth	250	2	(23)	229	(8)
	<b>TOTAL NET SPEND</b>	1,327	7	368	1,702	28

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Museums and Culture	7.1	7.1	-
Culture Growth	1.0	4.0	3.0
<b>TOTAL FTE STAFF</b>	8.1	11.1	3.0



**COST CENTRE: C1114P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
364	Employees	364	7	177	548	51
-	Premises related expenditure	-	-	-	-	n/a
594	Supplies and Services	201	-	1,004	1,205	500
-	Third Party Payments	170	-	420	590	247
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
958	<b>TOTAL EXPENDITURE</b>	735	7	1,601	2,343	219
-	Government Grants	-	-	-	-	n/a
(353)	Other Grants, reimbursements and contributions	(165)	-	(750)	(915)	455
(7)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
(90)	Recharges to other services	(55)	-	(872)	(927)	1,585
(450)	<b>TOTAL INCOME</b>	(227)	-	(1,622)	(1,849)	715
508	<b>NET CONTROLLABLE COST</b>	508	7	(21)	494	(3)
686	Capital Charges	686	-	423	1,109	62
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
133	Corporate support services bought in	133	-	(34)	99	(26)
819	<b>TOTAL UNCONTROLLABLE COST</b>	819	-	389	1,208	47
1,327	<b>NET COST OF SERVICE</b>	1,327	7	368	1,702	28
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,327	<b>TOTAL NET EXPENDITURE</b>	1,327	7	368	1,702	28
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(24)
Increased Contribution from partners to cultural activities						(25)
<u>Other resource changes</u>						392
Capital Charges						423
Corporate support services bought in						(34)
Increase in contribution of employers pension						3
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>368</b>

COST CENTRE: C1239Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
255	Employees	255	5	3	263	3
	Premises related expenditure	-			-	n/a
41	Supplies and Services	41			41	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
296	<b>TOTAL EXPENDITURE</b>	296	5	3	304	3
	Government Grants	-			-	n/a
(5)	Other Grants, reimbursements and contributions	(5)			(5)	-
(7)	Customer and Client Receipts	(7)			(7)	-
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
(12)	<b>TOTAL INCOME</b>	(12)	-	-	(12)	-
284	<b>NET CONTROLLABLE COST</b>	284	5	3	292	3
686	Capital Charges	686		423	1,109	62
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
107	Corporate support services bought in	107		(35)	72	(33)
793	<b>TOTAL UNCONTROLLABLE COST</b>	793	-	388	1,181	49
1,077	<b>NET COST OF SERVICE</b>	1,077	5	391	1,473	37
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,077	<b>TOTAL NET EXPENDITURE</b>	1,077	5	391	1,473	37
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						3
Capital Charges						423
Corporate support services bought in						(35)
						391
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>391</b>

COST CENTRE: C1667Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
109	Employees	109	2	174	285	161
-	Premises related expenditure	-	-	-	-	n/a
553	Supplies and Services	160	-	1,004	1,164	628
-	Third Party Payments	170	-	420	590	247
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
662	<b>TOTAL EXPENDITURE</b>	439	2	1,598	2,039	364
-	Government Grants	-	-	-	-	n/a
(348)	Other Grants, reimbursements and contributions	(160)	-	(750)	(910)	469
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(90)	Recharges to other services	(55)	-	(872)	(927)	1,585
(438)	<b>TOTAL INCOME</b>	(215)	-	(1,622)	(1,837)	754
224	<b>NET CONTROLLABLE COST</b>	224	2	(24)	201	(10)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
26	Corporate support services bought in	26	-	1	27	4
26	<b>TOTAL UNCONTROLLABLE COST</b>	26	-	1	27	4
250	<b>NET COST OF SERVICE</b>	250	2	(23)	229	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
250	<b>TOTAL NET EXPENDITURE</b>	250	2	(23)	229	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increase in FTEs funded by Creative Enterprise Zone (CEZ)						174
Increase in Supplies and Services funded by CEZ						1,004
Increase in Transfer Payments funded by CEZ						420
Increase in CEZ funding						(600)
Increase in Growth Zone Funding						(900)
Increase in sponsorship						(122)
						(24)
<u>Other resource changes</u>						
Corporate support services bought in						1
						1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(23)</b>

**SERVICE DESCRIPTION**

The Growth Zone programme management team are responsible for the design, development and delivery of the Growth Zone programme.

In 2019/20 the programme will focus on feasibility and design of transport and public realm schemes, managing construction related traffic, developing smart city projects, implementing meanwhile and culture projects as part of the agreed programme approved by Cabinet in October 2018.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1668Q	Croydon Growth Zone	63	7	26,990	27,060	42,852
	<b>TOTAL NET SPEND</b>	63	7	26,990	27,060	42,852

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Croydon Growth Zone	5.0	6.0	1.0
<b>TOTAL FTE STAFF</b>	5.0	6.0	1.0

COST CENTRE: C1116P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
325	Employees	326	7	68	401	23
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
31	Recharges from other services	-	-	-	-	n/a
358	<b>TOTAL EXPENDITURE</b>	326	7	68	401	23
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(421)	Recharges to other services	(326)	-	(65)	(391)	20
(421)	<b>TOTAL INCOME</b>	(326)	-	(65)	(391)	20
(63)	<b>NET CONTROLLABLE COST</b>	-	7	3	10	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	27,000	27,000	n/a
63	Corporate support services bought in	63	-	(13)	50	(21)
63	<b>TOTAL UNCONTROLLABLE COST</b>	63	-	26,987	27,050	42,837
-	<b>NET COST OF SERVICE</b>	63	7	26,990	27,060	42,852
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	63	7	26,990	27,060	42,852
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Increase in REFCUS						27,000
Increased in FTEs						68
Increase in recharges to Growth Zone projects						(65)
Corporate support charges variations						(13)
						26,990
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>26,990</b>

**SERVICE DESCRIPTION**

The Planning & Strategic Transport Division comprises Building Control, Development Management, Spatial Planning and Transport.

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

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

The Spatial Planning Service provides the functions of place making and plan making, which combined provide the council's spatial planning strategy over twenty years. Plan Making primarily carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies, site allocations, designations and detailed development management policies. Plan Making are also responsible for the Council's Infrastructure Delivery Plan (IDP) Community Infrastructure Levy (Charging Schedule and collection and assignment), Section 106 collection and assignment, providing observations on developments to Development Management and the Council's planning research and monitoring function. Placemaking provides qualitative inputs into the plan making processes regarding design and local distinctiveness. Undertake site appraisals, briefs, feasibility studies and area based master plans. Provide design observations on developments to Development Management. Placemaking are responsible for the Council's statutory obligations regarding conservation and heritage, as well as providing advice and supporting projects in this field. Placemaking also undertake a number of income generation commission, particularly related to the design of public realm.

The Strategic Transport Service is responsible for developing transport policy and translating local priorities and regional policies into delivery plans and programmes. The Service is also delivering much of the Growth Zone Transport Infrastructure eg leading on the renewal/redevelopment of West Croydon Station; working with Network Rail to upgrade the Brighton Mainline and provide a new and bigger East Croydon Station; working with TfL to improve the Fiveways intersection of the A23/A232; and delivering a £25m network of cycling and walking routes. The Service also: develops the Plan to implement the Mayor's Transport Strategy within Croydon (The Local Implementation Plan (LIP)); provides transport advice to the planning authority on development plan and master plan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals; bids for funds through the LIP drawing funding from TfL, CIL, S106 and the Capital Programme to improve transport and infrastructure in Croydon; and runs a programme to deliver electric vehicle charging points and encourage the take-up of electric vehicles.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	371	21	(164)	228	(39)
C1109Q	Development Management	488	32	(62)	458	(6)
C1110Q	Spatial Planning	950	19	(131)	838	(12)
C1111Q	Transport	384	13	(51)	346	(10)
<b>TOTAL NET SPEND</b>		2,193	85	(408)	1,870	(15)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Building Control	22.0	22.0	-
Development Management	51.0	53.0	2.0
Spatial Planning	16.8	20.8	4.0
Transport	8.5	10.5	2.0
<b>TOTAL FTE STAFF</b>	98.3	106.3	8.0

## COST CENTRE: C1120P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,209	Employees	4,935	104	422	5,461	11
7	Premises related expenditure	-	-	-	-	n/a
521	Supplies and Services	369	-	74	443	20
3	Third Party Payments	25	-	(25)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
37	Transport related expenditure	37	-	(27)	10	(73)
2,988	Recharges from other services	1,793	-	(22)	1,771	(1)
7,765	<b>TOTAL EXPENDITURE</b>	7,159	104	422	7,685	7
-	Government Grants	-	-	-	-	n/a
(26)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,896)	Customer and Client Receipts	(4,318)	(19)	(446)	(4,783)	11
-	Interest Receivable	-	-	-	-	n/a
(2,045)	Recharges to other services	(1,865)	-	(65)	(1,930)	3
(6,967)	<b>TOTAL INCOME</b>	(6,183)	(19)	(511)	(6,713)	9
798	<b>NET CONTROLLABLE COST</b>	976	85	(89)	972	(0)
9	Capital Charges	9	-	-	9	-
9	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,174	Corporate support services bought in	1,208	-	(319)	889	(26)
1,192	<b>TOTAL UNCONTROLLABLE COST</b>	1,217	-	(319)	898	(26)
1,990	<b>NET COST OF SERVICE</b>	2,193	85	(408)	1,870	(15)
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,914	<b>TOTAL NET EXPENDITURE</b>	2,193	85	(408)	1,870	(15)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(51)
Increased Planning and Building Control Income and supplies and services savings						(51)
<u>Other resource changes</u>						(357)
Increase in contribution of employers pension						52
Staff Increments & scale point variations						370
Re-alignment of the intra departmental recharges						(413)
Transfer of Surrey County Council Downlands budget to active lifestyle (PL 7.6)						(22)
Movement in corporate charges						(299)
Movement in directorate recharges						(45)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(408)</b>

COST CENTRE: C1108Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
717	Employees	1,069	21	41	1,131	6
-	Premises related expenditure	-	-	-	-	n/a
86	Supplies and Services	83	-	(1)	82	(1)
3	Third Party Payments	3	-	(3)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	(26)	2	(93)
1,487	Recharges from other services	1,214	-	(75)	1,139	(6)
2,321	<b>TOTAL EXPENDITURE</b>	2,397	21	(64)	2,354	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(803)	Customer and Client Receipts	(1,161)	-	(5)	(1,166)	0
-	Interest Receivable	-	-	-	-	n/a
(1,133)	Recharges to other services	(1,133)	-	-	(1,133)	-
(1,936)	<b>TOTAL INCOME</b>	(2,294)	-	(5)	(2,299)	0
385	<b>NET CONTROLLABLE COST</b>	103	21	(69)	55	(47)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
268	Corporate support services bought in	268	-	(95)	173	(35)
268	<b>TOTAL UNCONTROLLABLE COST</b>	268	-	(95)	173	(35)
653	<b>NET COST OF SERVICE</b>	371	21	(164)	228	(39)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
653	<b>TOTAL NET EXPENDITURE</b>	371	21	(164)	228	(39)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Increased Building Control fee income						(5)
Other resource changes						(5)
Increase in contribution of employers pension						11
Staff Increments & scale point variations						30
Re-alignment of the intra departmental recharges						(75)
Movement in corporate charges						(95)
Movement in directorate recharges						(30)
						(159)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(164)</b>



COST CENTRE: C1109Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,363	Employees	2,516	51	107	2,674	6
-	Premises related expenditure	-	-	-	-	n/a
303	Supplies and Services	176	-	99	275	56
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	7	-	-	7	-
1,081	Recharges from other services	476	-	131	607	28
3,754	<b>TOTAL EXPENDITURE</b>	3,175	51	337	3,563	12
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,998)	Customer and Client Receipts	(3,106)	(19)	(441)	(3,566)	15
-	Interest Receivable	-	-	-	-	n/a
(206)	Recharges to other services	(206)	-	206	-	(100)
(4,204)	<b>TOTAL INCOME</b>	(3,312)	(19)	(235)	(3,566)	8
(450)	<b>NET CONTROLLABLE COST</b>	(137)	32	102	(3)	(98)
-	Capital Charges	-	-	-	-	n/a
9	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
625	Corporate support services bought in	625	-	(164)	461	(26)
634	<b>TOTAL UNCONTROLLABLE COST</b>	625	-	(164)	461	(26)
184	<b>NET COST OF SERVICE</b>	488	32	(62)	458	(6)
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
108	<b>TOTAL NET EXPENDITURE</b>	488	32	(62)	458	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased Planning Fee recovery						(8)
						(8)
<u>Other resource changes</u>						
Increase in contribution of employers pension						25
Re-alignment of the intra departmental recharges						11
Movement in corporate charges						(164)
Movement in directorate recharges						(8)
Staff Increments & scale point variations						82
						(54)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(62)</b>

COST CENTRE: C1110Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
869	Employees	839	19	145	1,003	20
7	Premises related expenditure	-	-	-	-	n/a
103	Supplies and Services	81	-	(21)	60	(26)
-	Third Party Payments	22	-	(22)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
208	Recharges from other services	65	-	(46)	19	(71)
1,188	<b>TOTAL EXPENDITURE</b>	1,008	19	55	1,082	7
-	Government Grants	-	-	-	-	n/a
(26)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(95)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(478)	Recharges to other services	(220)	-	(151)	(371)	69
(599)	<b>TOTAL INCOME</b>	(271)	-	(151)	(422)	56
589	<b>NET CONTROLLABLE COST</b>	737	19	(96)	660	(10)
6	Capital Charges	6	-	-	6	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
174	Corporate support services bought in	207	-	(35)	172	(17)
180	<b>TOTAL UNCONTROLLABLE COST</b>	213	-	(35)	178	(16)
769	<b>NET COST OF SERVICE</b>	950	19	(131)	838	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
769	<b>TOTAL NET EXPENDITURE</b>	950	19	(131)	838	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Supplies & Services Savings						(19)
Additional income recovery						(19)
						(38)
<u>Other resource changes</u>						
Increase in contribution of employers pension						10
Re-alignment of the intra departmental recharges						(197)
Transfer of Surrey County Council Downlands budget to active lifestyle (PL 7.6)						(22)
Movement in corporate charges						(15)
Movement in directorate recharges						(4)
Staff Increments & scale point variations						135
						(93)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(131)</b>

COST CENTRE: C1111Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
260	Employees	511	13	129	653	28
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	29	-	(3)	26	(10)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
212	Recharges from other services	38	-	(32)	6	(84)
502	<b>TOTAL EXPENDITURE</b>	579	13	94	686	18
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(228)	Recharges to other services	(306)	-	(120)	(426)	39
(228)	<b>TOTAL INCOME</b>	(306)	-	(120)	(426)	39
274	<b>NET CONTROLLABLE COST</b>	273	13	(26)	260	(5)
3	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
107	Corporate support services bought in	108	-	(25)	83	(23)
110	<b>TOTAL UNCONTROLLABLE COST</b>	111	-	(25)	86	(23)
384	<b>NET COST OF SERVICE</b>	384	13	(51)	346	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
384	<b>TOTAL NET EXPENDITURE</b>	384	13	(51)	346	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						6
Re-alignment of the intra departmental recharges						(152)
Movement in corporate charges						(25)
Movement in directorate recharges						(3)
Staff Increments & scale point variations						123
						(51)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(51)</b>

**SERVICE DESCRIPTION**

**Council Homes, Districts and Regeneration**

The Council Homes, Districts & Regeneration division works to create places and neighbourhoods where residents want to be, working with communities to ensure the development, maintenance and management of high quality homes, schools, leisure facilities and parks and open spaces, with vital and attractive high streets and well-used community spaces.

**The services in the division encompass the following functions:**

Regeneration including local programming of activities in order to generate interest and kickstart socio-economic development and regeneration programmes in district centres and high streets;

Schools, leisure and regeneration capital delivery programmes;

Housing asset management, housing repairs and planned maintenance and identifying and bringing forward housing intensification opportunities alongside required infrastructure;

The delivery of libraries, museum and archives, leisure centres and sports and physical activities;

Regeneration and activation of parks, play spaces and open spaces and fulfilling the client role for maintenance of these; Supporting Public Health Outcomes through the provision of Live Well Croydon which is funded by Public Health, targeting smoking cessation, physical inactivity, weight management, alcohol and mental wellbeing;

Resident involvement and community engagement in relation to the functions delivered by the division.

**The key objectives of the division are to:**

Work in partnership with local communities to ensure all Croydon's places have the physical and social infrastructure required to support socio-economic and housing growth;

Create the environment that encourages business to invest in our district centres and to employ local people;

Support our colleagues in the People department to deliver the necessary additional school places through our schools delivery programme;

Ensure that Croydon's tenants and leaseholders live in safe and decent homes;

Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations;

Develop the role of our libraries as community hubs connecting communities and providing information, cultural activities and other services and work with a wide range of partners to support Croydon's heritage

Improve leisure facilities in Croydon, working closely with our sporting partners to help local communities; and

Improve wellbeing across all communities through sport and physical activity and encourage residents to lead active lifestyles.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1114Q	Homes & School Improvement	154	12	(47)	119	(23)
C1115Q	Regeneration & Partnership	555	15	460	1,030	86
C1127Q	Council Homes, Districts and Regeneration Directorate	180	2	(5)	177	(2)
C1128Q	Active Lifestyle	760	9	39	808	6
C1238Q	Libraries*	4,048	70	473	4,591	13
<b>TOTAL NET SPEND</b>		5,697	108	920	6,725	18

\* Libraries service transferred back in-house following collapse of provider (Carillion).

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Homes & School Improvement	10.0	10.0	-
Regeneration & Partnership	12.0	12.0	-
Council Homes, Districts and Regeneration Directorate	1.0	1.0	-
Active Lifestyle	4.0	4.0	-
Libraries (service transferred in-house following collapse of provider)	1.0	69.4	68.4
<b>TOTAL FTE STAFF</b>	28.0	96.4	68.4

**COST CENTRE: C1125P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,985	Employees	2,045	39	2,085	<b>4,169</b>	104
235	Premises related expenditure	229	-	265	<b>494</b>	116
1,064	Supplies and Services	146	-	779	<b>925</b>	534
90	Third Party Payments	3,415	69	(3,375)	<b>109</b>	(97)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	4	-	1	<b>5</b>	25
674	Recharges from other services	216	-	(158)	<b>58</b>	(73)
6,054	<b>TOTAL EXPENDITURE</b>	6,055	108	(403)	<b>5,760</b>	(5)
-	Government Grants	-	-	-	-	n/a
(502)	Other Grants, reimbursements and contributions	(403)	-	-	(403)	-
(102)	Customer and Client Receipts	(25)	-	(55)	(80)	220
-	Interest Receivable	-	-	-	-	n/a
(1,303)	Recharges to other services	(1,431)	-	367	(1,064)	(26)
(1,907)	<b>TOTAL INCOME</b>	(1,859)	-	312	(1,547)	(17)
4,147	<b>NET CONTROLLABLE COST</b>	4,196	108	(91)	<b>4,213</b>	0
949	Capital Charges	949	-	432	<b>1,381</b>	46
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	330	<b>330</b>	n/a
552	Corporate support services bought in	552	-	249	<b>801</b>	45
1,501	<b>TOTAL UNCONTROLLABLE COST</b>	1,501	-	1,011	<b>2,512</b>	67
5,648	<b>NET COST OF SERVICE</b>	5,697	108	920	<b>6,725</b>	18
(104)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(104)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,544	<b>TOTAL NET EXPENDITURE</b>	5,697	108	920	<b>6,725</b>	18
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(18)
Reduction in various budgets (including contractors, consultancy, memberships and training)						(18)
Other resource changes						938
Increase in contribution of employers pension						13
Transfer of Libraries staff cost from Carillion PLC to Croydon Council						2,040
Removal of Carillion PLC contract						(2,981)
Transfer of Libraries FM operational running cost to Resources (RED 1.3)						(293)
Movement in corporate charges.						1,603
Movement in directorate recharges						(9)
Increase in REFCUS						330
Re-alignment of the intra departmental recharges						196
Transfer of pest control budget to Facilities Management						(8)
Transfer of Surrey County Council Downlands budget from spatial planning (PL 6.5)						22
Staff Increments & scale point variations						25
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>920</b>

COST CENTRE: C1114Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
420	Employees	653	12	6	671	3
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
36	Recharges from other services	14	-	(5)	9	(36)
456	<b>TOTAL EXPENDITURE</b>	667	12	1	680	2
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(430)	Recharges to other services	(641)	-	-	(641)	-
(430)	<b>TOTAL INCOME</b>	(641)	-	-	(641)	-
26	<b>NET CONTROLLABLE COST</b>	26	12	1	39	50
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
128	Corporate support services bought in	128	-	(48)	80	(38)
128	<b>TOTAL UNCONTROLLABLE COST</b>	128	-	(48)	80	(38)
154	<b>NET COST OF SERVICE</b>	154	12	(47)	119	(23)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
154	<b>TOTAL NET EXPENDITURE</b>	154	12	(47)	119	(23)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Increase in contribution of employers pension						6
Movement in corporate charges.						(48)
Movement in directorate recharges						(5)
						(47)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(47)</b>

COST CENTRE: C1115Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
782	Employees	747	15	22	784	5
-	Premises related expenditure	-	-	-	-	n/a
81	Supplies and Services	81	-	(38)	43	(47)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	1	-	-	1	-
215	Recharges from other services	191	-	(171)	20	(90)
1,080	<b>TOTAL EXPENDITURE</b>	1,020	15	(187)	848	(17)
-	Government Grants	-	-	-	-	n/a
(68)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(595)	Recharges to other services	(625)	-	367	(258)	(59)
(663)	<b>TOTAL INCOME</b>	(625)	-	367	(258)	(59)
417	<b>NET CONTROLLABLE COST</b>	395	15	180	590	49
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	330	330	n/a
160	Corporate support services bought in	160	-	(50)	110	(31)
160	<b>TOTAL UNCONTROLLABLE COST</b>	160	-	280	440	175
577	<b>NET COST OF SERVICE</b>	555	15	460	1,030	86
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
577	<b>TOTAL NET EXPENDITURE</b>	555	15	460	1,030	86
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(18)
Reduction in various budgets (including contractors, consultancy, memberships and training)						(18)
Other resource changes						
Increase in REFCUS						330
Increase in contribution of employers pension						7
Re-alignment of the intra departmental recharges						196
Transfer of training budget to Active Lifestyles (PL 7.6)						(5)
Movement in corporate charges						(65)
Staff Increments & scale point variations						15
						478
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>460</b>

COST CENTRE: C1127Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
119	Employees	154	2	2	158	3
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	2	-	1	3	50
8	Third Party Payments	8	-	(2)	6	(25)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	-	-	-	-	n/a
137	<b>TOTAL EXPENDITURE</b>	164	2	1	167	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
137	<b>NET CONTROLLABLE COST</b>	164	2	1	167	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
16	Corporate support services bought in	16	-	(6)	10	(38)
16	<b>TOTAL UNCONTROLLABLE COST</b>	16	-	(6)	10	(38)
153	<b>NET COST OF SERVICE</b>	180	2	(5)	177	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
153	<b>TOTAL NET EXPENDITURE</b>	180	2	(5)	177	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Minor Variations						(5)
						(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5)</b>



COST CENTRE: C1128Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
438	Employees	416	9	14	439	6
149	Premises related expenditure	149	-	(8)	141	(5)
29	Supplies and Services	29	-	9	38	31
57	Third Party Payments	57	-	6	63	11
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	3	-	(2)	1	(67)
13	Recharges from other services	(4)	-	5	1	(125)
690	<b>TOTAL EXPENDITURE</b>	650	9	24	683	5
-	Government Grants	-	-	-	-	n/a
(310)	Other Grants, reimbursements and contributions	(403)	-	-	(403)	-
(98)	Customer and Client Receipts	(25)	-	(5)	(30)	20
-	Interest Receivable	-	-	-	-	n/a
(165)	Recharges to other services	(165)	-	-	(165)	-
(573)	<b>TOTAL INCOME</b>	(593)	-	(5)	(598)	1
117	<b>NET CONTROLLABLE COST</b>	57	9	19	85	49
614	Capital Charges	614	-	51	665	8
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
89	Corporate support services bought in	89	-	(31)	58	(35)
703	<b>TOTAL UNCONTROLLABLE COST</b>	703	-	20	723	3
820	<b>NET COST OF SERVICE</b>	760	9	39	808	6
(4)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(4)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
816	<b>TOTAL NET EXPENDITURE</b>	760	9	39	808	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in contribution of employers pension						4
Transfer of training budget from Regeneration (PL 7.4)						5
Transfer of pest control budget to Facilities Management						(8)
Transfer of Surrey County Council Downlands budget from spatial planning (PL 6.5)						22
Movement in corporate charges.						10
Movement in directorate recharges						(4)
Staff Increments & scale point variations						10
						39
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>39</b>

COST CENTRE: C1238Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,226	Employees	75	1	2,041	2,117	2,723
86	Premises related expenditure	80	-	273	353	341
951	Supplies and Services	34	-	807	841	2,374
25	Third Party Payments	3,350	69	(3,379)	40	(99)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	3	3	n/a
403	Recharges from other services	15	-	13	28	87
3,691	<b>TOTAL EXPENDITURE</b>	3,554	70	(242)	3,382	(5)
-	Government Grants	-	-	-	-	n/a
(124)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4)	Customer and Client Receipts	-	-	(50)	(50)	n/a
-	Interest Receivable	-	-	-	-	n/a
(113)	Recharges to other services	-	-	-	-	n/a
(241)	<b>TOTAL INCOME</b>	-	-	(50)	(50)	n/a
3,450	<b>NET CONTROLLABLE COST</b>	3,554	70	(292)	3,332	(6)
335	Capital Charges	335	-	381	716	114
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
159	Corporate support services bought in	159	-	384	543	242
494	<b>TOTAL UNCONTROLLABLE COST</b>	494	-	765	1,259	155
3,944	<b>NET COST OF SERVICE</b>	4,048	70	473	4,591	13
(100)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
(100)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,844	<b>TOTAL NET EXPENDITURE</b>	4,048	70	473	4,591	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Other resource changes						
Increase in contribution of employers pension						1
Transfer of Libraries FM operational running cost to Resources (RED 1.3)						(293)
Movement in corporate charges.						1,706
Transfer of Libraries staff cost from Carillion PLC to Croydon Council						2,040
Removal of Carillion PLC contract						(2,981)
						473
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>473</b>

## RESOURCES

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**KEY SERVICE TARGETS / PRIORITIES FOR 2019/20**

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2019/20 are;

- Deliver and monitor the Medium Term Financial Strategy (MTFS)
- Lead on the implementation of the new Workforce Strategy
- Lead on the implementation of the new Digital Strategy
- Lead on the implementation of the new Assets Strategy
- Delivery of the My Resources Project
- Ensure the transfer of ICT suppliers is delivered effectively
- Ensure we have excellent performance management arrangements in place for the delivery of our corporate plan

**FINANCIAL PERFORMANCE****COST CENTRE: C1600N**

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	70,536	42,214	45,058	45,426	8
Premises related expenditure	23,415	12,204	12,461	12,309	1
Supplies and Services	32,810	10,001	9,654	10,849	8
Third Party Payments	11,177	22,094	21,752	22,155	0
Transfer Payments	190,484	277,476	277,476	180,040	(35)
Transport related expenditure	-	312	313	323	4
Capital Charges	-	5,869	3,187	7,823	33
Intangible Charges	-	-	2,682	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	5,238	(34,628)	(34,628)	(42,249)	22
Recharges from other services	1,920	191	210	2,654	1,290
<b>TOTAL EXPENDITURE</b>	<b>335,580</b>	<b>335,733</b>	<b>338,165</b>	<b>239,330</b>	<b>(29)</b>
Government Grants	(193,478)	(280,284)	(280,207)	(183,315)	(35)
Other Grants, reimbursements and contributions	(10,020)	(6,270)	(6,414)	(6,203)	(1)
Customer and Client Receipts	(14,845)	(10,017)	(10,112)	(16,252)	62
Interest Receivable	-	(28)	(28)	(29)	4
Recharges to other services	(108,033)	(21,086)	(23,032)	(26,371)	25
<b>TOTAL INCOME</b>	<b>(326,376)</b>	<b>(317,685)</b>	<b>(319,793)</b>	<b>(232,170)</b>	<b>(27)</b>
<b>NET EXPENDITURE</b>	<b>9,204</b>	<b>18,048</b>	<b>18,372</b>	<b>7,160</b>	<b>(61)</b>
Contributions to / (from) Reserves	1,618	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>18,916</b>		<b>17,913</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(8,094)</b>		<b>459</b>		

**TOP FINANCIAL RISKS 2019/20**

1. Delivery of savings targets for 2019/20
2. Capacity to support change across the organisation

## RESOURCES

## DEPARTMENT SUMMARY

### CABINET MEMBER

Councillor Simon Hall	Cabinet Member for Finance & Resources
Councillor Alisa Flemming	Cabinet Member for Children, Young People & Learning
Councillor Hamida Ali	Cabinet Member for Safer Croydon & Communities

### DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jaqueline Harris-Baker	Interim Executive Director of Resources	61848
Neil Williams	Chief Digital Officer	64682
Sarah Warman	Director of Commissioning & Procurement	63138
Mark Norrell	Director of Facilities Management & Support Service	62601
Sue Moorman	Director of Human Resources	60881
Lisa Taylor	Director of Finance, Investment and Risk and Section 151 Officer	61438
Sean Murphy	Interim Director of Law and Monitoring Officer	62328

COST CENTRE	DIVISION
C1605P	Facilities Management And Support Services
C1610P	Commissioning And Procurement
C1620P	Human Resources
C1625P	Chief Executives Office
C1655P	Resources Directorate
C1665P	Finance Investment And Risk
C1670P	Digital And IT
C1675P	Law And Governance

### MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19 £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,854	Facilities Management And Support Services	2,496	219	(4,555)	(1,840)	(174)
10,302	Commissioning And Procurement	11,011	422	(5,539)	5,894	(46)
562	Human Resources	515	85	2,827	3,427	565
147	Resources Directorate	(178)	8	(700)	(870)	389
4,535	Finance Investment And Risk	3,800	155	(5,690)	(1,735)	(146)
(2,413)	Digital And IT	(1,846)	75	1,712	(59)	(97)
2,385	Law And Governance	2,250	73	20	2,343	4
18,372	<b>TOTAL NET SPEND</b>	18,048	1,037	(11,925)	7,160	(60)

### STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Facilities Management And Support Services	277.0	278.0	1.0
Commissioning And Procurement	103.9	152.7	48.8
Human Resources	40.3	40.3	-
Resources Directorate	2.0	2.0	0.0
Finance Investment And Risk	253.4	266.4	13.0
Digital And IT	51.0	51.0	-
Law & Governance	63.8	63.8	-
<b>TOTAL FTE STAFF</b>	791.3	854.1	62.8

### STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Commissioning & Procurement - transfer of staff from other Departments, as well as interim project roles  
 Finance, Investment & Risk - additional collection staff within Revenues & Benefits  
 Asset Management & Estates - additional investment surveyor to oversee the Council's expanded investment portfolio

## RESOURCES

## DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
45,058	Employees	42,214	986	2,226	45,426	8
12,461	Premises related expenditure	12,204	-	105	12,309	1
9,654	Supplies and Services	10,001	37	811	10,849	8
21,752	Third Party Payments	22,094	123	(62)	22,155	0
277,476	Transfer Payments	277,476	-	(97,436)	180,040	(35)
313	Transport related expenditure	312	-	11	323	4
210	Recharges from other services	191	-	2,463	2,654	1,290
366,924	<b>TOTAL EXPENDITURE</b>	364,492	1,146	(91,882)	273,756	(25)
(280,207)	Government Grants	(280,284)	-	96,969	(183,315)	(35)
(6,414)	Other Grants, reimbursements and contributions	(6,270)	-	67	(6,203)	(1)
(10,112)	Customer and Client Receipts	(10,017)	(108)	(6,127)	(16,252)	62
(28)	Interest Receivable	(28)	(1)	-	(29)	4
(23,032)	Recharges to other services	(21,086)	-	(5,285)	(26,371)	25
(319,793)	<b>TOTAL INCOME</b>	(317,685)	(109)	85,624	(232,170)	(27)
47,131	<b>NET CONTROLLABLE COST</b>	46,807	1,037	(6,258)	41,586	(11)
3,187	Capital Charges	5,869	-	1,954	7,823	33
2,682	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(34,628)	Corporate support services bought in	(34,628)	-	(7,621)	(42,249)	22
(28,759)	<b>TOTAL UNCONTROLLABLE COST</b>	(28,759)	-	(5,667)	(34,426)	20
18,372	<b>NET COST OF SERVICE</b>	18,048	1,037	(11,925)	7,160	(60)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
18,372	<b>TOTAL NET EXPENDITURE</b>	18,048	1,037	(11,925)	7,160	(60)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(7,863)
Other resource changes						(5,731)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(13,594)</b>

**SERVICE DESCRIPTION**

<p><b>Divisional Overview of Services</b> The division is made up the service areas as below;</p> <p><b>Facilities Management</b> Managing an integrated Facilities Management service combining a professional in-house team and specialist partnering FM contractors for the corporate estate including corporate responsibility for Health &amp; Safety consultant services and management of energy and utilities.</p> <p><b>Asset Management and Estates</b> An in house professional Estates and Asset management service to provide commercial property advice to the wider Council and is responsible for the asset and accommodation strategy, ensuring that all corporate assets are utilised effectively, fit for purpose and to maximise income and investment opportunities.</p> <p><b>Business Support</b> To provide a cost effective administrative, business, and management support functions across the Council to support the efficient and effective delivery of Council services.</p>
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**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	396	62	10,933	11,391	2,777
C1610Q	Asset Management and Estates	974	8	(1,677)	(695)	(171)
C1624Q	Business Support	1,127	146	4,004	5,277	368
C1670Q	Customer Services Directorate	(1)	3	(17,815)	(17,813)	1,781,200
	<b>TOTAL NET SPEND</b>	2,496	219	(4,555)	(1,840)	(174)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE
Facilities Management	76.4	76.4	-
Asset Management and Estates	6.0	7.0	1.0
Business Support	193.6	193.6	-
Customer Services Directorate	1.0	1.0	-
	-	-	-
<b>TOTAL FTE STAFF</b>	<b>277.0</b>	<b>278.0</b>	<b>1.0</b>

**RESOURCES  
FACILITIES MANAGEMENT AND SUPPORT SERVICES**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1605P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,325	Employees	10,266	220	(99)	<b>10,387</b>	1
12,243	Premises related expenditure	11,986	-	105	<b>12,091</b>	1
1,440	Supplies and Services	1,324	3	108	<b>1,435</b>	8
30	Third Party Payments	30	-	-	<b>30</b>	-
-	Transfer Payments	-	-	-	-	n/a
283	Transport related expenditure	283	-	-	<b>283</b>	-
131	Recharges from other services	118	-	2,457	<b>2,575</b>	2,082
<b>24,452</b>	<b>TOTAL EXPENDITURE</b>	<b>24,007</b>	<b>223</b>	<b>2,571</b>	<b>26,801</b>	<b>12</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,057)	Customer and Client Receipts	(3,962)	(4)	(5,853)	<b>(9,819)</b>	148
-	Interest Receivable	-	-	-	-	n/a
(4,645)	Recharges to other services	(4,653)	-	(9)	<b>(4,662)</b>	0
<b>(8,702)</b>	<b>TOTAL INCOME</b>	<b>(8,615)</b>	<b>(4)</b>	<b>(5,862)</b>	<b>(14,481)</b>	<b>68</b>
<b>15,750</b>	<b>NET CONTROLLABLE COST</b>	<b>15,392</b>	<b>219</b>	<b>(3,291)</b>	<b>12,320</b>	<b>(20)</b>
2,401	Capital Charges	2,401	-	739	<b>3,140</b>	31
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(15,297)	Corporate support services bought in	(15,297)	-	(2,003)	<b>(17,300)</b>	13
<b>(12,896)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(12,896)</b>	<b>-</b>	<b>(1,264)</b>	<b>(14,160)</b>	<b>10</b>
<b>2,854</b>	<b>NET COST OF SERVICE</b>	<b>2,496</b>	<b>219</b>	<b>(4,555)</b>	<b>(1,840)</b>	<b>(174)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>2,854</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,496</b>	<b>219</b>	<b>(4,555)</b>	<b>(1,840)</b>	<b>(174)</b>



**RESOURCES**  
**FACILITIES MANAGEMENT AND SUPPORT SERVICES**  
**FACILITIES MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1600Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,689	Employees	2,960	61	(348)	2,673	(10)
7,430	Premises related expenditure	7,173	-	142	7,315	2
901	Supplies and Services	788	3	(1)	790	0
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
273	Transport related expenditure	273	-	-	273	-
131	Recharges from other services	118	-	13	131	11
11,424	<b>TOTAL EXPENDITURE</b>	11,312	64	(194)	11,182	(1)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(91)	Customer and Client Receipts	(91)	(2)	(35)	(128)	41
-	- Interest Receivable	-	-	-	-	n/a
(2,233)	Recharges to other services	(2,241)	-	8	(2,233)	(0)
(2,324)	<b>TOTAL INCOME</b>	(2,332)	(2)	(27)	(2,361)	1
9,100	<b>NET CONTROLLABLE COST</b>	8,980	62	(221)	8,821	(2)
2,042	Capital Charges	2,042	-	528	2,570	26
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(10,626)	Corporate support services bought in	(10,626)	-	10,626	-	(100)
(8,584)	<b>TOTAL UNCONTROLLABLE COST</b>	(8,584)	-	11,154	2,570	(130)
516	<b>NET COST OF SERVICE</b>	396	62	10,933	11,391	2,777
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
516	<b>TOTAL NET EXPENDITURE</b>	396	62	10,933	11,391	2,777
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduced frequency of cleaning across corporate estate including windows and general cleaning.						(140)
Restructure of the Energy and Sustainable Development Team in FM to include the outsourcing to a data bureau						(81)
Develop commercial offer for Facilities Management services traded to schools						(33)
						(254)
<u>Other resource changes</u>						
Virement transfer of budget from Libraries for facilities management (PL 7.2)						293
Virement transfer of staff to business support (RED 1.5)						(315)
Realignment to Corporate support services bought in						10,626
Increase in capital charges						528
Increase in contribution of employers pension						31
Other resource changes						24
						11,187
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>10,933</b>

**RESOURCES**  
**FACILITIES MANAGEMENT AND SUPPORT SERVICES**  
**ASSET MANAGEMENT AND ESTATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1610Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
157	Employees	376	8	61	445	18
4,813	Premises related expenditure	4,813	-	(37)	4,776	(1)
155	Supplies and Services	155	-	106	261	68
30	Third Party Payments	30	-	-	30	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	2,444	2,444	n/a
5,155	<b>TOTAL EXPENDITURE</b>	5,374	8	2,574	7,956	48
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,860)	Customer and Client Receipts	(3,860)	-	(5,723)	(9,583)	148
-	Interest Receivable	-	-	-	-	n/a
(30)	Recharges to other services	(30)	-	(15)	(45)	50
(3,890)	<b>TOTAL INCOME</b>	(3,890)	-	(5,738)	(9,628)	148
1,265	<b>NET CONTROLLABLE COST</b>	1,484	8	(3,164)	(1,672)	(213)
359	Capital Charges	359	-	211	570	59
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(869)	Corporate support services bought in	(869)	-	1,276	407	(147)
(510)	<b>TOTAL UNCONTROLLABLE COST</b>	(510)	-	1,487	977	(292)
755	<b>NET COST OF SERVICE</b>	974	8	(1,677)	(695)	(171)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
755	<b>TOTAL NET EXPENDITURE</b>	974	8	(1,677)	(695)	(171)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Further reduction in LBC use of BWH - releasing one further mid size floor for rental income						(37)
Income from investment properties						(2,500)
Management of estate - various options inc. surrendering leases, lettings and different use of assets.						(628)
						(3,165)
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						1,276
Increase in capital charges						211
Other resource changes						1
						1,488
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,677)</b>

**RESOURCES  
FACILITIES MANAGEMENT AND SUPPORT SERVICES  
BUSINESS SUPPORT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1624Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,314	Employees	6,765	148	207	<b>7,120</b>	5
-	Premises related expenditure	-	-	-	-	n/a
381	Supplies and Services	378	-	3	<b>381</b>	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	10	-	-	<b>10</b>	-
-	Recharges from other services	-	-	-	-	n/a
7,705	<b>TOTAL EXPENDITURE</b>	7,153	148	210	<b>7,511</b>	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(106)	Customer and Client Receipts	(106)	(2)	-	<b>(108)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(2,124)	Recharges to other services	(2,124)	-	(2)	<b>(2,126)</b>	0
(2,230)	<b>TOTAL INCOME</b>	(2,230)	(2)	(2)	<b>(2,234)</b>	0
5,475	<b>NET CONTROLLABLE COST</b>	4,923	146	208	<b>5,277</b>	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,796)	Corporate support services bought in	(3,796)	-	3,796	-	(100)
(3,796)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,796)	-	3,796	-	(100)
1,679	<b>NET COST OF SERVICE</b>	1,127	146	4,004	<b>5,277</b>	368
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,679	<b>TOTAL NET EXPENDITURE</b>	1,127	146	4,004	<b>5,277</b>	368
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(235)
Further automation and self serve for business support services						(235)
<u>Other resource changes</u>						
Virement for Head of Service post budget (RED 5.6)						55
Virement transfer of staff from Facilities Management. RED 1.3						315
Realignment to Corporate support services bought in						3,796
Increase in contribution of employers pension						73
						4,239
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>4,004</b>

**RESOURCES  
FACILITIES MANAGEMENT AND SUPPORT SERVICES  
CUSTOMER SERVICES DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1670Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
165	Employees	165	3	(19)	149	(10)
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
168	<b>TOTAL EXPENDITURE</b>	168	3	(19)	152	(10)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	95	-	(95)	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(258)	Recharges to other services	(258)	-	-	(258)	-
(258)	<b>TOTAL INCOME</b>	(163)	-	(95)	(258)	58
(90)	<b>NET CONTROLLABLE COST</b>	5	3	(114)	(106)	(2,220)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(6)	Corporate support services bought in	(6)	-	(17,701)	(17,707)	295,017
(6)	<b>TOTAL UNCONTROLLABLE COST</b>	(6)	-	(17,701)	(17,707)	295,017
(96)	<b>NET COST OF SERVICE</b>	(1)	3	(17,815)	(17,813)	1,781,200
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(96)	<b>TOTAL NET EXPENDITURE</b>	(1)	3	(17,815)	(17,813)	1,781,200
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Virement budget transfer to the contact centre for descoped works (RED 5.6)						(95)
Council Senior Management Team realignment						(19)
Realignment to Corporate support services bought in						(17,701)
						(17,815)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(17,815)</b>

**SERVICE DESCRIPTION**

The Commissioning and Procurement Division is a hub of corporate, enabling, operational and commercial services including:

- Being the professional lead for commissioning, procurement and contract management driving excellence in what we do across the organisation
- Leading the procurement governance, including compliance with procurement regulations and ensuring value for money on commissioned spend
- Leading the commissioning of services, including children and adults services
- Delivering a strong brokerage, placements and contract management function, with an emphasis on improving quality and delivering value for money
- Leading integrated commissioning with partners
- Supporting the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory
- Leading the council's performance function
- Delivering a strong insight function which supports the organisation to make informed decisions
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1282Q	Children And Maternity Integrated Commissioning	826	2	(38)	790	(4)
C1462Q	Older People Commissioning And Brokerage Staffing	1,210	27	(92)	1,145	(5)
C1626Q	C & P Directorate	(63)	3	(5,084)	(5,144)	8,065
C1632Q	Corporate Planning	8	-	(8)	-	(100)
C1672Q	C & P Performance And Insight	287	26	951	1,264	340
C1674Q	C & P Corporate	(395)	14	1,115	734	(286)
C1676Q	C & P Place And Resources	4,072	134	(3,036)	1,170	(71)
C1680Q	C & P Children Families And Learning	(19)	21	249	251	(1,421)
C1682Q	C & P Adults Health And Housing	3,734	195	531	4,460	19
C1684Q	Voluntary Sector	1,351	-	(127)	1,224	(9)
	<b>TOTAL NET SPEND</b>	11,011	422	(5,539)	5,894	(46)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children And Maternity Integrated Commissioning	2.7	2.8	0.1
Older People Commissioning And Brokerage Staffing	23.4	31.6	8.2
C & P Directorate	1.0	1.0	-
Corporate Planning	-	-	-
C & P Performance And Insight	17.3	29.5	12.2
C & P Corporate	13.5	10.0	(3.5)
C & P Place And Resources	14.0	27.0	13.0
C & P Children Families And Learning	8.4	29.4	21.0
C & P Adults Health And Housing	23.7	21.5	(2.2)
Voluntary Sector	-	-	-
<b>TOTAL FTE STAFF</b>	103.9	152.7	48.8

**RESOURCES  
COMMISSIONING AND PROCUREMENT**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1610P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,278	Employees	10,148	319	1,711	<b>12,178</b>	20
165	Premises related expenditure	165	-	-	<b>165</b>	-
(3,178)	Supplies and Services	(3,021)	-	68	<b>(2,953)</b>	(2)
14,657	Third Party Payments	14,955	107	(18)	<b>15,044</b>	1
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	<b>4</b>	-
15	Recharges from other services	15	-	-	<b>15</b>	-
22,941	<b>TOTAL EXPENDITURE</b>	22,266	426	1,761	<b>24,453</b>	10
(3,472)	Government Grants	(3,549)	-	(46)	<b>(3,595)</b>	1
(340)	Other Grants, reimbursements and contributions	(37)	-	(303)	<b>(340)</b>	819
(266)	Customer and Client Receipts	(266)	(4)	(250)	<b>(520)</b>	95
(28)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(9,566)	Recharges to other services	(8,408)	-	(1,314)	<b>(9,722)</b>	16
(13,672)	<b>TOTAL INCOME</b>	(12,288)	(4)	(1,913)	<b>(14,205)</b>	16
9,269	<b>NET CONTROLLABLE COST</b>	9,978	422	(152)	<b>10,248</b>	3
786	Capital Charges	786	-	317	<b>1,103</b>	40
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
247	Corporate support services bought in	247	-	(5,704)	<b>(5,457)</b>	(2,309)
1,033	<b>TOTAL UNCONTROLLABLE COST</b>	1,033	-	(5,387)	<b>(4,354)</b>	(521)
10,302	<b>NET COST OF SERVICE</b>	11,011	422	(5,539)	<b>5,894</b>	(46)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,302	<b>TOTAL NET EXPENDITURE</b>	11,011	422	(5,539)	<b>5,894</b>	(46)

**RESOURCES  
COMMISSIONING AND PROCUREMENT  
CHILDREN AND MATERNITY INTEGRATED COMMISSIONING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1282Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
194	Employees	274	3	(78)	199	(27)
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	5	-	-	5	-
7,193	Third Party Payments	7,333	-	140	7,473	2
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
7,392	<b>TOTAL EXPENDITURE</b>	7,612	3	62	7,677	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(53)	Customer and Client Receipts	(53)	(1)	-	(54)	2
-	Interest Receivable	-	-	-	-	n/a
(6,733)	Recharges to other services	(6,733)	-	(100)	(6,833)	1
(6,786)	<b>TOTAL INCOME</b>	(6,786)	(1)	(100)	(6,887)	1
606	<b>NET CONTROLLABLE COST</b>	826	2	(38)	790	(4)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
606	<b>NET COST OF SERVICE</b>	826	2	(38)	790	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
606	<b>TOTAL NET EXPENDITURE</b>	826	2	(38)	790	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer from Early Help, Young Carers & Youth Counselling contracts (CFE1.8)						280
Transfer of Public Health income budget, from Early Help and Children Social Care ( CFE 1.4)						(100)
C&P Budget Realignment						(218)
						(38)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(38)</b>

**RESOURCES**  
**COMMISSIONING AND PROCUREMENT**  
**OLDER PEOPLE COMMISSIONING AND BROKERAGE STAFFING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1462Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,249	Employees	1,276	27	(14)	1,289	1
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
-	Recharges from other services	-	-	-	-	n/a
1,255	<b>TOTAL EXPENDITURE</b>	1,282	27	(14)	1,295	1
-	Government Grants	-	-	-	-	n/a
(115)	Other Grants, reimbursements and contributions	(37)	-	(78)	(115)	211
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(35)	Recharges to other services	(35)	-	-	(35)	-
(150)	<b>TOTAL INCOME</b>	(72)	-	(78)	(150)	108
1,105	<b>NET CONTROLLABLE COST</b>	1,210	27	(92)	1,145	(5)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,105	<b>NET COST OF SERVICE</b>	1,210	27	(92)	1,145	(5)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,105	<b>TOTAL NET EXPENDITURE</b>	1,210	27	(92)	1,145	(5)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
C&P Budget Realignment						(105)
Increase in contribution of employers pension						13
						(92)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(92)</b>



**RESOURCES  
COMMISSIONING AND PROCUREMENT  
C & P DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1626Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
242	Employees	242	3	1	246	2
-	Premises related expenditure	-	-	-	-	n/a
52	Supplies and Services	(357)	-	409	52	(115)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
15	Recharges from other services	15	-	-	15	-
309	<b>TOTAL EXPENDITURE</b>	<b>(100)</b>	<b>3</b>	<b>410</b>	<b>313</b>	<b>(413)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
309	<b>NET CONTROLLABLE COST</b>	<b>(100)</b>	<b>3</b>	<b>410</b>	<b>313</b>	<b>(413)</b>
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
37	Corporate support services bought in	37	-	(5,494)	(5,457)	(14,849)
37	<b>TOTAL UNCONTROLLABLE COST</b>	<b>37</b>	<b>-</b>	<b>(5,494)</b>	<b>(5,457)</b>	<b>(14,849)</b>
346	<b>NET COST OF SERVICE</b>	<b>(63)</b>	<b>3</b>	<b>(5,084)</b>	<b>(5,144)</b>	<b>8,065</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
346	<b>TOTAL NET EXPENDITURE</b>	<b>(63)</b>	<b>3</b>	<b>(5,084)</b>	<b>(5,144)</b>	<b>8,065</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
C&P Budget Realignment						409
Increase in contribution of employers pension						1
Corporate support services bought in						(5,494)
						(5,084)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5,084)</b>

**RESOURCES  
COMMISSIONING AND PROCUREMENT  
CORPORATE PLANNING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1632Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-			-	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
8	Corporate support services bought in	8	-	(8)	-	(100)
8	<b>TOTAL UNCONTROLLABLE COST</b>	8	-	(8)	-	(100)
8	<b>NET COST OF SERVICE</b>	8	-	(8)	-	(100)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8	<b>TOTAL NET EXPENDITURE</b>	8	-	(8)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(8)
						(8)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(8)</b>

**RESOURCES  
COMMISSIONING AND PROCUREMENT  
C & P PERFORMANCE AND INSIGHT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1672Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,343	Employees	447	26	1,067	<b>1,540</b>	245
-	Premises related expenditure	-	-	-	-	n/a
54	Supplies and Services	53	-	1	<b>54</b>	2
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,397	<b>TOTAL EXPENDITURE</b>	500	26	1,068	<b>1,594</b>	219
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(330)	Recharges to other services	(112)	-	(218)	<b>(330)</b>	195
(330)	<b>TOTAL INCOME</b>	(112)	-	(218)	<b>(330)</b>	195
1,067	<b>NET CONTROLLABLE COST</b>	388	26	850	<b>1,264</b>	226
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(101)	Corporate support services bought in	(101)	-	101	-	(100)
(101)	<b>TOTAL UNCONTROLLABLE COST</b>	(101)	-	101	-	(100)
966	<b>NET COST OF SERVICE</b>	287	26	951	<b>1,264</b>	340
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
966	<b>TOTAL NET EXPENDITURE</b>	287	26	951	<b>1,264</b>	340
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer from 4 FTE from Early Years (RED 2.9)						158
C&P Budget Realignment						679
Increase in contribution of employers pension						13
Corporate support services bought in						101
						951
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>951</b>

**RESOURCES  
COMMISSIONING AND PROCUREMENT  
C & P CORPORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1674Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
713	Employees	997	14	(378)	633	(37)
-	- Premises related expenditure	-	-	-	-	n/a
65	Supplies and Services	88	-	21	109	24
185	Third Party Payments	215	-	(30)	185	(14)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
963	<b>TOTAL EXPENDITURE</b>	1,300	14	(387)	927	(29)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(193)	Recharges to other services	(105)	-	(88)	(193)	84
(193)	<b>TOTAL INCOME</b>	(105)	-	(88)	(193)	84
770	<b>NET CONTROLLABLE COST</b>	1,195	14	(475)	734	(39)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,590)	Corporate support services bought in	(1,590)	-	1,590	-	(100)
(1,590)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,590)	-	1,590	-	(100)
(820)	<b>NET COST OF SERVICE</b>	(395)	14	1,115	734	(286)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(820)	<b>TOTAL NET EXPENDITURE</b>	(395)	14	1,115	734	(286)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of 1FTE to Communities and Policy (GSE3.4)						(56)
C&P Budget Realignment						(419)
Corporate support services bought in						1,590
						1,115
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,115</b>

**RESOURCES**  
**COMMISSIONING AND PROCUREMENT**  
**C & P PLACE AND RESOURCES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1676Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,376	Employees	818	27	691	<b>1,536</b>	88
165	Premises related expenditure	165	-	-	<b>165</b>	-
(3,650)	Supplies and Services	(3,095)	-	(374)	<b>(3,469)</b>	12
5,501	Third Party Payments	5,701	107	(200)	<b>5,608</b>	(2)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	<b>1</b>	-
-	Recharges from other services	-	-	-	-	n/a
3,393	<b>TOTAL EXPENDITURE</b>	3,590	134	117	<b>3,841</b>	7
(2,869)	Government Grants	(2,869)	-	-	<b>(2,869)</b>	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(63)	Customer and Client Receipts	(63)	-	-	<b>(63)</b>	-
(28)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(758)	Recharges to other services	(222)	-	(592)	<b>(814)</b>	267
(3,718)	<b>TOTAL INCOME</b>	(3,182)	-	(592)	<b>(3,774)</b>	19
(325)	<b>NET CONTROLLABLE COST</b>	408	134	(475)	<b>67</b>	(84)
786	Capital Charges	786	-	317	<b>1,103</b>	40
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,878	Corporate support services bought in	2,878	-	(2,878)	-	(100)
3,664	<b>TOTAL UNCONTROLLABLE COST</b>	3,664	-	(2,561)	<b>1,103</b>	(70)
3,339	<b>NET COST OF SERVICE</b>	4,072	134	(3,036)	<b>1,170</b>	(71)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,339	<b>TOTAL NET EXPENDITURE</b>	4,072	134	(3,036)	<b>1,170</b>	(71)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
C&P Budget Realignment						(488)
Increase in contribution of employers pension						13
Capital Charges						317
Corporate support services bought in						(2,878)
						(3,036)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3,036)</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**COMMISSIONING AND PROCUREMENT**  
**C & P CHILDREN FAMILIES AND LEARNING**  
**COST CENTRE: C1680Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,198	Employees	1,141	24	362	1,527	34
-	Premises related expenditure	-	-	-	-	n/a
294	Supplies and Services	283	-	11	294	4
72	Third Party Payments	-	-	72	72	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,564	<b>TOTAL EXPENDITURE</b>	1,424	24	445	1,893	33
(603)	Government Grants	(680)	-	(46)	(726)	7
(225)	Other Grants, reimbursements and contributions	-	-	(225)	(225)	n/a
(150)	Customer and Client Receipts	(150)	(3)	(250)	(403)	169
-	Interest Receivable	-	-	-	-	n/a
(288)	Recharges to other services	(294)	-	6	(288)	(2)
(1,266)	<b>TOTAL INCOME</b>	(1,124)	(3)	(515)	(1,642)	46
298	<b>NET CONTROLLABLE COST</b>	300	21	(70)	251	(16)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(319)	Corporate support services bought in	(319)	-	319	-	(100)
(319)	<b>TOTAL UNCONTROLLABLE COST</b>	(319)	-	319	-	(100)
(21)	<b>NET COST OF SERVICE</b>	(19)	21	249	251	(1,421)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(21)	<b>TOTAL NET EXPENDITURE</b>	(19)	21	249	251	(1,421)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Additional income from trading - equipment services						(250)
<u>Other resource changes</u>						(250)
Transfer of 3 FTE from Early Years to Commissioning and Procurement Children, Families and Learning (RED 2.13)						170
C&P Budget Realignment						10
Corporate support services bought in						319
						499
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>249</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**COMMISSIONING AND PROCUREMENT**  
**C & P ADULTS HEALTH AND HOUSING**  
**COST CENTRE: C1682Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,963	Employees	4,953	195	60	5,208	5
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
4,964	<b>TOTAL EXPENDITURE</b>	4,954	195	60	5,209	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(749)	Recharges to other services	(427)	-	(322)	(749)	75
(749)	<b>TOTAL INCOME</b>	(427)	-	(322)	(749)	75
4,215	<b>NET CONTROLLABLE COST</b>	4,527	195	(262)	4,460	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(793)	Corporate support services bought in	(793)	-	793	-	(100)
(793)	<b>TOTAL UNCONTROLLABLE COST</b>	(793)	-	793	-	(100)
3,422	<b>NET COST OF SERVICE</b>	3,734	195	531	4,460	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,422	<b>TOTAL NET EXPENDITURE</b>	3,734	195	531	4,460	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
C&P Budget Realignment						(262)
Corporate support services bought in						793
						531
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>531</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**COMMISSIONING AND PROCUREMENT**  
**VOLUNTARY SECTOR**  
**COST CENTRE: C1684Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-			-	n/a
1,704	Third Party Payments	1,704			<b>1,704</b>	-
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
1,704	<b>TOTAL EXPENDITURE</b>	1,704	-	-	<b>1,704</b>	-
-	Government Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
(480)	Recharges to other services	(480)			(480)	-
(480)	<b>TOTAL INCOME</b>	(480)	-	-	(480)	-
1,224	<b>NET CONTROLLABLE COST</b>	1,224	-	-	<b>1,224</b>	-
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
127	Corporate support services bought in	127	-	(127)	-	(100)
127	<b>TOTAL UNCONTROLLABLE COST</b>	127	-	(127)	-	(100)
1,351	<b>NET COST OF SERVICE</b>	1,351	-	(127)	<b>1,224</b>	(9)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,351	<b>TOTAL NET EXPENDITURE</b>	1,351	-	(127)	<b>1,224</b>	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Corporate support services bought in						(127)
						(127)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(127)</b>



**SERVICE DESCRIPTION**

The Human Resources Division provides a range of services designed to support the organisation through supporting a workforce that is sustainable, skilled and well-led and allows talent to flourish. The work of the division involves the determination of people strategy, HR policy, pay and reward, recruitment and selection, workforce monitoring and planning, organisational change, organisational learning and development and employee relations.

Through the Finance and HR service centre the division provides HR management information, payroll services and establishment control, the administration of the Croydon local government pension scheme; Provision of support to the One Oracle system; Delivery of the Payroll service; Accounts Payable and Cash Management. The project team support for the implementation of my resources as the replacement for One Oracle and Hyperion is managed through the division

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1612Q	HR And Finance Service Centre		
C1648Q	HR Consultancy Summary	30	23	1,063	1,116	3,620
C1650Q	Health And Wellbeing	-	(2)	67	65	n/a
C1652Q	Director Of Human Resources	(50)	2	(3,235)	(3,283)	6,466
C1902Q	Learning And Organisational Development	556	20	998	1,574	183
C1960Q	Recruitment Resourcing	(21)	9	341	329	
	<b>TOTAL NET SPEND</b>	515	85	2,827	3,427	565

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	20.4	20.4	-
Health and Wellbeing	-	-	-
Director of Human Resources	1.0	1.0	-
Recruitment Resourcing	8.9	8.9	-
Learning & Organisational Development	10.0	10.0	-
<b>TOTAL FTE STAFF</b>	40.3	40.3	-

**RESOURCES  
HUMAN RESOURCES**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1620P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,821	Employees	4,808	90	48	<b>4,946</b>	3
16	Premises related expenditure	16	-	-	<b>16</b>	-
1,549	Supplies and Services	1,515	4	1	<b>1,520</b>	0
1,099	Third Party Payments	1,099	-	-	<b>1,099</b>	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	5	-	-	<b>5</b>	-
<b>7,490</b>	<b>TOTAL EXPENDITURE</b>	<b>7,443</b>	<b>94</b>	<b>49</b>	<b>7,586</b>	<b>2</b>
(44)	Government Grants	(44)	-	-	<b>(44)</b>	-
(1,145)	Other Grants, reimbursements and contributions	(1,145)	-	-	<b>(1,145)</b>	-
(453)	Customer and Client Receipts	(453)	(9)	-	<b>(462)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(350)	Recharges to other services	(350)	-	-	<b>(350)</b>	-
<b>(1,992)</b>	<b>TOTAL INCOME</b>	<b>(1,992)</b>	<b>(9)</b>	<b>-</b>	<b>(2,001)</b>	<b>0</b>
<b>5,498</b>	<b>NET CONTROLLABLE COST</b>	<b>5,451</b>	<b>85</b>	<b>49</b>	<b>5,585</b>	<b>2</b>
-	Capital Charges	-	-	1,009	<b>1,009</b>	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(4,936)	Corporate support services bought in	(4,936)	-	1,769	<b>(3,167)</b>	(36)
<b>(4,936)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(4,936)</b>	<b>-</b>	<b>2,778</b>	<b>(2,158)</b>	<b>(56)</b>
<b>562</b>	<b>NET COST OF SERVICE</b>	<b>515</b>	<b>85</b>	<b>2,827</b>	<b>3,427</b>	<b>565</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>562</b>	<b>TOTAL NET EXPENDITURE</b>	<b>515</b>	<b>85</b>	<b>2,827</b>	<b>3,427</b>	<b>565</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**HR AND FINANCE SERVICE CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1612Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,866	Employees	1,862	36	19	1,917	3
-	Premises related expenditure	-	-	-	-	n/a
935	Supplies and Services	935	2	1	938	0
1,098	Third Party Payments	1,098	-	-	1,098	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
3,899	<b>TOTAL EXPENDITURE</b>	3,895	38	20	3,953	1
-	Government Grants	-	-	-	-	n/a
(1,075)	Other Grants, reimbursements and contributions	(1,075)	-	-	(1,075)	-
(256)	Customer and Client Receipts	(256)	(5)	-	(261)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,331)	<b>TOTAL INCOME</b>	(1,331)	(5)	-	(1,336)	0
2,568	<b>NET CONTROLLABLE COST</b>	2,564	33	20	2,617	2
-	Capital Charges	-	-	1,009	1,009	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,564)	Corporate support services bought in	(2,564)	-	2,564	-	(100)
(2,564)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,564)	-	3,573	1,009	(139)
4	<b>NET COST OF SERVICE</b>	-	33	3,593	3,626	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4	<b>TOTAL NET EXPENDITURE</b>	-	33	3,593	3,626	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						2,564
Increase in capital charges						1,009
Increase in contribution of employers pension						18
Other resource changes						2
						3,593
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,593</b>

**RESOURCES  
HUMAN RESOURCES  
HR CONSULTANCY SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1648Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,181	Employees	1,181	24	(56)	1,149	(3)
-	Premises related expenditure	-	-	-	-	n/a
78	Supplies and Services	45	-	-	45	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,259	<b>TOTAL EXPENDITURE</b>	1,226	24	(56)	1,194	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(28)	Customer and Client Receipts	(28)	(1)	-	(29)	4
-	Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(49)	-	-	(49)	-
(77)	<b>TOTAL INCOME</b>	(77)	(1)	-	(78)	1
1,182	<b>NET CONTROLLABLE COST</b>	1,149	23	(56)	1,116	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,119)	Corporate support services bought in	(1,119)	-	1,119	-	(100)
(1,119)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,119)	-	1,119	-	(100)
63	<b>NET COST OF SERVICE</b>	30	23	1,063	1,116	3,620
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
63	<b>TOTAL NET EXPENDITURE</b>	30	23	1,063	1,116	3,620
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(57)
Review of HR model						(10)
Delete Vacant post						(67)
<u>Other resource changes</u>						1,119
Realignment to Corporate support services bought in						11
Increase in contribution of employers pension						
						1,130
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,063</b>

**I RESOURCES**  
**HUMAN RESOURCES**  
**HEALTH AND WELLBEING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1650Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
167	Supplies and Services	165	-	-	165	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
167	<b>TOTAL EXPENDITURE</b>	165	-	-	165	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(98)	Customer and Client Receipts	(98)	(2)	-	(100)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(98)	<b>TOTAL INCOME</b>	(98)	(2)	-	(100)	2
69	<b>NET CONTROLLABLE COST</b>	67	(2)	-	65	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(67)	Corporate support services bought in	(67)	-	67	-	(100)
(67)	<b>TOTAL UNCONTROLLABLE COST</b>	(67)	-	67	-	(100)
2	<b>NET COST OF SERVICE</b>	-	(2)	67	65	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2	<b>TOTAL NET EXPENDITURE</b>	-	(2)	67	65	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						67
						67
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>67</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**DIRECTOR OF HUMAN RESOURCES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1652Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
137	Employees	137	2	-	139	1
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	1	-	-	1	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
138	<b>TOTAL EXPENDITURE</b>	139	2	-	141	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
138	<b>NET CONTROLLABLE COST</b>	139	2	-	141	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(189)	Corporate support services bought in	(189)	-	(3,235)	(3,424)	1,712
(189)	<b>TOTAL UNCONTROLLABLE COST</b>	(189)	-	(3,235)	(3,424)	1,712
(51)	<b>NET COST OF SERVICE</b>	(50)	2	(3,235)	(3,283)	6,466
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(51)	<b>TOTAL NET EXPENDITURE</b>	(50)	2	(3,235)	(3,283)	6,466
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						(3,235)
						(3,235)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3,235)</b>

**RESOURCES**  
**HUMAN RESOURCES**  
**LEARNING AND ORGANISATIONAL DEVELOPMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1902Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,310	Employees	1,241	20	80	1,341	8
16	Premises related expenditure	16	-	-	16	-
104	Supplies and Services	104	-	-	104	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	6	-	-	6	-
1,436	<b>TOTAL EXPENDITURE</b>	1,367	20	80	1,467	7
(44)	Government Grants	(44)	-	-	(44)	-
(70)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(150)	<b>TOTAL INCOME</b>	(150)	-	-	(150)	-
1,286	<b>NET CONTROLLABLE COST</b>	1,217	20	80	1,317	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(661)	Corporate support services bought in	(661)	-	918	257	(139)
(661)	<b>TOTAL UNCONTROLLABLE COST</b>	(661)	-	918	257	(139)
625	<b>NET COST OF SERVICE</b>	556	20	998	1,574	183
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
625	<b>TOTAL NET EXPENDITURE</b>	556	20	998	1,574	183
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						918
Increase in contribution of employers pension						11
Budget Virement - L&D Managers moved to this service CFE 1.3						69
						998
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>998</b>

**RESOURCES  
HUMAN RESOURCES  
RECRUITMENT RESOURCING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1960Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
327	Employees	387	8	5	400	3
-	Premises related expenditure	-	-	-	-	n/a
265	Supplies and Services	265	2	-	267	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(1)	Recharges from other services	(1)	-	-	(1)	-
591	<b>TOTAL EXPENDITURE</b>	651	10	5	666	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(71)	Customer and Client Receipts	(71)	(1)	-	(72)	1
-	Interest Receivable	-	-	-	-	n/a
(265)	Recharges to other services	(265)	-	-	(265)	-
(336)	<b>TOTAL INCOME</b>	(336)	(1)	-	(337)	0
255	<b>NET CONTROLLABLE COST</b>	315	9	5	329	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(336)	Corporate support services bought in	(336)	-	336	-	(100)
(336)	<b>TOTAL UNCONTROLLABLE COST</b>	(336)	-	336	-	(100)
(81)	<b>NET COST OF SERVICE</b>	(21)	9	341	329	(1,667)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(81)	<b>TOTAL NET EXPENDITURE</b>	(21)	9	341	329	(1,667)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						336
Increase in contribution of employers pension						5
						341
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>341</b>



**SERVICE DESCRIPTION**

This budget holds operational costs on behalf of the entire Resources Department, which incorporates some functions taken on from the former Chief Executives Department.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1688Q	Resources Directorate	97	3	124	224	131
C1904Q	Chief Executive	(275)	5	(824)	(1,094)	298
	<b>TOTAL NET SPEND</b>	(178)	8	(700)	(870)	389

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Resources Directorate	1.0	1.0	-
Chief Executive	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	2.0	2.0	-

**RESOURCES  
RESOURCES DIRECTORATE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1655P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
615	Employees	290	9	4	303	4
-	- Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	35	-	-	35	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
650	<b>TOTAL EXPENDITURE</b>	325	9	4	338	4
-	- Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	-	(40)	-
(750)	Customer and Client Receipts	(750)	-	-	(750)	-
-	- Interest Receivable	-	(1)	-	(1)	n/a
(797)	Recharges to other services	(797)	-	380	(417)	(48)
(1,587)	<b>TOTAL INCOME</b>	(1,587)	(1)	380	(1,208)	(24)
(937)	<b>NET CONTROLLABLE COST</b>	(1,262)	8	384	(870)	(31)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
1,084	Corporate support services bought in	1,084	-	(1,084)	-	(100)
1,084	<b>TOTAL UNCONTROLLABLE COST</b>	1,084	-	(1,084)	-	(100)
147	<b>NET COST OF SERVICE</b>	(178)	8	(700)	(870)	389
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
147	<b>TOTAL NET EXPENDITURE</b>	(178)	8	(700)	(870)	389

**RESOURCES**  
**RESOURCES DIRECTORATE SUMMARY**  
**RESOURCES DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1688Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
319	Employees	319	3	2	324	2
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
319	<b>TOTAL EXPENDITURE</b>	319	3	2	324	2
-	Government Grants	-	-	-	-	n/a
(40)	Other Grants, reimbursements and contributions	(40)	-	-	(40)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(60)	Recharges to other services	(60)	-	-	(60)	-
(100)	<b>TOTAL INCOME</b>	(100)	-	-	(100)	-
219	<b>NET CONTROLLABLE COST</b>	219	3	2	224	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(122)	Corporate support services bought in	(122)	-	122	-	(100)
(122)	<b>TOTAL UNCONTROLLABLE COST</b>	(122)	-	122	-	(100)
97	<b>NET COST OF SERVICE</b>	97	3	124	224	131
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
97	<b>TOTAL NET EXPENDITURE</b>	97	3	124	224	131
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						122
Increase in contribution of employers pension						2
						124
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>124</b>

**RESOURCES**  
**RESOURCES DIRECTORATE SUMMARY**  
**CHIEF EXECUTIVE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1904Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
296	Employees	(29)	6	2	(21)	(28)
-	Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	35	-	-	35	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
331	<b>TOTAL EXPENDITURE</b>	6	6	2	14	133
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(750)	Customer and Client Receipts	(750)	-	-	(750)	-
-	Interest Receivable	-	(1)	-	(1)	n/a
(737)	Recharges to other services	(737)	-	380	(357)	(52)
(1,487)	<b>TOTAL INCOME</b>	(1,487)	(1)	380	(1,108)	(25)
(1,156)	<b>NET CONTROLLABLE COST</b>	(1,481)	5	382	(1,094)	(26)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,206	Corporate support services bought in	1,206	-	(1,206)	-	(100)
1,206	<b>TOTAL UNCONTROLLABLE COST</b>	1,206	-	(1,206)	-	(100)
50	<b>NET COST OF SERVICE</b>	(275)	5	(824)	(1,094)	298
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
50	<b>TOTAL NET EXPENDITURE</b>	(275)	5	(824)	(1,094)	298
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Realignment to Corporate support services bought in						(1,206)
Increase in contribution of employers pension						2
Realignment of Public Health funding						380
						(824)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(824)</b>

**SERVICE DESCRIPTION**

The Finance, Investment and Risk Division consists of 8 service areas;

The Governance Team provides advice and support to the organisation on matters of good governance. It includes the Council's internal audit service which gives assurance on the effectiveness of risk management, internal control and governance

The Insurance, Risk and Business Continuity support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

The Coroners Service manages the multi borough partnership overseeing the South London Coroners service.

The Treasury and Pensions service provides the cash management function for the authority; Administration of the Croydon local government pension scheme; and Investment and administration of the Croydon Pension Fund.

The Revenues and Benefits service works with residents and businesses in the borough to administer and collect local taxation. It is also responsible for the collection of sundry debt from customers, and the maintenance of the Land Charges and street naming functions.

The Housing Benefits service administers claims for Housing Benefits in conjunction with colleagues in the Gateway Service.

The Finance service provides financial advice across the council; Financial planning and financial strategy; ensuring the robustness of the Council's annual budget (revenue and capital); Preparation of the accounts within statutory deadlines; Robust and detailed in-year financial monitoring of spend against budget and trends for the Council's delivery of its annual budget.

The Corporate Anti-Fraud Team investigates allegations of fraud committed against the Council by members of the public, staff, Members,

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1604Q	Governance Team	-	19	616	635	n/a
C1606Q	Insurance Risk And CPO	15	1	1,127	1,143	7,520
C1642Q	Coroners	391	-	(41)	350	(10)
C1608Q	Treasury And Pensions	-	15	274	289	n/a
C1614Q	Revenue And Benefits	2,490	59	(139)	2,410	(3)
C1686Q	Housing Benefits	-	-	-	-	n/a
C1910Q	Finance	904	53	(7,795)	(6,838)	(856)
C1920Q	Corporate Anti-Fraud	-	8	268	276	n/a
	<b>TOTAL NET SPEND</b>	3,800	155	(5,690)	(1,735)	(146)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Governance Team	2.0	2.0	-
Insurance Risk And CPO	9.0	9.0	-
Treasury And Pensions	5.3	5.3	-
Revenue And Benefits	168.0	181.0	13.0
Coroners	11.3	11.3	-
Housing Benefits	-	-	-
Finance	45.8	45.8	-
Corporate Anti-Fraud	12.0	12.0	-
<b>TOTAL FTE STAFF</b>	253.4	266.4	13.0

**RESOURCES  
FINANCE INVESTMENT AND RISK**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1665P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,340	Employees	10,406	216	478	<b>11,100</b>	7
30	Premises related expenditure	30	-	-	<b>30</b>	-
6,067	Supplies and Services	6,266	30	71	<b>6,367</b>	2
847	Third Party Payments	847	-	-	<b>847</b>	-
277,476	Transfer Payments	277,476	-	(97,436)	<b>180,040</b>	(35)
2	Transport related expenditure	2	-	-	<b>2</b>	-
22	Recharges from other services	22	-	-	<b>22</b>	-
295,784	<b>TOTAL EXPENDITURE</b>	295,049	246	(96,887)	<b>198,408</b>	(33)
(276,691)	Government Grants	(276,691)	-	97,015	<b>(179,676)</b>	(35)
(4,889)	Other Grants, reimbursements and contributions	(4,889)	-	211	<b>(4,678)</b>	(4)
(4,573)	Customer and Client Receipts	(4,573)	(91)	(24)	<b>(4,688)</b>	3
-	Interest Receivable	-	-	-	-	n/a
(1,870)	Recharges to other services	(1,870)	-	(3,546)	<b>(5,416)</b>	190
(288,023)	<b>TOTAL INCOME</b>	(288,023)	(91)	93,656	<b>(194,458)</b>	(32)
7,761	<b>NET CONTROLLABLE COST</b>	7,026	155	(3,231)	<b>3,950</b>	(44)
-	Capital Charges	18	-	9	<b>27</b>	50
18	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,244)	Corporate support services bought in	(3,244)	-	(2,468)	<b>(5,712)</b>	76
(3,226)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,226)	-	(2,459)	<b>(5,685)</b>	76
4,535	<b>NET COST OF SERVICE</b>	3,800	155	(5,690)	<b>(1,735)</b>	(146)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,535	<b>TOTAL NET EXPENDITURE</b>	3,800	155	(5,690)	<b>(1,735)</b>	(146)

COST CENTRE: C1604Q

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
139	Employees	139	2	(76)	65	(53)
-	Premises related expenditure	-	-	-	-	n/a
651	Supplies and Services	652	18	(49)	621	(5)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
790	<b>TOTAL EXPENDITURE</b>	791	20	(125)	686	(13)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(50)	Customer and Client Receipts	(50)	(1)	-	(51)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(50)	<b>TOTAL INCOME</b>	(50)	(1)	-	(51)	2
740	<b>NET CONTROLLABLE COST</b>	741	19	(125)	635	(14)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(741)	Corporate support services bought in	(741)	-	741	-	(100)
(741)	<b>TOTAL UNCONTROLLABLE COST</b>	(741)	-	741	-	(100)
(1)	<b>NET COST OF SERVICE</b>	-	19	616	635	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1)	<b>TOTAL NET EXPENDITURE</b>	-	19	616	635	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(77)
Full year effect of previous staff rationalisations						(49)
Savings on external auditor, grant validation costs and internal audit through new contracts						(126)
<u>Other resource changes</u>						741
Realignment to Corporate support services bought in						1
Increase in contribution of employers pension						
						742
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						616

**RESOURCES**  
**FINANCE INVESTMENT AND RISK**  
**INSURANCE RISK AND CPO SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1606Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
544	Employees	544	11	6	561	3
30	Premises related expenditure	30	-	-	30	-
2,447	Supplies and Services	2,664	7	-	2,671	0
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
-	Recharges from other services	-	-	-	-	n/a
3,025	<b>TOTAL EXPENDITURE</b>	3,242	18	6	3,266	1
-	Government Grants	-	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(65)	-	-	(65)	-
(835)	Customer and Client Receipts	(835)	(17)	-	(852)	2
-	Interest Receivable	-	-	-	-	n/a
(1,206)	Recharges to other services	(1,206)	-	-	(1,206)	-
(2,106)	<b>TOTAL INCOME</b>	(2,106)	(17)	-	(2,123)	1
919	<b>NET CONTROLLABLE COST</b>	1,136	1	6	1,143	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,121)	Corporate support services bought in	(1,121)	-	1,121	-	(100)
(1,121)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,121)	-	1,121	-	(100)
(202)	<b>NET COST OF SERVICE</b>	15	1	1,127	1,143	7,520
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(202)	<b>TOTAL NET EXPENDITURE</b>	15	1	1,127	1,143	7,520
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						1,121
Increase in contribution of employers pension						6
						1,127
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,127</b>



**RESOURCES  
FINANCE INVESTMENT AND RISK  
TREASURY AND PENSIONS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1608Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
651	Employees	651	11	6	668	3
-	Premises related expenditure	-	-	-	-	n/a
74	Supplies and Services	74	5	-	79	7
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
725	<b>TOTAL EXPENDITURE</b>	725	16	6	747	3
-	Government Grants	-	-	-	-	n/a
(411)	Other Grants, reimbursements and contributions	(411)	-	-	(411)	-
(30)	Customer and Client Receipts	(30)	(1)	-	(31)	3
-	Interest Receivable	-	-	-	-	n/a
(16)	Recharges to other services	(16)	-	-	(16)	-
(457)	<b>TOTAL INCOME</b>	(457)	(1)	-	(458)	0
268	<b>NET CONTROLLABLE COST</b>	268	15	6	289	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(268)	Corporate support services bought in	(268)	-	268	-	(100)
(268)	<b>TOTAL UNCONTROLLABLE COST</b>	(268)	-	268	-	(100)
-	<b>NET COST OF SERVICE</b>	-	15	274	289	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	15	274	289	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						268
Increase in contribution of employers pension						6
						274
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>274</b>

**RESOURCES  
FINANCE INVESTMENT AND RISK  
REVENUE AND BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1614Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,763	Employees	6,056	129	467	<b>6,652</b>	10
-	Premises related expenditure	-	-	-	-	n/a
1,517	Supplies and Services	1,517	-	(119)	<b>1,398</b>	(8)
495	Third Party Payments	495	-	-	<b>495</b>	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
22	Recharges from other services	22	-	-	<b>22</b>	-
<b>8,797</b>	<b>TOTAL EXPENDITURE</b>	<b>8,090</b>	<b>129</b>	<b>348</b>	<b>8,567</b>	<b>6</b>
-	Government Grants	-	-	-	-	n/a
(2,229)	Other Grants, reimbursements and contributions	(2,229)	-	-	(2,229)	-
(3,551)	Customer and Client Receipts	(3,551)	(70)	-	(3,621)	2
-	Interest Receivable	-	-	-	-	n/a
(334)	Recharges to other services	(334)	-	-	(334)	-
<b>(6,114)</b>	<b>TOTAL INCOME</b>	<b>(6,114)</b>	<b>(70)</b>	<b>-</b>	<b>(6,184)</b>	<b>1</b>
<b>2,683</b>	<b>NET CONTROLLABLE COST</b>	<b>1,976</b>	<b>59</b>	<b>348</b>	<b>2,383</b>	<b>21</b>
-	Capital Charges	18	-	9	<b>27</b>	50
18	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
496	Corporate support services bought in	496	-	(496)	-	(100)
<b>514</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>514</b>	<b>-</b>	<b>(487)</b>	<b>27</b>	<b>(95)</b>
<b>3,197</b>	<b>NET COST OF SERVICE</b>	<b>2,490</b>	<b>59</b>	<b>(139)</b>	<b>2,410</b>	<b>(3)</b>
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
<b>3,197</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,490</b>	<b>59</b>	<b>(139)</b>	<b>2,410</b>	<b>(3)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Efficiencies in revenues and benefit services, including complaints and training						(119)
						(119)
<u>Other resource changes</u>						
Virement for Head of Service post budget. RED 1.5						(55)
Virement budget transfer to the contact centre for descoped works GSE 1.7						(34)
Virement budget transfer to the contact centre for descoped works RED 1.6						95
Resources Dept. budget realignment						400
Realignment to Corporate support services bought in						(496)
Increase in capital charges						9
Increase in contribution of employers pension						61
						(20)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(139)</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**FINANCE INVESTMENT AND RISK**  
**CORONERS**  
**COST CENTRE: C1642Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
350	Third Party Payments	350	-	-	350	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
350	<b>TOTAL EXPENDITURE</b>	350	-	-	350	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	350	-	-	350	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
41	Corporate support services bought in	41	-	(41)	-	(100)
41	<b>TOTAL UNCONTROLLABLE COST</b>	41	-	(41)	-	(100)
391	<b>NET COST OF SERVICE</b>	391	-	(41)	350	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
391	<b>TOTAL NET EXPENDITURE</b>	391	-	(41)	350	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						(41)
						(41)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(41)</b>

**RESOURCES  
FINANCE INVESTMENT AND RISK  
HOUSING BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1686Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
1,272	Supplies and Services	1,272		198	1,470	16
-	Third Party Payments	-			-	n/a
277,476	Transfer Payments	277,476		(97,436)	180,040	(35)
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
278,748	<b>TOTAL EXPENDITURE</b>	278,748	-	(97,238)	181,510	(35)
(276,691)	Government Grants	(276,691)		97,026	(179,665)	(35)
(2,057)	Other Grants, reimbursements and contributions	(2,057)		212	(1,845)	(10)
-	Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(278,748)	<b>TOTAL INCOME</b>	(278,748)	-	97,238	(181,510)	(35)
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**RESOURCES  
FINANCE INVESTMENT AND RISK  
FINANCE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1910Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,723	Employees	2,496	53	70	<b>2,619</b>	5
-	Premises related expenditure	-			-	n/a
53	Supplies and Services	53		41	<b>94</b>	77
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
2,776	<b>TOTAL EXPENDITURE</b>	2,549	53	111	<b>2,713</b>	6
-	Government Grants	-		(11)	<b>(11)</b>	n/a
(37)	Other Grants, reimbursements and contributions	(37)		(1)	<b>(38)</b>	3
-	Customer and Client Receipts	-		(24)	<b>(24)</b>	n/a
-	Interest Receivable	-			-	n/a
(220)	Recharges to other services	(220)		(3,546)	<b>(3,766)</b>	1,612
(257)	<b>TOTAL INCOME</b>	(257)	-	(3,582)	<b>(3,839)</b>	1,394
-						
2,519	<b>NET CONTROLLABLE COST</b>	2,292	53	(3,471)	<b>(1,126)</b>	(149)
-	Capital Charges	-			-	n/a
-	Intangible Charges	-			-	n/a
-	REFCUS	-			-	n/a
(1,388)	Corporate support services bought in	(1,388)		(4,324)	<b>(5,712)</b>	312
(1,388)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,388)	-	(4,324)	<b>(5,712)</b>	312
1,131	<b>NET COST OF SERVICE</b>	904	53	(7,795)	<b>(6,838)</b>	(856)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,131	<b>TOTAL NET EXPENDITURE</b>	904	53	(7,795)	<b>(6,838)</b>	(856)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings to Corporate Pension Deficit amounts						(3,500)
						(3,500)
<u>Other resource changes</u>						
Reprofiling of Finance Service budgets, following restructure - funded by increased income (below)						3,611
Use of grant funding to fund finance support to projects						(11)
Provision of Finance services to external companies						(24)
Increase in planned recharge to Housing Revenue Account and Pension Fund						(3,547)
Corporate support services bought in for Finance Investment & Risk division						(4,324)
						(4,295)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(7,795)</b>

**RESOURCES  
FINANCE INVESTMENT AND RISK  
CORPORATE ANTI-FRAUD**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1920Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
520	Employees	520	10	5	535	3
-	Premises related expenditure	-	-	-	-	n/a
53	Supplies and Services	34	-	-	34	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
573	<b>TOTAL EXPENDITURE</b>	554	10	5	569	3
-	Government Grants	-	-	-	-	n/a
(90)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(107)	Customer and Client Receipts	(107)	(2)	-	(109)	2
-	Interest Receivable	-	-	-	-	n/a
(94)	Recharges to other services	(94)	-	-	(94)	-
(291)	<b>TOTAL INCOME</b>	(291)	(2)	-	(293)	1
282	<b>NET CONTROLLABLE COST</b>	263	8	5	276	5
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(263)	Corporate support services bought in	(263)	-	263	-	(100)
(263)	<b>TOTAL UNCONTROLLABLE COST</b>	(263)	-	263	-	(100)
19	<b>NET COST OF SERVICE</b>	-	8	268	276	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
19	<b>TOTAL NET EXPENDITURE</b>	-	8	268	276	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						263
Increase in contribution of employers pension						5
						268
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>268</b>

**SERVICE DESCRIPTION**

The former ICT and Transformation teams, the corporate website team, and all digital change programmes in the council are coming together under our new Chief Digital Officer to become the "Croydon Digital Service" from April 2019. The Croydon Digital Service's purpose is to lead the digital transformation of the council and borough, launching a unifying Digital Strategy for Croydon in Q2 2019/20 and a roadmap of deliverables, with a focus on 3 strategic goals of:

Digital workforce – Optimising how the council uses digital, data and technology to work efficiently, collaborate and innovate across our workforce.

Digital services - Transforming the relationship between residents and the council by providing online services so good people prefer to use them.

Digital place - Maximising opportunities for digital, data and technology to enhance quality of life and economic growth in our borough.

The service delivers on these objectives by operating and transforming a wide range of digital, data and technology services that enable the council to operate and to deliver on the Corporate Plan. It does this through a broad portfolio of in-house and external project delivery, and outsourced technology services partnerships with multiple ICT and digital specialist vendors; and by operating spend controls and quality assurance processes to ensure all new or renewed digital and technology services meet the Government Digital Service Standard. It also works externally, collaborating with and facilitating the Croydon tech sector community to co-design and co-deliver the digital place agenda.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1620Q	Transformation	(298)	8	(11,201)	(11,491)	3,756
C1622Q	Information Communication Technology	(1,548)	67	12,913	11,432	(839)
	<b>TOTAL NET SPEND</b>	<b>(1,846)</b>	<b>75</b>	<b>1,712</b>	<b>(59)</b>	<b>2,918</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19	ORIGINAL BUDGET 2019/20	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Transformation	6.0	6.0	-
Information Communication Technology	45.0	45.0	-
<b>TOTAL FTE STAFF</b>	<b>51.0</b>	<b>51.0</b>	<b>-</b>

COST CENTRE: C1670P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,808	Employees	2,808	59	47	2,914	4
-	Premises related expenditure	-	-	-	-	n/a
1,857	Supplies and Services	2,424	-	-	2,424	-
5,113	Third Party Payments	5,113	16	-	5,129	0
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
9,778	<b>TOTAL EXPENDITURE</b>	10,345	75	47	<b>10,467</b>	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,545)	Recharges to other services	(1,545)	-	-	(1,545)	-
(1,545)	<b>TOTAL INCOME</b>	(1,545)	-	-	(1,545)	-
8,233	<b>NET CONTROLLABLE COST</b>	8,800	75	47	<b>8,922</b>	1
-	Capital Charges	2,664	-	(120)	2,544	(5)
2,664	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(13,310)	Corporate support services bought in	(13,310)	-	1,785	(11,525)	(13)
(10,646)	<b>TOTAL UNCONTROLLABLE COST</b>	(10,646)	-	1,665	(8,981)	(16)
(2,413)	<b>NET COST OF SERVICE</b>	(1,846)	75	1,712	(59)	(97)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,413)	<b>TOTAL NET EXPENDITURE</b>	(1,846)	75	1,712	(59)	(97)



**RESOURCES  
DIGITAL AND IT  
TRANSFORMATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1620Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
367	Employees	367	8	-	375	2
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
368	<b>TOTAL EXPENDITURE</b>	368	8	-	376	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(363)	Recharges to other services	(363)	-	-	(363)	-
(363)	<b>TOTAL INCOME</b>	(363)	-	-	(363)	-
5	<b>NET CONTROLLABLE COST</b>	5	8	-	13	160
-	Capital Charges	-	-	21	21	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(303)	Corporate support services bought in	(303)	-	(11,222)	(11,525)	3,704
(303)	<b>TOTAL UNCONTROLLABLE COST</b>	(303)	-	(11,201)	(11,504)	3,697
(298)	<b>NET COST OF SERVICE</b>	(298)	8	(11,201)	(11,491)	3,756
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(298)	<b>TOTAL NET EXPENDITURE</b>	(298)	8	(11,201)	(11,491)	3,756
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						(11,222)
Increase in capital charges						21
						(11,201)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(11,201)</b>

**RESOURCES  
DIGITAL AND IT  
INFORMATION COMMUNICATION TECHNOLOGY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1622Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,441	Employees	2,441	51	47	2,539	4
-	Premises related expenditure	-	-	-	-	n/a
1,856	Supplies and Services	2,423	-	-	2,423	-
5,113	Third Party Payments	5,113	16	-	5,129	0
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
9,410	<b>TOTAL EXPENDITURE</b>	9,977	67	47	10,091	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,182)	Recharges to other services	(1,182)	-	-	(1,182)	-
(1,182)	<b>TOTAL INCOME</b>	(1,182)	-	-	(1,182)	-
8,228	<b>NET CONTROLLABLE COST</b>	8,795	67	47	8,909	1
-	Capital Charges	2,664	-	(141)	2,523	(5)
2,664	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(13,007)	Corporate support services bought in	(13,007)	-	13,007	-	(100)
(10,343)	<b>TOTAL UNCONTROLLABLE COST</b>	(10,343)	-	12,866	2,523	(124)
(2,115)	<b>NET COST OF SERVICE</b>	(1,548)	67	12,913	11,432	(839)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,115)	<b>TOTAL NET EXPENDITURE</b>	(1,548)	67	12,913	11,432	(839)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings from ongoing review and renewal of systems and software contracts						(100)
						(100)
<u>Other resource changes</u>						
Council Senior Management Team realignment						124
Realignment to Corporate support services bought in						13,007
Reduction in capital charges						(141)
Increase in contribution of employers pension						23
						13,013
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>12,913</b>

**SERVICE DESCRIPTION**

Croydon Legal Services ( CLS ), forming part of the Law and Governance Division, is structured across three main teams:

Litigation and Corporate Legal dealing with litigation, housing and corporate governance.

Commercial and Property Legal dealing with commercial, property, planning and internal legal support to major projects.

Social Care and Education Legal dealing with child protection, adult social care and education.

A new contract for specified external services commenced on 1 January 2018 for five years, establishing a strategic partnering arrangement with a single legal provider. A legal business manager has contract management responsibility for the contract, providing dedicated support to instructing officers and a gatekeeping role to ensure the cost effectiveness of legal services from the strategic partner.

The Division also includes the Leaders, Mayors and Cabinet Office service. This service provides a full range of private office services to enable the Mayor and most senior elected members to carry out and achieve their core duties. This service includes time and diary management, providing information and coordinating briefings, correspondence handling, managing casework and community visits and supporting key meetings.

The Democratic Services and Scrutiny team provides support to Members and the democratic process, including the management of meetings and support for scrutiny.

The Electoral Services team maintains the register of electors and organises the running of elections and referenda

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
<b>C1636Q</b>	Democratic	2,481	12	571	<b>3,064</b>	23
<b>C1638Q</b>	Electoral	398	3	(141)	<b>260</b>	(35)
<b>C1646Q</b>	Leaders Office	326	5	38	<b>369</b>	13
<b>C1690Q</b>	Civic Event Fund	38	-	(7)	<b>31</b>	(18)
<b>C1950Q</b>	Legal Business Management	418	10	105	<b>533</b>	28
<b>C1952Q</b>	Litigation And Corporate Legal	(288)	13	(134)	<b>(409)</b>	42
<b>C1954Q</b>	Commercial And Property Legal	(78)	8	(364)	<b>(434)</b>	456
<b>C1956Q</b>	Social Care And Education Legal	(1,045)	22	(48)	<b>(1,071)</b>	2
	<b>TOTAL NET SPEND</b>	2,250	73	20	<b>2,343</b>	4

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Democratic	9.0	9.0	-
Electoral	5.3	5.3	-
Leaders Office	6.8	6.8	-
Civic Event Fund	-	-	-
Legal Business Management	8.0	8.0	-
Litigation And Corporate Legal	12.0	12.0	-
Commercial And Property Legal	6.2	6.2	-
Social Care And Education Legal	16.5	16.5	-
<b>TOTAL FTE STAFF</b>	63.8	63.8	-

**RESOURCES  
LAW AND GOVERNANCE**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1675P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,871	Employees	3,488	73	37	<b>3,598</b>	3
7	Premises related expenditure	7	-	-	<b>7</b>	-
1,884	Supplies and Services	1,458	-	563	<b>2,021</b>	39
6	Third Party Payments	50	-	(44)	<b>6</b>	(88)
-	Transfer Payments	-	-	-	-	n/a
24	Transport related expenditure	23	-	11	<b>34</b>	48
37	Recharges from other services	31	-	6	<b>37</b>	19
5,829	<b>TOTAL EXPENDITURE</b>	5,057	73	573	<b>5,703</b>	13
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(159)	-	159	-	(100)
(13)	Customer and Client Receipts	(13)	-	-	<b>(13)</b>	-
-	Interest Receivable	-	-	-	-	n/a
(4,259)	Recharges to other services	(3,463)	-	(796)	<b>(4,259)</b>	23
(4,272)	<b>TOTAL INCOME</b>	(3,635)	-	(637)	<b>(4,272)</b>	18
1,557	<b>NET CONTROLLABLE COST</b>	1,422	73	(64)	<b>1,431</b>	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
828	Corporate support services bought in	828	-	84	<b>912</b>	10
828	<b>TOTAL UNCONTROLLABLE COST</b>	828	-	84	<b>912</b>	10
2,385	<b>NET COST OF SERVICE</b>	2,250	73	20	<b>2,343</b>	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,385	<b>TOTAL NET EXPENDITURE</b>	2,250	73	20	<b>2,343</b>	4

RESOURCES LAW AND GOVERNANCE DEMOCRATIC		DIVISION SUBJECTIVE SUMMARY				
COST CENTRE: C1636Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
597	Employees	578	12	4	594	3
6	Premises related expenditure	6	-	-	6	-
1,539	Supplies and Services	1,539	-	126	1,665	8
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	6	-	-	6	-
26	Recharges from other services	26	-	-	26	-
2,174	<b>TOTAL EXPENDITURE</b>	2,155	12	130	2,297	7
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(13)	Customer and Client Receipts	(13)	-	-	(13)	-
-	- Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	-	(132)	-
(145)	<b>TOTAL INCOME</b>	(145)	-	-	(145)	-
2,029	<b>NET CONTROLLABLE COST</b>	2,010	12	130	2,152	7
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
471	Corporate support services bought in	471	-	441	912	94
471	<b>TOTAL UNCONTROLLABLE COST</b>	471	-	441	912	94
2,500	<b>NET COST OF SERVICE</b>	2,481	12	571	3,064	23
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,500	<b>TOTAL NET EXPENDITURE</b>	2,481	12	571	3,064	23
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Resources department budget realignment						126
Realignment to Corporate support services bought in						441
Increase in contribution of employers pension						4
						571
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>571</b>

RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
ELECTORAL						
COST CENTRE: C1638Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
435	Employees	221	3	(60)	164	(26)
1	Premises related expenditure	1	-	-	1	-
90	Supplies and Services	90	-	-	90	-
5	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
531	<b>TOTAL EXPENDITURE</b>	317	3	(60)	260	(18)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
531	<b>NET CONTROLLABLE COST</b>	317	3	(60)	260	(18)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
81	Corporate support services bought in	81	-	(81)	-	(100)
81	<b>TOTAL UNCONTROLLABLE COST</b>	81	-	(81)	-	(100)
612	<b>NET COST OF SERVICE</b>	398	3	(141)	260	(35)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
612	<b>TOTAL NET EXPENDITURE</b>	398	3	(141)	260	(35)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Reshaping election services						(37)
<u>Other resource changes</u>						
Virement - budget transfer from Electoral to Mayoral Services						(25)
Realignment to Corporate support services bought in						(81)
Increase in contribution of employers pension						2
						(104)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(141)</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**LEADERS OFFICE**  
**COST CENTRE: C1646Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
295	Employees	270	5	28	303	12
-	- Premises related expenditure	-	-	-	-	n/a
39	Supplies and Services	39	-	-	39	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	17	-	10	27	59
-	- Recharges from other services	-	-	-	-	n/a
351	<b>TOTAL EXPENDITURE</b>	326	5	38	369	13
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
351	<b>NET CONTROLLABLE COST</b>	326	5	38	369	13
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
351	<b>NET COST OF SERVICE</b>	326	5	38	369	13
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
351	<b>TOTAL NET EXPENDITURE</b>	326	5	38	369	13
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Virement - budget transfer from Electoral to Mayoral Services						25
Increase in contribution of employers pension						3
Resources budget realignment						10
						38
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>38</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**CIVIC EVENT FUND SUMMARY**  
**COST CENTRE: C1690Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	30	-	-	30	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
20	<b>TOTAL EXPENDITURE</b>	31	-	-	31	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
20	<b>NET CONTROLLABLE COST</b>	31	-	-	31	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
7	Corporate support services bought in	7	-	(7)	-	(100)
7	<b>TOTAL UNCONTROLLABLE COST</b>	7	-	(7)	-	(100)
27	<b>NET COST OF SERVICE</b>	38	-	(7)	31	(18)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
27	<b>TOTAL NET EXPENDITURE</b>	38	-	(7)	31	(18)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Realignment to Corporate support services bought in						(7)
						(7)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(7)</b>



RESOURCES		DIVISION SUBJECTIVE SUMMARY				
LAW AND GOVERNANCE						
LEGAL BUSINESS MANAGEMENT						
COST CENTRE: C1950Q						
FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
490	Employees	323	10	(9)	324	0
-	Premises related expenditure	-	-	-	-	n/a
197	Supplies and Services	38	-	159	197	418
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	1	n/a
11	Recharges from other services	5	-	6	11	120
699	<b>TOTAL EXPENDITURE</b>	366	10	157	533	46
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
699	<b>NET CONTROLLABLE COST</b>	366	10	157	533	46
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
52	Corporate support services bought in	52	-	(52)	-	(100)
52	<b>TOTAL UNCONTROLLABLE COST</b>	52	-	(52)	-	(100)
751	<b>NET COST OF SERVICE</b>	418	10	105	533	28
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
751	<b>TOTAL NET EXPENDITURE</b>	418	10	105	533	28
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
Improved demand management for external legal services.						(200)
<u>Other resource changes</u>						(200)
Legal Budget realignment						352
Realignment to Corporate support services bought in						(52)
Increase in contribution of employers pension						5
						305
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>105</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**LITIGATION AND CORPORATE LEGAL**  
**COST CENTRE: C1952Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
611	Employees	658	13	4	675	3
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	(92)	-	92	-	(100)
-	Third Party Payments	17	-	(17)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
611	<b>TOTAL EXPENDITURE</b>	583	13	79	675	16
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,084)	Recharges to other services	(947)	-	(137)	(1,084)	14
(1,084)	<b>TOTAL INCOME</b>	(947)	-	(137)	(1,084)	14
(473)	<b>NET CONTROLLABLE COST</b>	(364)	13	(58)	(409)	12
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
76	Corporate support services bought in	76	-	(76)	-	(100)
76	<b>TOTAL UNCONTROLLABLE COST</b>	76	-	(76)	-	(100)
(397)	<b>NET COST OF SERVICE</b>	(288)	13	(134)	(409)	42
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(397)	<b>TOTAL NET EXPENDITURE</b>	(288)	13	(134)	(409)	42
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Legal Budget realignment						(62)
Realignment to Corporate support services bought in						(76)
Increase in contribution of employers pension						4
						(134)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(134)</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**COMMERCIAL AND PROPERTY LEGAL**  
**COST CENTRE: C1954Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
399	Employees	399	8	15	422	6
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	(100)	-	100	-	(100)
-	Third Party Payments	16	-	(16)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
399	<b>TOTAL EXPENDITURE</b>	315	8	99	422	34
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(856)	Recharges to other services	(393)	-	(463)	(856)	118
(856)	<b>TOTAL INCOME</b>	(393)	-	(463)	(856)	118
(457)	<b>NET CONTROLLABLE COST</b>	(78)	8	(364)	(434)	456
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(457)	<b>NET COST OF SERVICE</b>	(78)	8	(364)	(434)	456
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(457)	<b>TOTAL NET EXPENDITURE</b>	(78)	8	(364)	(434)	456
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Legal Budget realignment						(368)
Increase in contribution of employers pension						4
						(364)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(364)</b>

**RESOURCES** **DIVISION SUBJECTIVE SUMMARY**  
**LAW AND GOVERNANCE**  
**SOCIAL CARE AND EDUCATION LEGAL**  
**COST CENTRE: C1956Q**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,044	Employees	1,039	22	55	1,116	7
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	(86)	-	86	-	(100)
-	- Third Party Payments	11	-	(11)	-	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,044	<b>TOTAL EXPENDITURE</b>	964	22	130	1,116	16
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	(159)	-	159	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,187)	Recharges to other services	(1,991)	-	(196)	(2,187)	10
(2,187)	<b>TOTAL INCOME</b>	(2,150)	-	(37)	(2,187)	2
(1,143)	<b>NET CONTROLLABLE COST</b>	(1,186)	22	93	(1,071)	(10)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
141	Corporate support services bought in	141	-	(141)	-	(100)
141	<b>TOTAL UNCONTROLLABLE COST</b>	141	-	(141)	-	(100)
(1,002)	<b>NET COST OF SERVICE</b>	(1,045)	22	(48)	(1,071)	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,002)	<b>TOTAL NET EXPENDITURE</b>	(1,045)	22	(48)	(1,071)	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Legal Budget realignment						82
Realignment to Corporate support services bought in						(141)
Increase in contribution of employers pension						11
						(48)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(48)</b>

## HOUSING REVENUE ACCOUNT

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## KEY SERVICE TARGETS / PRIORITIES FOR 2019/20

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

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

## FINANCIAL PERFORMANCE

## COST CENTRE: C2000M

DESCRIPTION	ACTUAL 2017/18 £000	ORIGINAL 2018/19 £000	FORECAST 2018/19 £000	BUDGET 2019/20 £000	% CHANGE %
Employees	16,356	<b>14,095</b>	14,559	<b>14,358</b>	(1)
Premises related expenditure	29,436	<b>26,148</b>	25,369	<b>24,199</b>	(5)
Supplies and Services	3,657	<b>2,834</b>	2,496	<b>2,352</b>	(6)
Third Party Payments	454	<b>437</b>	480	<b>407</b>	(15)
Transfer Payments	669	<b>175</b>	310	<b>156</b>	(50)
Transport related expenditure	73	<b>117</b>	34	<b>33</b>	(3)
Capital Charges	35,426	<b>36,811</b>	36,552	<b>36,460</b>	(0)
Intangible Charges		<b>47</b>	47	<b>47</b>	-
REFCUS		<b>522</b>	522	<b>522</b>	-
Corporate support services bought in	4,580	<b>6,705</b>	6,598	<b>6,705</b>	2
Recharges from other services		<b>6,223</b>	6,698	<b>6,376</b>	(5)
<b>TOTAL EXPENDITURE</b>	90,651	94,114	93,665	<b>91,615</b>	(2)
Government Grants		-	(46)	-	(100)
Other Grants, reimbursements and contributions	(383)	<b>(209)</b>	(177)	<b>(209)</b>	18
Customer and Client Receipts	(90,548)	<b>(92,078)</b>	(92,364)	<b>(89,579)</b>	(3)
Interest Receivable	(1)	<b>(20)</b>	-	<b>(20)</b>	n/a
Recharges to other services	(1,700)	<b>(1,807)</b>	(1,553)	<b>(1,807)</b>	16
<b>TOTAL INCOME</b>	(92,632)	<b>(94,114)</b>	(94,140)	<b>(91,615)</b>	(3)
<b>NET EXPENDITURE</b>	(1,981)	-	(475)	-	(100)
Contributions to / (from) Reserves	1,981	-	-	-	n/a
<b>CURRENT BUDGET</b>	-	-	-	-	-
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	(0)	-	(475)	-	-

## TOP FINANCIAL RISKS 2019/20

- 1) 1% rent reduction - Year 4 of the government's 4-year policy to reduce social rents.
- 2) Risk of increased bad debt provision due to Universal Credit legislation does not allow for 53 Mondays in a year. As claimants might find themselves in arrears.
- 3) Outcome of Government consultations impacting on use of receipts from Right to Buy sales.

## HOUSING REVENUE ACCOUNT

## DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hazel Simmonds	Executive Director of Gateway, Strategy & Engagement	84219
Kirsteen Roe	Interim Director - Council Homes, Districts and Regeneration	47205
Yvonne Murray	Director - Housing Assessments & Solutions	61576
Steve Iles	Director - Public Realm (Safety - HRA only)	52821

COST CENTRE	DIVISION
C2200N	Housing Needs
C2100N	Council Homes, Districts and Regeneration
C2400N	Directorate & Centralised Costs - HRA

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2018/19  £000's	DIVISION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(66,989)	Housing Needs	(67,172)	140	350	(66,682)	1
17,236	Council Homes, Districts and Regeneration	17,528	112	(456)	17,184	(2)
49,278	Directorate & Centralised Costs - HRA	49,644	5	(151)	49,498	(0)
66,514	<b>TOTAL NET SPEND</b>	67,172	117	(607)	66,682	(1)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE FTE STAFF
Housing Needs	179.8	177.3	(2.5)
Council Homes, Districts and Regeneration	116.3	115.5	(0.8)
Directorate & Centralised Costs - HRA	2.6	2.6	-
<b>TOTAL FTE STAFF</b>	298.7	295.4	(3.3)

## HOUSING REVENUE ACCOUNT

## DEPARTMENT SUBJECTIVE SUMMARY

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
14,559	Employees	14,095	257	6	14,358	2
25,369	Premises related expenditure	26,148	-	(1,949)	24,199	(7)
2,496	Supplies and Services	2,834	-	(482)	2,352	(17)
480	Third Party Payments	437	-	(30)	407	(7)
310	Transfer Payments	175	-	(19)	156	(11)
34	Transport related expenditure	117	-	(84)	33	(72)
6,698	Recharges from other services	6,223	-	153	6,376	2
49,946	<b>TOTAL EXPENDITURE</b>	50,029	257	(2,405)	47,881	(4)
(46)	Government Grants	-	-	-	-	n/a
(177)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(92,364)	Customer and Client Receipts	(92,078)	-	2,499	(89,579)	(3)
-	Interest Receivable	(20)	-	-	(20)	-
(1,553)	Recharges to other services	(1,807)	-	-	(1,807)	-
(94,140)	<b>TOTAL INCOME</b>	(94,114)	-	2,499	(91,615)	(3)
(44,194)	<b>NET CONTROLLABLE COST</b>	(44,085)	257	94	(43,734)	(1)
36,552	Capital Charges	36,811	-	(351)	36,460	(1)
47	Intangible Charges	47	-	-	47	-
522	REFCUS	522	-	-	522	-
6,598	Corporate support services bought in	6,705	-	-	6,705	-
43,719	<b>TOTAL UNCONTROLLABLE COST</b>	44,085	-	(351)	43,734	(1)
(475)	<b>NET COST OF SERVICE</b>	-	257	(257)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(475)	<b>TOTAL NET EXPENDITURE</b>	-	257	(257)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(1,088)
Other resource changes						831
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(257)



**SERVICE DESCRIPTION**

The HRA Housing Needs Service is made up of the following sections: Service Development , Income and Lettings, Tenancy and Neighbourhood Services, Housing Solutions and Housing Renewals.

**Income to the Housing Revenue Account**

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

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

For 2019-20 there is a reduction of 1% on dwellings rents which is estimated to have an impact of £0.739m.

**Service Development**

A leaseholder service is responsible for collecting service charges and payments for major works from leaseholders. Collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

The Legal team take legal proceedings for tenancy breaches including: rent arrears, anti-social behaviour, disrepair and unauthorised occupants. Housing standards undertake occupancy checks and tenancy audits. Sustainable communities promote youth involvement, access to work, digital inclusion, money management, outreach work and community development. It collates performance management information on all housing management services and reports regular to resident scrutiny panel.

**Income and Lettings**

Responsible for rent collection (collection of £75m annually). It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages. 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.

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.

**Tenancy and Neighbourhood Services**

Responsible for tenancy services including enforcement of conditions of tenancy and changes to tenancies. It tackles anti-social behaviour and carries out regular estate inspections. It promotes resident participation and runs a caretaking service. 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 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.

**Housing Solutions**

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

**Housing Renewal**

Responsible for the Major Adaptations Unit and for providing adaptations to council homes to enable older and disabled people to stay in their own homes. A Home Safety service is provided for council tenants with young children to prevent accidents in the home. Also includes

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Need - HRA	(67,172)	140	350	(66,682)	(1)
	<b>TOTAL NET SPEND</b>	<b>(67,172)</b>	<b>140</b>	<b>350</b>	<b>(66,682)</b>	<b>(1)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Housing Need - HRA	179.8	177.3	(2.5)
<b>TOTAL FTE STAFF</b>	<b>179.8</b>	<b>177.3</b>	<b>(2.5)</b>

**HOUSING REVENUE ACCOUNT  
HOUSING NEEDS**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C2420P**

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,232	Employees	7,075	140	(88)	7,127	1
12,489	Premises related expenditure	13,028	-	(1,717)	11,311	(13)
1,850	Supplies and Services	1,525	-	(187)	1,338	(12)
376	Third Party Payments	309	-	(30)	279	(10)
310	Transfer Payments	175	-	(19)	156	(11)
12	Transport related expenditure	95	-	(81)	14	(85)
3,340	Recharges from other services	2,972	-	(27)	2,945	(1)
25,609	<b>TOTAL EXPENDITURE</b>	25,179	140	(2,149)	23,170	(8)
-	Government Grants	-	-	-	-	n/a
(177)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(92,357)	Customer and Client Receipts	(92,078)	-	2,499	(89,579)	(3)
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(92,598)	<b>TOTAL INCOME</b>	(92,351)	-	2,499	(89,852)	(3)
(66,989)	<b>NET CONTROLLABLE COST</b>	(67,172)	140	350	(66,682)	0
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(66,989)	<b>NET COST OF SERVICE</b>	(67,172)	140	350	(66,682)	0
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(66,989)	<b>TOTAL NET EXPENDITURE</b>	(67,172)	140	350	(66,682)	0
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(201)
Savings across running costs						(287)
Explore opportunities to access external funding for community groups						(144)
Introducing a new charge for the use of sheds						(632)
<u>Other resource changes</u>						739
1% rent decrease on dwellings rents						243
Realignment of Garages voids rate						982
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>350</b>

**HOUSING REVENUE ACCOUNT - PLACE**

**DIVISION SUMMARY**

The HRA elements of the Place department include the following services:

**Council Homes, Districts and Regeneration:**

The repairs and maintenance service is responsible for repairs and cyclical maintenance of the Council's housing stock. The service responds to around 65,000 repair requests each year. The repairs service is delivered through a long term partnering contract.

The assets and involvement service is responsible for the council's housing asset management plan, for developing the annual capital programme of planned investment in council homes and for ensuring that tenants and leaseholders are informed and consulted on the priorities for the HRA and works to their homes.

The capital delivery for homes and schools service focuses on delivering major capital works to HRA properties such as energy efficiency, kitchens and bathrooms and security programmes.

**Safety-HRA (Managed under Public Realm- Community Safety):**

This includes the Safety team for the HRA that contributes to the Council's Neighbourhood Safety team.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P	Council Homes, Districts & Regeneration	16,089	94	(379)	15,804	(2)
C2130P	Safety - HRA	1,439	18	(77)	1,380	(4)
	<b>TOTAL NET SPEND</b>	17,528	112	(456)	17,184	(6)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Council Homes, Districts & Regeneration	96.2	96.2	-
Safety - HRA	20.1	19.3	(0.8)
<b>TOTAL FTE STAFF</b>	116.3	115.5	(0.8)

COST CENTRE: C2100N

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,958	Employees	5,651	112	94	5,857	4
11,819	Premises related expenditure	12,059	-	(232)	11,827	(2)
250	Supplies and Services	913	-	(295)	618	(32)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
22	Transport related expenditure	22	-	(3)	19	(14)
686	Recharges from other services	579	-	(20)	559	(3)
18,735	<b>TOTAL EXPENDITURE</b>	19,248	112	(456)	18,904	(2)
(46)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,446)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,499)	<b>TOTAL INCOME</b>	(1,720)	-	-	(1,720)	-
17,236	<b>NET CONTROLLABLE COST</b>	17,528	112	(456)	17,184	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
17,236	<b>NET COST OF SERVICE</b>	17,528	112	(456)	17,184	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
17,236	<b>TOTAL NET EXPENDITURE</b>	17,528	112	(456)	17,184	(2)

HOUSING REVENUE ACCOUNT - PLACE  
COUNCIL HOMES, DISTRICT AND REGENERATION

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C2125P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,006	Employees	4,700	94	171	4,965	6
11,819	Premises related expenditure	12,059	-	(232)	11,827	(2)
231	Supplies and Services	894	-	(295)	599	(33)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
13	Transport related expenditure	13	-	(3)	10	(23)
226	Recharges from other services	119	-	(20)	99	(17)
17,295	<b>TOTAL EXPENDITURE</b>	17,809	94	(379)	17,524	(2)
(46)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,446)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,499)	<b>TOTAL INCOME</b>	(1,720)	-	-	(1,720)	-
15,796	<b>NET CONTROLLABLE COST</b>	16,089	94	(379)	15,804	(2)
	Capital Charges	-			-	n/a
	Intangible Charges	-			-	n/a
	REFCUS	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
15,796	<b>NET COST OF SERVICE</b>	16,089	94	(379)	15,804	(2)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
15,796	<b>TOTAL NET EXPENDITURE</b>	16,089	94	(379)	15,804	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reductions in the void repairs						(200)
Reduction in professional services						(60)
1x FTE Analyst post deleted						(45)
Reduce publication of Open House magazine to online only						(20)
The reprourement of the maintenance contracts						(54)
						(379)
<u>Other resource changes</u>						
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(379)</b>

COST CENTRE: C2130P

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
952	Employees	951	18	(77)	892	(6)
-	Premises related expenditure	-	-	-	-	n/a
19	Supplies and Services	19	-	-	19	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	-	9	-
460	Recharges from other services	460	-	-	460	-
1,440	<b>TOTAL EXPENDITURE</b>	1,439	18	(77)	1,380	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
1,440	<b>NET CONTROLLABLE COST</b>	1,439	18	(77)	1,380	(4)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,440	<b>NET COST OF SERVICE</b>	1,439	18	(77)	1,380	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,440	<b>TOTAL NET EXPENDITURE</b>	1,439	18	(77)	1,380	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(77)
2x FTE Neighbourhood Safety Officer posts deleted						(77)
<u>Other resource changes</u>						(77)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(77)

**HOUSING REVENUE ACCOUNT  
DIRECTORATE & CENTRALISED COSTS**

**DIVISION SUMMARY**

**SERVICE DESCRIPTION**

The Directorate and Centralised budgets are used to fund the following items within the HRA:

- Capital charges relating to the HRA asset base (i.e. depreciation, impairment, etc)
- Servicing of HRA debt transferred to the council (including interest, debt repayments, etc)
- Revenue contributions to the funding of the capital programme
- HRA contingency budgets set aside to manage emerging risks and in-year budget pressures

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N	Directorate & Centralised Costs	49,644	5	(151)	49,498	(0)
	<b>TOTAL NET SPEND</b>	49,644	5	(151)	49,498	(0)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2018/19 FTE STAFF	ORIGINAL BUDGET 2019/20 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	2.6	2.6	-
<b>TOTAL FTE STAFF</b>	2.6	2.6	-

HOUSING REVENUE ACCOUNT  
DIRECTORATE & CENTRALISED COSTS

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C2400N

FORECAST 2018/19 £000's	DESCRIPTION	ORIGINAL BUDGET 2018/19 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2019/20 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,369	Employees	1,369	5	-	1,374	0
1,061	Premises related expenditure	1,061	-	-	1,061	-
396	Supplies and Services	396	-	-	396	-
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,672	Recharges from other services	2,672	-	200	2,872	7
5,602	<b>TOTAL EXPENDITURE</b>	5,602	5	200	5,807	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	<b>TOTAL INCOME</b>	(43)	-	-	(43)	-
5,559	<b>NET CONTROLLABLE COST</b>	5,559	5	200	5,764	4
36,552	Capital Charges	36,811	-	(351)	36,460	(1)
47	Intangible Charges	47	-	-	47	-
522	REFCUS	522	-	-	522	-
6,598	Corporate support services bought in	6,705	-	-	6,705	-
43,719	<b>TOTAL UNCONTROLLABLE COST</b>	44,085	-	(351)	43,734	(1)
49,278	<b>NET COST OF SERVICE</b>	49,644	5	(151)	49,498	(0)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
49,278	<b>TOTAL NET EXPENDITURE</b>	49,644	5	(151)	49,498	(0)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Education and Youth Engagement Recharges						200
Capital Charges variations						(351)
						(151)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(151)</b>



# CAPITAL PROGRAMME

## CONTENTS

	Page
FUNDING	CP1
DETAILED PROGRAMME	CP2

<b>DRAFT CAPITAL PROGRAMME</b>				
<b>Description</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Total 2019/20 to 2021/22</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Education - Fixed Term Expansions	900	336	-	1,236
Education - Fire Safety Works	1,000	-	-	1,000
Education - Major Maintenance	2,000	2,000	2,000	6,000
Education - Miscellaneous	4,935	272	207	5,414
Education - Permanent Expansion	719	508	399	1,626
Education - SEN	24,534	11,681	473	36,688
Education - SEN Centre of Excellence	1,550	-	-	1,550
<b>Children, Families and Education Sub Total</b>	<b>35,638</b>	<b>14,797</b>	<b>3,079</b>	<b>53,514</b>
Affordable Housing Programme	7,273	-	-	7,273
Disabled Facilities Grant	2,400	2,400	2,400	7,200
<b>Gateway, Strategy and Engagement Sub Total</b>	<b>9,673</b>	<b>2,400</b>	<b>2,400</b>	<b>14,473</b>
Allotments	341	-	-	341
RIF - Brick by Brick Borrowing	30,000	20,000	-	50,000
Community Ward Budgets	576	576	576	1,728
Devolution initiatives	912	912	912	2,736
Empty Homes Grants	1,000	500	500	2,000
Feasibility Fund	330	330	330	990
Fieldway Cluster	1,413	-	-	1,413
Fiveways junction	3,000	2,000	-	5,000
Growth Zone	8,000	20,000	60,000	88,000
Highways - Maintenance Programme	5,000	5,000	5,000	15,000
Highways - flood water management	414	175	-	589
Highways - bridges and highways structures	223	8,110	-	8,333
Highways - Tree works	179	179	179	537
Leisure centres equipment upgrade	1,004	-	-	1,004
Libraries Investment	2,000	2,000	1,000	5,000
New Addington Leisure Centre	5,796	-	-	5,796
New Addington wellbeing centre	-	6,500	6,500	13,000
Parking	153	-	-	153
Park Life	12,151	-	-	12,151
Play Equipment	985	-	-	985
Safety - digital upgrade of CCTV	500	-	-	500
TFL - LIP	2,462	2,000	2,000	6,462
Walking and cycling strategy	750	750	-	1,500
Waste and Recycling - Don't Mess with Croydon	601	475	-	1,076
<b>Place sub-total</b>	<b>77,790</b>	<b>69,507</b>	<b>76,997</b>	<b>224,294</b>
Asset Acquisition Fund	45,000	-	-	45,000
Corporate Property	2,000	2,000	2,000	6,000
Finance and HR system	412	-	-	412
ICT Refresh & Transformation	5,500	1,500	1,500	8,500
People ICT Programme	6,927	2,014	1,521	10,462
Uniform ICT upgrade	534	3,600	-	4,134
<b>Resources sub-total</b>	<b>60,373</b>	<b>9,114</b>	<b>5,021</b>	<b>74,508</b>
<b>General Fund</b>	<b>183,474</b>	<b>95,818</b>	<b>87,497</b>	<b>366,789</b>
Fire safety programme	10,000	-	-	10,000
Larger Homes	1,500	-	-	1,500
Major Repairs and Improvements Programme	26,771	26,771	26,771	80,313
Special Transfer Payments	180	180	180	540
<b>HRA Total</b>	<b>38,451</b>	<b>26,951</b>	<b>26,951</b>	<b>92,353</b>
<b>Capital Programme Total</b>	<b>221,925</b>	<b>122,769</b>	<b>114,448</b>	<b>459,142</b>

**DRAFT Capital Programme Resourcing 2019/20 to 2021/22**

<b>Funding</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Total 2019/2022</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Capital receipts	2,500	-	-	2,500
ESFA	10,000	3,500	-	13,500
School Condition Funding	2,000	-	-	2,000
Basic Needs (Education)	6,833	-	-	6,833
EFA Invest to Save (Education)	969	969	-	1,938
TFL LIP and other funding	2,462	2,000	2,000	6,462
NHS	-	5,000	-	5,000
CIL	6,800	6,800	6,800	20,400
CIL local meaningful proportion	1,200	1,200	1,200	3,600
Disabled Facilities Grants	2,400	2,400	2,400	7,200
Borrowing	48,946	33,949	15,097	97,992
Borrowing - (RIF) - BXB and Affordable Homes	37,273	20,000	-	57,273
Borrowing - Asset Acquisition Fund	45,000	-	-	45,000
Borrowing - Growth Zone	8,000	20,000	60,000	88,000
S106	1,800	-	-	1,800
Football foundation	7,291	-	-	7,291
<b>GENERAL FUND</b>	<b>183,474</b>	<b>95,818</b>	<b>87,497</b>	<b>366,789</b>
Major Repairs Allowance	27,709	21,209	21,209	70,127
HRA - Revenue Contribution	3,718	3,718	3,718	11,154
HRA - Use Of Reserves	7,024	2,024	2,024	11,072
<b>HRA FUNDING</b>	<b>38,451</b>	<b>26,951</b>	<b>26,951</b>	<b>92,353</b>
<b>TOTAL FUNDING</b>	<b>221,925</b>	<b>122,769</b>	<b>114,448</b>	<b>459,142</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note 1 - Capital receipts will also be utilised for transformation projects - these are not included above.

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**SUMMARY OF REVENUE ESTIMATES - FINANCIAL STRATEGY PLANNING MODEL**

SERVICE DEPARTMENT	2019/20 Budget £'m	Estimated 2020/21 Budget £'m	Estimated 2021/22 Budget £'m
Health, Wellbeing and Adults	109.404	117.204	118.504
Children, Families and Education	83.800	87.600	88.400
Place	93.400	95.600	96.400
Gateway, Strategy & Engagement	35.733	36.533	36.933
Resources	7.160	8.960	9.360
Corporate Items	7.602	8.602	8.602
<b>NET EXPENDITURE</b>	<b>337.099</b>	<b>354.499</b>	<b>358.199</b>
Contribution to provisions for Doubtful Debts	0.180	0.180	0.180
Interest (Net)	11.736	16.636	21.536
Deferred Charges	(3.692)	(3.692)	(3.692)
Revenue Expenditure Funded by Capital Under Statute (REFCUS)	(30.806)	(30.806)	(30.806)
Capital Asset Charges Adjustment	(19.646)	(19.646)	(19.646)
Contingency	2.000	2.000	2.000
Core Grants	(33.430)	(32.730)	(31.830)
Levies	1.424	1.424	1.424
Contribution to / (from) General Balances	5.500		
Budget Gap Carried Forward	0.000	0.000	0.000
Budget Gap	0.000	(12.428)	(7.728)
<b>TOTAL ADJUSTED BUDGET REQUIREMENT</b>	<b>270.365</b>	<b>275.437</b>	<b>289.637</b>
<b>Financed by:</b>			
Revenue Support Grant	0.000	0.000	0.000
Business Rates Top Up Grant	24.017	23.017	22.017
Business Rates Income	59.760	58.160	59.960
Collection Fund Surplus/Deficit	6.560	4.060	7.060
<b>Croydon Tax Element</b>	<b>180.028</b>	<b>190.200</b>	<b>200.600</b>
Greater London Authority Precept Element	41.324	41.324	41.324
<b>TOTAL COUNCIL TAX REQUIREMENT</b>	<b>221.352</b>	<b>231.524</b>	<b>241.924</b>

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**COUNCIL TAX INCREASES**

Band	2018/19 Croydon Council Tax £	2018/19 Croydon Adult Social Care Precept £	2018/19 Croydon Tax £	2018/19 GLA Precept Draft £	2018/19 Overall Tax £
A	838.12	57.03	895.15	196.15	1,091.30
B	977.81	66.54	1,044.35	228.85	1,273.20
C	1,117.49	76.04	1,193.53	261.54	1,455.07
<b>D</b>	<b>1,257.18</b>	<b>85.55</b>	<b>1,342.73</b>	<b>294.23</b>	<b>1,636.96</b>
E	1,536.55	104.56	1,641.11	359.61	2,000.72
F	1,815.93	123.57	1,939.50	425.00	2,364.50
G	2,095.30	142.58	2,237.88	490.38	2,728.26
H	2,514.36	171.10	2,685.46	588.46	3,273.92

2019/20 Croydon Council Tax £	2019/20 Croydon Adult Social Care Precept £	2019/20 Croydon Tax £	2019/20 GLA Precept Draft £	2019/20 Overall Tax £
864.89	65.99	930.88	213.67	1,144.55
1,009.03	76.98	1,086.01	249.29	1,335.30
1,153.18	87.98	1,241.16	284.90	1,526.06
<b>1,297.33</b>	<b>98.98</b>	<b>1,396.31</b>	<b>320.51</b>	<b>1,716.82</b>
1,585.63	120.98	1,706.61	391.73	2,098.34
1,873.92	142.97	2,016.89	462.96	2,479.85
2,162.22	164.97	2,327.19	534.18	2,861.37
2,594.66	197.96	2,792.62	641.02	3,433.64

Band D % Change			
Croydon Council Tax	Croydon Adult Social Care Precept	GLA Precept	Overall Increase
2.99%	1.00%	8.93%	4.88%
40.15	13.43	26.28	79.86 Per Annum
£0.77	£0.26	£0.51	£1.54 Per Week

2019/20 BAND	Annual increase £	Weekly Increase £
A	53.25	1.02
B	62.10	1.19
C	70.99	1.37
<b>D</b>	<b>79.86</b>	<b>1.54</b>
E	97.62	1.88
F	115.35	2.22
G	133.11	2.56
H	159.72	3.07

OVERALL CHANGE
<b>4.88%</b>

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**RECOMMENDATIONS FOR COUNCIL TAX REQUIREMENT 2019/20**

The Cabinet has considered a report in respect of the level of Council Tax for 2019/20 and the setting of the Council's Revenue and Capital Budgets for the forthcoming financial year. The Cabinet also had copies of the draft Budget Book for 2019/20.

In summary, the Cabinet recommends to the Council a 2019/20 Council Tax at Band D for Croydon purposes of £1,297.33, in addition a 1.0% increase for the Adult Social Care Levy £98.98, GLA Precept of £320.51, giving an overall Band D charge, £1,716.82, a 2.99% increase for Croydon Council, a 1.0% increase for the adult social care levy and a 8.93% increase for the GLA.

Following detailed consideration, the Cabinet recommends that the Council should:

- (1) Approve the 2019/20 Revenue Budget of £270.365m, an increase in budget requirement of 1.1%
- (2) Approve the 2019/20 Council Tax Requirement of £180.028m.

**Appendix E**  
**Cabinet 25th February 2019**

<b>Calculation of Council Tax Requirement</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
(A)	Expenditure and other charges (as set out in section 31A(2) (a) to (f) of the Act)			
(i)	expenditure on Croydon's services, local precepts and levies		950,576	
(ii)	allowance for contingencies		2,000	
(iii)	transfer to General Reserves			
(iv)	transfer to Earmarked Reserves		5,500	
(v)	transfer from the General Fund from the Collection Fund in respect of prior year deficit on the Collection Fund,		0	
				958,076
(B)	<i>Less</i> Income and other credit items (in Section 31A(3) (a) to (d) of the Act)			
(i)	Income from services		654,281	
(ii)	Transfer to the General Fund from the Collection Fund in respect of prior year surplus on the Collection Fund,		6,560	
(iii)	Income from Government			
	Core Grants	33,430		
	Business Rates Top Up Grant	24,017		
	Business Rates Income	59,760		
	Revenue Support Grant	0		
			117,207	778,048
(C)	<i>Equals</i> The Council Tax Requirement, i.e. the amount by which the expenditure and other charges exceed the income and other credits.* This is (A) above less(B) above (as per Section 31A(4) of the Act)			180,028
<b>Calculation of basic amount of council tax</b>				
(C)	Council Tax Requirement			180,028
(D)	<i>Divided by</i> The Council's Tax base			128,931
(E)	<i>Equals</i> The Basic amount of Council Tax (i.e., the Council Tax for a Band D property to which no relief or exemption is applicable) for services charged to Croydon's General Fund (This is (C) above divided by the tax base at (D) as per Section 31(B) of the Act)			1,396.31

\* The exact figure is

**£180,027,644.61**

(F) The tax for different bands calculated as follows (as per Section 36(1) of the Act):

<b>Council Tax for Croydon for 2019/20</b>	
Band A	6/9 x £1,396.31 = £930.88
Band B	7/9 x £1,396.31 = £1,086.01
Band C	8/9 x £1,396.31 = £1,241.16
<b>Band D</b>	<b>9/9 x £1,396.31 = £1,396.31</b>
Band E	11/9 x £1,396.31 = £1,706.61
Band F	13/9 x £1,396.31 = £2,016.89
Band G	15/9 x £1,396.31 = £2,327.19
Band H	18/9 x £1,396.31 = £2,792.62

(G) to which is added the following precept (issued by the Mayor of London, in exercise of the powers conferred on him by sections 82, 83, 85, 86, 88 to 90, 92 and 93 of the Greater London Authority Act 1999 (“the 1999 Act”) and sections 40, 47 and 48 of the Local Government Finance Act 1992 (“1992 Act”))

<b>GLA Precept for 2019/20</b>	
Band A	213.67
Band B	249.29
Band C	284.90
<b>Band D</b>	<b>320.51</b>
Band E	391.73
Band F	462.96
Band G	534.18
Band H	641.02

(H) That, having calculated the aggregate in each case of the amounts at (F) and (G) above the Council, in accordance with section 30(2) of the local government finance act 1992, hereby set the following amounts as the amounts of council tax for the year 2019/20 for each of the categories of dwellings shown below:-

<b>Total Council Tax For 2019/20</b>	
Band A	1,144.55
Band B	1,335.30
Band C	1,526.06
<b>Band D</b>	<b>1,716.82</b>
Band E	2,098.34
Band F	2,479.85
Band G	2,861.37
Band H	3,433.64

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**Response from Croydon Council to the Provisional 2019/20 local government finance settlement.**

Croydon Council welcomes the opportunity to respond to the Government's consultation on the Provisional Local Government Finance Settlement 2019/20.

We welcome the additional funding that has been confirmed as part of the provisional settlement and would urge the Government to be clearer on publishing the evidence based used to justify the distribution of this additional funding.

We continue to be extremely concerned about the level of funding for local government and the increasing pressures we are facing, notably in the areas of Adults and Children's Social care, Homelessness and Housing Need. We would therefore urge the Government to increase the additional funding for local government, with particular regarding to those authorities such as ours who have been Universal Credit pilots. We look forward to this being properly addressed in the spending review later this year.

We continue to be concerned about the impact of cuts or lack of adequate growth in other government funding streams, such as Public Health and Dedicated Schools Grant and the pressure that puts on the Council's core funding. In addition, the continued failure to fully fund Croydon for Unaccompanied Asylum Seeking Children puts an additional burden on this authority.

We also continue to be extremely concerned that there has been no recognition of population growth in the current funding allocations and with the increasing population in Croydon this has had a significant impact on our budget.

We are again concerned about the timing of the settlement and ask that consideration in the future is given to an early publication to help with financial planning.

We look forward to having input in to the spending review taking place later this year.

**Question 1: Do you agree with the methodology for allocating Revenue Support Grant in 2019/20?**

Croydon Council agrees with the proposed methodology for allocating Revenue Support Grant in 2019/19, this is on the basis of consistency with the previous three years. It seems sensible that central funding should be allocated in a way that ensures councils delivering the same set of services receive the same percentage change in Settlement Core Funding for those sets of services.

We believe that there should be much greater transparency around how the overall level of RSG has been determined and that the Government should publish a full breakdown showing how all funding made available to local government.

**Question 2: Do you agree with the Government's proposed approach to allocating £410 million un-ringfenced funding for adult and children's social care according to the existing Adult Social Care Relative Needs Formula?**

No. We believe this funding should be distributed using a combination of the adult social care Relative Needs Formula and the children's social care Relative Needs Formula. As the intention of the funding is to alleviate pressures in both adult and children's social care, we feel its distribution should reflect relative levels of needs in both services. We are concerned and disappointed that the Government has chosen not to use the children's social care Relative Needs Formula.

**Question 3: Do you agree with the Government's proposal to fund the New Homes Bonus in 2019/20 with the planned £900 million from Revenue Support Grant, with any additional funding being secured from departmental budgets?**

We welcome the decision not to go ahead with the proposed changes to New Homes Bonus.

We are concerned about the continuing reduction in the Government's contribution to the New Homes Bonus especially in the light of the increasing need for housing and the need to grow services in advance of new housing.

**Question 4: Do you agree with the Government's proposed approach to paying £81 million Rural Services Delivery Grant in 2019/20 to the upper quartile of local authorities based on the super-sparsity indicator?**

Croydon Council disagrees with the additional funding provided to rural areas, as this is redirecting funding away from other areas. The Rural Services Delivery Grant has increased by a further £16 million in 2019/20. We would have preferred to see this separate grant could being distributed to all local authorities on the basis of need.

**Question 5: The Government intends to distribute £180m of the levy account surplus. Do you agree with the proposal to make this distribution on the basis of each authority's 2013/14 Settlement Funding Assessment?**

We do believe that the surplus on the business rates levy account is rightly being returned to local government. We agree with its distribution based on 2013-14 SFA, as this is consistent with the method used to top-slice the Revenue Support Grant in previous years to fund the Safety Net account when the levy account was in deficit.

**Question 6: What are your views on the council tax referendum principles proposed by the Government for 2019/20?**

We are opposed to the principle of capping council tax increases, which represents central government control over the only locally determined tax.

The Government's preference to assign a notional average rate to all authorities raises some fundamental issues such as how areas that have historically set low tax rates would be able, in effect, to "catch up" to a notional rate.

We would prefer that the referendum limit be lifted completely, allowing councils to address spending pressures in the ways that most affect them locally.

We also feel that the Adult Social Care Precept represents unnecessary central government control over local policy-making. We also feel that this is a national responsibility being funded by local taxation.

**Question 7: What are your views on the Government's approach to tariffs and top-ups in 2019/20?**

Croydon Council broadly agrees with the principle behind the adjustment to top-ups and tariffs ensuring that, as far as possible, business rates income does not change solely as a result of the revaluation.

We believe that the methodology should be kept under close review to ensure that any other distortions besides appeals that result from the use of a single year of business rates income do not unfairly penalise any authority.

**Question 8: Do you have any comments on the impact of the 2019/20 local government finance settlement on those who share a protected characteristic, and on the draft equality statement published alongside this consultation document? Please provide supporting evidence.**

No.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Simpson', written in a cursive style.

**Richard Simpson**  
Executive Director Resources and S151 Officer



**DEDICATED SCHOOLS GRANT (DSG)**

**Table 1 – 2019/20 DSG Funding Breakdown**

<b>DSG Funding Blocks</b>	<b>Total (£m)</b>
Schools Block (before recoupment)	247.51
Early Years	26.69
High Needs (before recoupment)	61.35
Central Services Schools Block	6.12
<b>Total DSG funded services</b>	<b>341.67</b>

**2019/20 DSG allocation for Croydon**

In 2019/20 the total DSG settlement for Croydon (including academies) is £341.67m. Academy recoupment is estimated to be in excess of £166m in 2019/20, reducing the DSG total to £175.12m. Academy recoupment currently stands at £166.55m in 2018/19 within the existing Schools and High Needs block. This total will be subject to change depending on the number of new schools that convert to academies during the year.

The funding per pupil as a result of the introduction of the National Funding Formula (NFF) stipulates a minimum funding rate. From 2018/19 the NFF provides two per pupil funding rates, one for primary pupils and one for secondary pupils. In 2019/20, the respective funding rates are £4,293.34 and £5,460.88 an increase from the 2018/19 rates per pupil of £4,238.50 for primary pupils and £5,317.93 for secondary pupils.

The latest pupil numbers used to calculate the DSG funding are 51,037 for the Schools block and 8,759 (part time equivalent two to four year olds) within Early Years. These numbers are based on the October 2018 Pupil Level Annual School Census (PLASC) count, although the Early Years Census in January 2019 will be used to update Croydon's DSG allocation with more accurate Early Years pupil numbers during 2019/20.

The £26.69m shown above for the Early Years block includes an indicative Early Years pupil premium of £0.132m, the same allocation as 2018/19.

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Croydon Council

Pay Policy Statement 2019-2020

**1. Introduction**

- 1.1. The Council aims to ensure that its remuneration packages are fair, equitable and transparent and offer suitable reward for the employment of high quality staff with the necessary skills and experience to deliver high quality services.
- 1.2. Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. In accordance with Section 38 of the Localism Act, this Pay Policy Statement sets out the Council’s policy for 2019-20 on:
  - The remuneration of its senior staff including Chief Officers
  - The remuneration of its lowest paid employees
  - The relationship between the remuneration of its Chief Officers and the remuneration of staff who are not Chief Officers
- 1.3. Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, increases in enhancements of pension entitlements and termination payments.
- 1.4. Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments in accordance with the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance is that elected Members should be given an opportunity to vote before a salary package upon appointment above a specified threshold is offered; and a severance package beyond a specified threshold is approved for staff leaving the Council’s employment. For both these purposes, the specified threshold is currently £99,999 as set by Government.
- 1.5. Once approved, all remuneration paid to officers will comply with this policy for the 2019-20 financial year. The statement will be reviewed in accordance with legislation prevailing at the time.
- 1.6. The provisions of the Localism Act do not apply to schools that are excluded from this statement.
- 1.7. In accordance with Part 3 of the Constitution – Responsibilities for Functions the Chief Executive’s Scheme of Authorisations provides delegated authority to the Director of Human Resources for pay and terms and conditions for staff other than the Chief Executive and employees covered by the Joint National Council for Chief Officers. Grading and conditions of service for these staff are approved by the Appointments Committee. Reference paragraph 4.2.8 and 4.2.9 of Part 3 of the Constitution Responsibilities for Functions – see extracts below:

*“.....the Chief Executive’s delegation is subject to:*

*4.2.8 “the approval of the Director of Human Resources to the grading and conditions of service of staff (other than those based in schools or subject to the conditions of service of the Chief Officers and Chief Executives J.N.C*

*4.2.9 the approval of the Appointments Committee to grading and conditions of service of staff employed subject to the conditions of service of the Chief Officers and Chief Executives J.N.C”*

## **2. Pay structure**

2.1. The Council uses a combination of locally and nationally determined pay structures for its workforce.

- a) The pay structures, including basic pay, for the Chief Executive and Head of Paid Service, Executive Directors, Directors and posts at Croydon Special Range (CSR) level are determined locally.
- b) The basic pay for teachers, youth workers, and young people/community service managers is in accordance with nationally negotiated pay structures.
- c) To reflect market and industry specific factors, staff in the in-house bailiff service have locally determined pay arrangements which includes an element of performance pay.
- d) For the majority of other staff, the Council uses a locally determined grading structure aligned to the relevant London pay spine of the Greater London Provincial Council.

2.2. Pay allowances other than basic pay are the subject of local or nationally negotiated rates having been determined from time to time in accordance with the collective bargaining arrangements and/or as determined by the Council.

2.3. Other than for the Chief Executive and Head of Paid Service, Executive Directors and Directors, the Council adheres to national pay bargaining and will normally apply a nationally negotiated cost of living pay award for staff covered by the relevant negotiating body.

## **3. Remuneration**

3.1. For the purpose of this pay policy statement, Chief Officers include:

- a) Tier 1: The Chief Executive and Head of Paid Service; Executive Directors; Directors; and
- b) Tier 2: Heads of service and certain senior staff in Croydon Special Range graded posts who report to Directors

3.2. Current remuneration for tiers 1 and 2 staff are:

- a) The Chief Executive and Head of Paid Service is paid a spot salary of £188,700, as agreed from 01 April 2018. The salary, which is subject to review every two years is due to remain at this level until 31 March 2020.

The 2% increase is well below inflation and below the increases expected by the rest of the workforce over the same period.

- b) Executive Directors and Directors are paid on spot salaries as set out in Appendix A without provision for incremental progression. Salaries are subject to review every two years with the last review being 01 April 2017. Salaries are agreed to be increased by 2%, effective from 01 April 2019.
- c) Heads of service and senior staff reporting to Directors are placed on a salary following evaluation of their post using the Hay job evaluation scheme (for CSR graded posts) or the Greater London Provincial Council job evaluation schemes (for posts graded 16 and 17) with provision for incremental progression to the top spinal point of the grade. Salaries are reviewed in line with national and regional pay awards.

The grading structures for tiers 1 and 2 are shown in Appendix A.

- 3.3. The pay of the Chief Executive and Head of Paid Service is determined on appointment with reference to market rates. In establishing market rates, the Council will compare remuneration data from other comparable local authorities. This allows closer benchmarking where possible to take account of factors such as population size, social demographics, budgetary responsibilities, economic and regeneration activity.
- 3.4. Subject to the approval of the Appointments Committee referred to in paragraph 1.4 above, salaries of Executive Directors and Directors may be reviewed earlier than the scheduled review date when appointing to a post or to maintain parity with the salary of a related post being recruited to (see paragraph 3.8 for the remuneration for new appointments).

#### Additional remuneration elements

- 3.5. The Council does not apply any bonuses or performance payments to its Tier 1 or Tier 2 staff. In addition to basic pay elements of “additional pay”, other than those that constitute re-imbusement of expenses incurred during the fulfilment of duties, are set out below:
  - a) In order to recruit or retain employees in a post at its designated grade or spot point consideration will be given to the use of market supplements as approved by the Director of Human Resources and Chief Executive with such payments being subject to periodic review. Market supplements will, when added to basic pay, not normally exceed 10% of base pay and in any event for posts in tier 1 will not exceed the next pay reference point. Any market supplement for the Chief Executive will be determined by the Appointments Committee.
  - b) A compulsory car allowance may be made to authorised car users at all levels of the workforce other than to Tier 1. The compulsory car allowance applies to employees where driving a car is an integral feature of the employee’s post and the employee is unable to carry out their post without providing and using their own car. The amount of the allowance depends

on the engine size and emissions of the employee's car as shown in Appendix A.

- c) Returning Officer fees: the Council is required by the Representation of the People Act 1983 to appoint an officer to act as the Electoral Registration Officer (ERO) for any constituency or part of a constituency within its area to be responsible for the preparation and maintenance of the electoral register and to act as the Returning Officer (RO) for all elections. Such duties attract a fee payable to the individual, paid for by the Government except in relation to local elections. The fees are set by central government for national elections and referenda and for local elections fees are prescribed by and agreed on an annual basis by the Chief Executives' London Committee, which reports into the London Councils network. The Council's Electoral Registration Officer and Returning Officer is the Chief Executive and Head of Paid Service, as agreed by resolution of the Council or as delegated to a committee.

In her capacity as the Council's Electoral Registration Officer and the Council's Returning Officer, the Chief Executive and Head of Paid Service may appoint deputy Electoral Registration Officers and a deputy Returning Officer. Fees for carrying out such duties are payable to appointed individuals.

- d) From time to time consideration will be given to making additional payments, as approved by the Director of Human Resources, to Chief Officers who undertake additional and/or higher level responsibilities for example when covering the duties of a vacant Chief Officer post. Such payments are subject to periodic review.

#### Remuneration on appointment

- 3.6. Where employees are appointed to a grade rather than a spot salary, it is the Council's policy to appoint all employees on the bottom spinal point of the grade unless there are exceptional circumstances as authorised by the relevant Director and approved by the Director of Human Resources.
- 3.7. In exceptional circumstances and subject to approval of the Director of Human Resources, where it is necessary for a newly appointed employee to relocate and move home to take up appointment a contribution towards certain relocation expenses may be made. A copy of the scheme, is attached as Appendix B.
- 3.8. New Executive Director and Director appointments will be made at the salaries stated for the respective post as set out in Appendix A. Should it be deemed necessary for a new appointment to be made on a salary higher than that set out for the post in Appendix A and the new salary exceeds the threshold referred to in paragraph 1.4 above, the new salary will be subject to the approval of the Appointments Committee.

#### Redundancy payments and payments on leaving

- 3.9. The Council has a single redundancy scheme which applies to all employees including Chief Officers (see Appendix C). The Council does not make any other

payments to employees on termination of their employment other than those, where there is a statutory or contractual requirement to do so, such as payment for accrued and untaken annual leave.

- 3.10. Subject to paragraph 1.4 above, in exceptional circumstances other severance payments may be made subject to agreement of the Chief Executive and Head of Paid Service and the Director of Human Resources and as allowed for in the Council's scheme of delegation. Such payment will take account of the Council's contractual and legal obligations, value for money, reputation of the Council and goodwill towards the employee.
- 3.11. The Appointments Committee has decided, in accordance with delegations agreed by Full Council, that it will consider only those future severance packages where there are non-contractual and/or non-statutory elements to the proposed severance package which would mean that the severance package exceeds the specified threshold as a result of those elements. In those instances, the Committee will vote in respect of the non-contractual and/or non-statutory elements of such packages. For these purposes the specified threshold set, from time to time, by statutory guidance, is £99,999.

#### Re-employment of officers previously made redundant and retirement

- 3.12. Where an officer who has previously been made redundant from the Council applies for employment with the Council, their application will be treated on its own merits, the financial merits and wider interests of the Council and will have regard to any agreement under which the officer left their previous employment. Where an officer leaves the Council's employment through voluntary severance or voluntary redundancy arrangements, they will not be allowed to work for the Council in any capacity, including engagement via employment agencies or as a consultant, for a period of at least one year after leaving.
- 3.13. At the time of drafting this pay policy statement, the Government is proposing legislation that will: limit exit payments to £95,000 in the public sector; and require public sector employees earning more £80,000 to repay some or all of an exit payment if they return to public sector employment within twelve months. The Council will seek recovery of exit payments from previous employees and in so doing apply limits to exit payments in accordance with the legislation as an when it is introduced.
- 3.14. The Council permits flexible retirement, as permitted by the Local Government Pension Scheme Regulations where by an employee can receive a salary and be in receipt of a pension for doing the same job. Flexible retirement will usually only be agreed where there is no cost to the Council. Exceptions to this will be based on the best interest of the Council and will be agreed by the Executive Director of Resources in consultation with the Director of HR, except where such a decision relates to either of themselves, when the Chief Executive will be consulted. Employees retiring before their normal retirement age will, therefore, usually receive what is known as an actuarial reduction in their pension as allowed for under the Local Government Pension Scheme Regulations, to reflect the financial impact on the pension fund by the employee's early retirement.

## **4. Remuneration of lowest paid employees**

4.1. The definition of “lowest paid employee” is for local determination. The Council has agreed that the lowest paid employee will be those workers employed under a contract of employment on full-time equivalent hours, in accordance with the minimum grade of the Council’s agreed grading structure. Workers, such as apprentices, who are engaged on fixed term training contracts, are excluded from this definition.

4.2. The Council is a London Living Wage employer and will pay the London Living Wage as its minimum rate of pay to employees, other than those engaged specifically on apprentice or similar training contracts. The Council will apply increases in the London Living Wage with effect from the 01 April following announcement of the increase. With effect from 01 April 2019 the full-time equivalent annual pay of the lowest paid employee will £20,103 which equates to an hourly rate of pay of £10.74 ( higher than the current London Living Wage).

## **5. The relationship between the pay of Chief Officers and that of other staff**

5.1. The Council does not set the pay of individuals or groups of individuals by reference to a simple multiple of the pay of another individual or group. The use of simple pay multiples cannot capture the complexities and dynamics of a highly varied workforce. The Council sets pay as outlined above by reference to the evaluated level of responsibilities of the post or at a rate determined by a national pay body.

5.2. Although there is no requirement under the Localism Act, the Council has decided to publish its pay multiples to aid transparency and future benchmarking:

- The multiple for 2019-20 between the lowest paid employee and the chief executive and head of paid service is a ratio of 1:9.4.
- The multiple between the lowest paid employee and the median chief officer is a ratio of 1:5.4
- The multiple between the median pay and the chief executive and head of paid service’s pay is a ratio of 1:5.7.
- The multiple between the median pay and the average chief officers’ pay is a ratio of 1:3.5

5.3. As part of its overall and ongoing monitoring of alignment with external pay, both within and outside the sector, the Council will use available benchmarking information as appropriate.

## **6. Non-permanent staffing resources**

6.1. To maintain flexibility in delivering services the Council supplements its employee workforce with workers who are not Council employees or on the Council payroll. This non-permanent resource includes consultants, who are procured under a Contract for (Consultancy) Services, and interims who are procured through the Councils managed service provider (the London Group Recruitment Partnership) or other approved third party providers including through the Council’s neutral vendor framework.

6.2. In managing its non-permanent staffing resource, the Council seeks to ensure that: the Council and the wider public sector achieve value for money; tax and national insurance liabilities are managed appropriately; and contractual



relationships between the Council, workers and thirds parties are properly reflected. In this regard, it is the Council's policy not to engage directly with self-employed individuals, or wholly owned one person limited companies in all but the rarest of exceptions. Where such arrangements are used, the Council seeks to limit them to a maximum duration of 24 months.

- 6.3. Where it is necessary to engage a worker at Tier 1 or Tier 2 temporarily as an interim or consultant, the remuneration paid to the individual will generally fall within the following rates. The higher rates of pay, compared to those paid to directly employed staff, are in recompense of interims and consultants not receiving all of the same conditions of employment, most notably regarding leave, pension, redundancy and notice.

<b>Grade of post</b>	<b>Day rate range £ (payable to the individual)</b>
Croydon Special Range	£400 - £525
Director	£525 - £775
Executive Director	£775 - £900
Chief Executive	£1200 - £1500

## **7. Publication**

- 7.1. Upon approval by the full Council this statement will be published on the Council's website. In addition, the Council's Annual Statement of Accounts will include a note setting out the remuneration paid to each member of the corporate leadership team (the Chief Executive and Head of Paid Service and those reporting directly to her) including the total amount paid to each individual by way of: salary, including fees and allowances; performance related pay; expense allowances; compensation for loss of office; benefits in kind and employers pension contributions. The Annual Statement of Accounts is published on the Council's website.
- 7.2. The Annual Statement of Accounts will also report on termination payments for all employees in keeping with international financial reporting standards. This will show the number of termination payments, within specific financial bands, made to employees during the year.

End

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**Pay structure for Tier 1 and Tier 2****Tier 1: 01 April 2019 to 31 March 2020**

<b>Post</b>	<b>Spot Salary</b>
Chief Executive	£188,700
Executive Director of Resources, Executive Director of Place	£156,060
Executive Director of Children, Families & Schools, Executive Director Health, Wellbeing & Adults, Executive Director Gateway, Strategy & Engagement	£137,700
Director of Adult Social Care & All-Age Disability	£130,050
Director of District Centres & Regeneration, Director of Public Health, Director of Early Help & Children Social Care, Director of Procurement & Commissioning, Chief Digital Officer, Director of Law & Governance	£119,646
Director of Finance, Investment & Risk, Director of Economic Growth, Director of Planning & Strategic Transport, Director of Education & Youth Engagement, Director of Public Realm, Director of Growth	£109,140
Director of Human Resources, Director of Residents Gateway Services, Director of Housing Assessments & Solutions, Director of FM & Support Services	£98,838

**Tier 2: current (2018-19)**

<b>Grade</b>	<b>Scp</b>	<b>Salary *</b>
Croydon	1	£62,583
Special	2	£64,638
Range A	3	£68,751
Croydon	4	£78,912
Special	5	£81,426
Range B	6	£83,934

\* Plus cost of living national pay award to be decided

**Car allowances and mileage payments**

	<b><u>451 - 999cc</u></b>	<b><u>1000 - 1199cc</u></b>	<b><u>1200 - 1450cc</u></b>
<b><u>Compulsory car users</u></b>		Only payable for cars within DVLA bandings A-E for CO2 emissions	
Lump sum per annum	£846	£963	£1,239
per mile first 8,500	36.9p	40.9p	50.5p
per mile after 8,500	13.7p	14.4p	16.4p

	<b><u>451 - 999cc</u></b>	<b><u>1000 - 1199cc</u></b>	<b><u>1200 - 1450cc</u></b>
<b><u>Other users</u></b>		Only payable for cars within DVLA bandings A-E for CO2 emissions	
per mile first 8,500	46.9p	52.2p	65.0p
per mile after 8,500	13.7p	14.4p	16.4p

**CROYDON COUNCIL****RELOCATION SCHEME****Introduction**

These guidelines may be used to overcome a skills shortage or as a recruitment and retention tool. The Council's approach to attracting, recruiting, developing and retaining talent sometimes needs to be supported to enable the placement of someone with known abilities and expertise into a specific role.

The decision to apply this scheme should be agreed before an offer of employment has been accepted and should preferably be displayed in the job advertisement. An "in principle" offer of assistance, subject to meeting the requirements of the scheme, must be contained in the offer of employment letter. An offer of a relocation package cannot be made after employment commences.

There is no automatic entitlement to help with relocation or the amount paid. Payment is subject to approval in all cases by the relevant tier 1 manager, production of receipts and the amount of budget available within the service. No central relocation budget exists, so payments must be made from the relevant department's own budget.

Relocation assistance will not exceed £8,000, will not normally be provided to employees already employed by the Council (including those on fixed term or temporary contracts) and can be paid once only. Any subsequent moves will not attract a payment.

**Eligibility**

The following criteria must be met to be eligible for a relocation payment;

- The applicant lives more than 90 minutes travelling distance away from the new workplace and is relocating to a location within that limit.
- all owners or joint owners of the residence are moving, if claiming fees connected with the sale and purchase of a property
- the applicant is moving within 6 months of starting their employment with the Council
- the applicant is not benefiting from relocation assistance from another source (e.g. their partner's employer)
- the applicant is moving to work solely for Croydon

**Conditions**

The recipient must sign an agreement to remain in Croydon Council's employment for a minimum of three years. If they leave voluntarily or are dismissed on grounds of misconduct or capability within three years, repayment will be due, charged at 1/36 of the total amount of expenses paid per uncompleted month of service.

Two quotes must be obtained for removal and storage expenses for which the lower amount may be reimbursed. Records of payments made will be recorded on the employee's personal file and retained by the manager who signs the agreement.

The employee is responsible for:

- taking steps to sell their property (if applicable) and obtaining accommodation within reasonable travelling distance (90 minutes) within 6 months of their start date with Croydon Council.
- seeking approval for any relocation expenses prior to incurring the expense.
- signing the three year agreement
- providing a full breakdown of costs and comprehensive receipts for all expenses claimed for under the scheme. Bank statements or credit card receipts cannot be accepted.
- providing at least two quotes if claiming for removal expenses.

The manager is responsible for:

- obtaining approval of the Director of Human Resources and their Director and the correct financial authorisation (including departmental expenditure panel if relevant), before offering a relocation package
- subject to the eligibility criteria, informing the successful candidate of the relocation scheme when offering the appointment
- ensuring that finances are available to fund a relocation package
- agreeing with the employee the types of expenses they are able to cover and the maximum amount to be paid
- reviewing the situation if positive steps are not being taken by the candidate/employee to sell and/or buy a new property within 6 months of starting their employment.
- ensuring an agreement is signed by the employee and storing a copy on their personal HR file
- keeping a copy of the agreement, a full breakdown of costs, receipts and quotes.
- arranging for payment(s) to be paid into the employee's bank account before the end of the tax year following their appointment date and that taxable payments are paid via Payroll

- ensuring that records of all payments are kept on the employee's personal HR file
- arranging the recovery of expenses if the employee leaves within three years, including writing to them to confirm the outstanding amount due and informing them if it will be taken out of their final salary or pension contributions.

## Tax

Relocation expenses up to £8,000 per move are currently tax free as long as they are provided by the employer before the end of the tax year following the date of appointment (including VAT on expenses), but some payments are taxable. The following expenses may or may not be included in the agreed package.

- Payment for rent where it is necessary to temporarily maintain two homes , up to a maximum of 6 months\*
- Travelling costs where two homes are temporarily maintained, up to a maximum of 6 months (either standard class train fares or casual car user mileage rates)
- Legal and Estate Agents fees connected with the sale and purchase of property
- Removal and storage of household furniture and effects
- Disconnection and reconnection of utilities\*
- Reinstallation of domestic appliances such as cookers and washing machines\*
- Charges incurred for ending a rental agreement early \*
- Deposit for rented accommodation \*
- Two days paid removal leave in addition to normal leave entitlement\*
- Refund of unexpired season tickets\*
- Shipping costs, if moving from abroad
- Survey Fees\*
- Unplanned costs such as school uniforms, carpets, curtains, \*
- Redirection of mail\*

\*subject to tax and NI contributions

As the tax position may change, it is advisable to check with the HMRC before finalising any arrangements under this guidance.

## **EARLY RETIREMENT & REDUNDANCY SCHEME (incl. Efficiency of the Service)**

*Council approved 1981.*

*Amended by Corporate Services Committee on 11 October 2006; effective from 1<sup>st</sup> December 2006*

*Amended 010410: legislative changes*

*Amended 010411: Employee Based Cost Review (EBCR)*

### **1. SCOPE AND PURPOSE OF SCHEME**

- 1.1. This scheme is without prejudice to the Council's and the trade unions' general policy of opposition to redundancies. It outlines the approach the Council may use when making staffing reductions through redundancy, early retirement on the grounds of redundancy, and early retirement on the grounds of efficiency of the service.
- 1.2. The scheme covers all categories of staff except teachers and lecturers for whom a separate scheme exists.
- 1.3. The scheme sets out the normal level of payments made to employees. Certain payments in the scheme are enhanced by the Council exercising its discretion, as allowed for in legislation. The exercise of the Council's discretion is subject to a decision in each case, and the Council reserves the right to apply different payments in particular cases. The Council also reserves the right to withdraw or suspend the scheme at any time.

### **2. GENERAL**

- 2.1. Where redundancies as defined in the Employment Rights Act 1996 are contemplated the Council may choose to seek volunteers for early retirement or redundancy from the staff. Should the number of volunteers for early retirement or redundancy exceed the required number of post reductions the Council will consult staff representatives about the method of selection.

### **3. EARLY RETIREMENT BY REASON OF REDUNDANCY (only for employees aged 55 and over)**

- 3.1. Employees aged 55 or more who are made redundant (including those who volunteer under paragraph 2.1) will be eligible for immediate payment of pension benefits if they have 2 or more years membership in the LGPS (or have less than 2 years membership, but have had a transfer of pension rights into the LGPS from another source).
- 3.2. In addition to immediate payment of pension benefits, employees with 2 years continuous service will also be entitled to a redundancy payment. The redundancy payment will be calculated as set out in section 4.

- 3.3. The granting of any augmentation in respect of redundancy and early retirement in the interests of the efficiency of the service is at the Council's discretion to compensate officers for the loss of position and future expectations as a result of the Council's actions. It is not in respect of past service, which is covered by pension entitlement arising from contributions made into the Pension Fund.
- 3.4. The costs of the early payment of benefits are charged to departmental budgets rather than the Pension Fund.

#### **4. REDUNDANCY**

- 4.1. Employees who are made redundant will receive a redundancy payment based on length of continuous service and age as laid down in the Employment Rights Act. The details of the statutory redundancy payments vary with age and length of service and a ready reckoner is set out in Appendix 1.
- 4.2. Continuous local government service (and certain related service) will be used where this exceeds service with the London Borough of Croydon and in calculating the redundancy payment the weekly pay used for calculating redundancy payments will be as follows:
- a) In cases of compulsory redundancy, by reducing by 50% the amount by which an employee's actual weekly pay exceeds the statutory cap e.g. with the statutory cap at £400 and an employee's actual weekly pay at £500, redundancy pay would be calculated on a revised weekly pay of £450.
  - b) In cases of voluntary redundancy, by reducing by 25% the amount by which an employee's weekly pay exceeds the statutory cap e.g. with the statutory cap at £400 and an employee's actual weekly pay at £500, redundancy pay would be calculated on a revised weekly pay of £475.

#### **5. EARLY RETIREMENT IN THE INTERESTS OF THE EFFICIENCY OF THE SERVICE**

- 5.1. The Council will consider applications from staff, supported by their Directors, for early retirement on the grounds of the efficiency of the service. Each case will be decided on its merits by the Assistant Chief Executive (Corporate Resources and Section 151 Officer) in consultation with the Director of Human Resources and the relevant departmental Director. They will use their discretion based on the following criteria:
- (a) staff suffering ill-health of a nature not covered by the ill-health provisions of the Pension scheme
  - (b) a change in the organisation of an establishment or department which does not give rise to redundancy
  - (c) staff who are unable to meet the changed requirements of their post
- 5.2. Employees aged 55 or over, who retire on the grounds of efficiency of the service are eligible for immediate payment of pension benefits if they have 2 or more years membership in the LGPS (or have less than 2 years membership, but have had a transfer of pension rights into the LGPS from another source).



5.3. In these cases there is no entitlement to a redundancy payment.

**6. COMPLYING WITH LEGISLATION**

6.1 The Council will only apply the above policy in a manner which is compatible with the law (inc. legislation, subordinate legislation and case law) and anything in this policy which is incompatible with the law shall be disregarded or applied only to the extent that doing so would not be contrary to the law as it is understood when the policy is applied in any particular case.

End

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**“Ready Reckoner” For Statutory Redundancy Pay**

**Figures in grid show the number of weeks pay due**

Continuous Service (Years)																			
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18 <sup>1</sup>	1																		
19	1	1½																	
20	1	1½	2																
21	1	1½	2	2½															
22	1	1½	2	2½	3														
23	1½	2	2½	3	3½	4													
24	2	2½	3	3½	4	4½	5												
25	2	3	3½	4	4½	5	5½	6											
26	2	3	4	4½	5	5½	6	6½	7										
27	2	3	4	5	5½	6	6½	7	7½	8									
28	2	3	4	5	6	6½	7	7½	8	8½	9								
29	2	3	4	5	6	7	7½	8	8½	9	9½	10							
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11						
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12					
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13				
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14			
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15		
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½

<sup>1</sup> It is possible that an individual could start to build up continuous service before age 16, but this is likely to be rare, and therefore the table starts from age 18.

Continuous Service (Years)																			
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61*	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

\* The same figures should be used when calculating the redundancy payment for a person aged 61 and above.

**Notes:**

Statutory redundancy payments are based on length of continuous service (up to max of 20 yrs) and age as follows:

- for each completed year of service up to age 21 inclusive: half a week's pay
- for each completed year of service from age 22-40 inclusive: one week's pay.
- for each completed year of service from age 41 inclusive: one and a half week's pay.

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## **Appendix I – Cabinet 25<sup>th</sup> February 2019**

### Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018

#### **Background**

The Local Government Finance Act 2012 (LGFA 2012) made provision for Local Authorities to technically reform Council Tax discounts and exemptions with effect from 1<sup>st</sup> April 2013.

Sections 10,11 and 12 of the LGFA 2012 contained provisions for changes that were agreed by Cabinet in December 2012, and the changes included:-

- Reducing the discount on 2<sup>nd</sup> homes to nil.
- Class A and Class C exemptions were abolished and replaced by discounts which the Council had the discretion to reduce the discount to nil.
- Where a discount replaced a Class A exemption and that discount was more than the Council's long term empty discount, the Council has the discretion to prescribe that discount to 12 months
- Where a discount replaced a Class C exemption, and that discount is more than the Council's long term empty discount, the Council had the discretion to prescribe the period of the discount to 12 months
- The Council has the discretion to add a "premium" of up to 50% on any long terms empty of up to 50% on any long term empty dwelling which has been unoccupied and substantially unfurnished for more than 2 years
- Where a mortgagee is in possession of a dwelling, the mortgagee will be liable to pay the Council Tax and it will be treated like any other long term empty dwelling

One of the drivers for these changes was to incentivise owners to bring their empty properties back into use, therefore assisting with the current housing pressure in the Borough.

The Rating (Property in Common Occupation)and Council Tax (Empty Dwellings) Act 2018 received royal assent on 1<sup>st</sup> November 2018, and made provisions to increase the percentage by which a billing authority may increase the Council Tax payable in respect of a long-term empty dwelling from 1<sup>st</sup> April 2019. A long-term empty dwelling, is a dwelling that is unoccupied and substantially unfurnished for a period of two years or more, and the dwelling is not a prescribed class of dwelling.

### **From 1<sup>st</sup> April 2019**

The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 further enables a Council to increase the Council Tax premium for long term empty dwellings, from 50% to 100% with effect from 1<sup>st</sup> April 2019.

What this means in additional revenue based on the number of long term empty dwellings as at 18<sup>th</sup> January 2019 is as follows:-

	Number	Base Liability for 2018	Base Liability for 2019 (2018 plus 4.88%)	50% Premium	100% Premium
Premium 50%	135	£213,714	£224,143	£336,215	£448,286
PCLD zero	1	£1,637	£1,717	£2,575	£3,434
PCLC zero	273	£432,170	£453,259	£679,889	£906,519
Total	409	£647,521	£679,120	£1,018,679	£1,358,239
<b>Additional Revenue 2019</b>					<b>£339,559</b>

### **From 1<sup>st</sup> April 2020**

In addition to the above, a Council has the power to increase the 100% premium to 200% from 1<sup>st</sup> April 2020 where a dwelling has been long term empty for more than 5 years. If a dwelling is long term empty for 5 years or less the premium will remain 100%.

What this means in additional revenue based on the number of long term empty dwellings as at 18<sup>th</sup> January 2019 is as follows:-

	No. > 2 years and < = 5 years	No. > 5 years	100% Premium	200% Premium	Total Additional Premium
Premium 50%	41	94	£138,110	£465,264	£603,374
PCLD zero	1	0	£3,432	£0	£3,432
PCLC zero	265	8	£879,430	£40,629	£920,059
Additional Revenue 2020	307	102	£1,020,972	£505,893	£1,526,865

### **From 1<sup>st</sup> April 2021**

From 1<sup>st</sup> April 2021, a Council has the power to increase the 200% premium mentioned above to 300%, if a dwelling has been long term empty for over 10 years. The premium will remain 200% if the dwelling has been long term empty for more

than 5 years and up to 10 years. If the long term empty dwelling has been empty for less than 5 years, the premium remains at 100%.

What this means in additional revenue based on the number of long term empty dwellings as at 18th January 2019 is as follows:-

	No. >2 years and <= 5 years	No. > 5 years and <= 10 years	No. > 10 years	100% Premium	200% Premium	300% Premium	Total Additional Premium
Premium 50%	41	55	39	£138,110	271,260	258,668	668,038
PCLD zero	1	5	0	£3,432	0	0	3,432
PCLC zero	267	0	3	£879,430	23,463	22,888	925,781
Additional Revenue 2021	307	60	42	£1,020,972	294,723	281,556	1,597,251

These figures are based on the number and value of the long term empty dwellings in the Council Tax base as at 18<sup>th</sup> January 2019, what will happen in reality is that some dwelling will come back into use and other dwellings will become long term empty over time.

### **What is a prescribed class of dwelling?**

The Council Tax (Prescribed Classes of Dwellings)(England)(Amendment) Regulations 2012, describes which classes of dwellings could not be included in the reduced discounts and additional premium.

The proposed changes under these regulations are:

- No premium can be added on a dwelling which is exempt
- No premium can be added on a dwelling which is genuinely on the market for sale or letting
- No premium can be added on a dwelling which is the sole or main residence of a member of the armed forces, who is absent from the property as a result of such service
- No premium can be added on an annex deemed unoccupied, because it is treated by the occupier of the main dwelling as part of the main dwelling:

### **Impact on Croydon**

The biggest problem regarding the earlier reforms is regarding whether or not a dwelling is genuinely for sale or rent. The problem, however, is largely an administrative one and it was unclear to what extent owners will seek to evade the premium. The reality is this has not been an issue for Croydon in the recent past.

However in the absence of regulations which specify what “genuine efforts” are, it will be for the taxpayer to prove to the council’s satisfaction that they should not be subject to a premium. In the case of any dispute, there will be a right of appeal to Valuation Tribunal, and again this has not been an issue for Croydon since the inception of these regulations from 1<sup>st</sup> April 2013.

### **Recommendation**

Members are asked to agree the increase in premium for long-term empty dwellings with effect from 1<sup>st</sup> April 2019.



## Appendix J

### Adult Social Care Charging Policy Framework Changes

#### Background

The Care Act legislation came into force in April 2015 and was the largest change in Adult Social Care experienced by the Local Authorities in England in over 40 years.

This legislation also delivered a reform to the way that care is paid for. However, the Act also intended to make the care and support system clearer and fairer for those who need it the most.

Aligned with national changes to welfare benefits Croydon Council have consulted on five proposals relating to changes to the Charging Policy on client contributions to ensure our policy is fully in line with the current statutory framework.

The charging policy will be set out in a way that future proofs the requirements in respect of the various financial limits and fees which will vary over time.

A consultation has taken place between 17/12/18 and 25/01/19. There have been 124 respondents to the online questionnaire, an easy read version was also in place and 44 calls received to the Charging Helpline, a meeting held at the Carers Centre / Direct Payments Service User Group and all individuals affected were written to with full details of the consulted areas and how to provide views / comments back to the council. Information relating to more detailed feedback will be provided through 'Get Involved' at a later date and a summary within the Appendix of this document.

The changes to the Charging policy is through the areas as summarised below:-

<b>Proposal Number</b>	<b>Proposal</b>	<b>What this means?</b>
<b>1</b>	Amending the point at which services become chargeable	Charging from the start of service
<b>2</b>	Changing the treatment of some income	Taking the full amount of the Higher rate Disability living allowance (care component) DLA, Attendance Allowance (AA) and the enhanced daily rate of Personal independence payment (PIP) into account in the financial assessment
<b>3</b>	Light touch financial assessments	Clients on the lowest level of income completing a light touch financial assessment to receive a faster response
<b>4</b>	Administration charges	Applying an arrangement fee for arranging care and support on behalf of people who pay for their own care

		and who ask the local authority to arrange their care and support.
<b>5</b>	Meals on wheels	Taking away the subsidy currently in place and changes to how the service is provided to people.

## Revised Charging Policy

Care and support is not a free service like the NHS. Customers have always had to pay something towards the cost of their care and support. Whilst some types of care and support are provided free, as shown below, there are also areas that will be subject to a charge.

In accordance with the Care Act 2014 it instructs that local authorities are not permitted to charge for provision of the following types of care and support:

- Community equipment (aids and minor adaptations): a service which consists of the provision of an aid, or minor adaptation to property, for the purposes of assisting with nursing at home or aiding daily living. An adaptation is minor if the cost of making the adaptation is £1,000 or less;
- Intermediate care (including reablement support) services for up to 6 weeks;
- Any service or part of service which the NHS is under duty to provide. This includes Continuing Healthcare and the NHS contribution to Registered Nursing Care;
- Aftercare services provided to people under Section 117 of the Mental Health Act 1982;
- Care and support provided to people with variant Creutzfeldt-Jacob Disease;
- Assessment of needs and care planning, including the cost of the financial assessment, as these constitute 'meeting needs'
- Provision of Information, Advice and Guidance

People will only be asked to pay what they can afford. Sometimes the customer will pay the full cost, or sometimes the cost will be shared between the customer and the Council.

To decide what a person can afford to pay, the Council will carry out a financial assessment. The council will consider the person's income, and any assets they own, like investments or a house. The council will then calculate how much the person can afford to pay towards their care and support costs. The Care Act sets out a clearer approach to charging and financial assessment to inform people of the contribution they will need to pay towards their care and support.

The Act provides the Council with the power to charge for care and support. However, the Council may not charge for those services which the regulations say must always be provided free as detailed above.

After the financial assessment, the local authority will inform people whether they need to pay for all, some or none of their care costs. The council already have a

charging policy that sets out the charges made to people and it is timely to revise this policy as it has been three years since the Care Act came into force.

The detailed revised policy will be completed once the governance and decision making process has concluded and will be available in its revised version for any changes agreed to come into place from April 2019 with the key changes as below:

1. Amending the point of when services become chargeable
2. Changing the treatment of some income
3. Light touch financial assessments
4. The council can charge an annual fee for arranging and administering personal accounts for people (self funding clients).
5. Removal of the subsidiary for Meals on Wheels.

The Care Act also provides the council with the power to charge for support for carers where they have an eligible support need in their own right, whether or not, and providing the adult they care for also meets the eligibility criteria for care and support.

However, Croydon Council have chosen not to charge carers as the Council want to encourage and support carers and it is not the intention to implement this at this stage.

The changes proposed above can be viewed in more detail within Appendix One.

## Options

The options associated with this paper are listed below:

- **Option 1** - Approve all of the revised policy changes as set out above
- **Option 2** - Do not approve the revised policy changes as set out above
- **Option 3** – Implement some of the revised policy changes as set out above

## Summary

Any of the revisions to policy agreed above and within the next version of the Charging Policy will need to be in place by April 2019.

These revisions to policy provide the Councils policy framework for the financial elements of the Care Act to provide a transparent, consistent and fair approach to the financial support that people can expect.

There is little latitude within the Act to vary the policies and it is recommended that members approve the policy changes as set out within this paper.

The Policy may need further amendments over time and it is recommended that the power to make those amendments should they arise and do not conflict with the intention of the Care Act is delegated to the Councils Director of Finance Officer in full consultation with the Executive Director of Adult Social Care Services.

## **Consultation Summary**

Croydon Council, as all councils across England during 2014/15, were involved in and followed the national development and implementation of the Care Act in respect of the Care Act and its final guidance which reflects this consultation. This does not mean that the Act reflects what many council's may have wanted during the writing of the national guidance for this area in 2013/14, but that full consideration has been given to the financial challenges facing councils and the budget position across Social Care services.

A consultation has been completed where people affected directly have been written too individually, an online questionnaire has been available, and an easy read document and a charging telephone helpline has been in place throughout the consultation period.

The feedback from the consultation is detailed below.

## **Recommendation**

Council are asked to consider and approve:

1. To provide agreement to amend the policy framework to comply with the Care Act 2014 and the Acts objectives for the residents of Croydon to agree applicable charges as detailed above.

# **Consultation Feedback**

## **Charging Policy – Client Contributions**

### **1. Introduction and Background**

Croydon Council asked for views on proposed changes to the Charging Policy for Adult Social Care (ASC) and support in relation to the contributions that people make to their care and support as set out in the Care Act 2014.

The Charging Policy is in place to ensure that people are aware of who would be required to pay contributions towards their care and support, while ensuring those are appropriate amounts according to the services they require and ability to pay.

The changes considered will ensure that Croydon Council's charging policy reflects the requirements of the Care Act.

Significant legal changes were introduced under the Care Act which came into effect from 1 April 2015. The Care and Support Statutory Guidance is statutory guidance to support implementation of part 1 of the Care Act 2014 by local authorities. The guidance was updated on 26 October 2018. As discussed in this document it is also necessary to have regard to the Care and Support (Charging and Assessment of Resources) Regulations 2014 ('the 2014 Regulations').

Croydon Council, alongside all Councils in England, now uses a charging policy written in accordance with the Care Act which replaces the previous *Fairer Charging for Non-Residential Services* and the *Charging for Residential Accommodation Guide*.

There have also been national changes to welfare benefits, in particular the introduction of the Personal Independence Payment (PIP), replacing the Disability Living Allowance (DLA). PIP is based on different criteria to the DLA.

In light of these changes, the changes to Croydon's Charging Policy on client contributions is to ensure the policy is fully in line with the current statutory framework and in line with other local authorities.

If the changes are in agreement, the revised policy will continue to ensure the protection of those with the least financial resources through free or subsidised care and support. However, where a customer has the financial means to pay a contribution, or to pay for their care in full they do so.

As in other parts of the country, Croydon's population is changing. The number of older people living within the borough is increasing and with advances in medical care it is evidenced that people are living longer and people are able to be supported to live at home for longer. Residential care is no longer the first option for many

people, their carers and families. There are people who want to remain at home and continue to be supported by their families.

While this of course is welcome news, as we promote choice and control and a personalised approach to support from social care and health, it also means we have to continue to think about how we provide our services. These challenges, coupled with new responsibilities due to changes in the law such as the Care Act 2014, the welfare benefit reforms and the impending green paper for social care, mean that an increasing number of people require support from the local authority.

By 2019 government cuts mean that the council's like for like funding will have been more than halved compared to 2010 levels. At the same time, Adult's services currently support more than 4500 residents per year, and this number is increasing.

Efficiency savings have been made across the council in the last three years whilst continuing to deliver high quality services to residents. Further cuts to Government funding, in addition to other social pressures, including a rapidly growing ageing population, have left Croydon Council with a further budget gap which we need to fill by 2020.

This means that we have to look at new ways of working to provide adult social care and support and make some difficult decisions about what the council can provide going forward.

Croydon Council is focused on changing the way that adults services currently operates by trying to work in a different way; helping residents stay active, healthy and independent for longer, and working with their strengths.

We want to help people who need our advice or support in a more holistic way, closer to their communities through locality working. Also, through new digital channels to support people to reduce dependency on long term care and support where people are healthy and safe.

At the same time, we also want to encourage a greater contribution from people and organisations with an interest in keeping Croydon a healthy and safe place to live, whilst remaining at home for as long as possible where appropriate to do so.

A further review of legislation and guidance has been undertaken to consider proposals which could raise additional income to support the future sustainability of essential social care services.

The proposed changes included:

<b>Proposal Number</b>	<b>Proposal</b>	<b>What this means?</b>
<b>1</b>	Amending the point at which services become chargeable	Charging from the start of service
<b>2</b>	Changing the treatment of some income	Taking the full amount of the Higher rate Disability living allowance (care component) DLA, Attendance

<b>Proposal Number</b>	<b>Proposal</b>	<b>What this means?</b>
		Allowance (AA) and the enhanced daily rate of Personal independence payment (PIP) into account in the financial assessment
<b>3</b>	Light touch financial assessments	Clients on the lowest level of income completing a light touch financial assessment to receive a faster response
<b>4</b>	Administration charges	Applying an arrangement fee for arranging care and support on behalf of people who pay for their own care and who ask the local authority to arrange their care and support.
<b>5</b>	Meals on wheels	Taking away the subsidy currently in place and changes to how the service is provided to people.

## **2. Consultation**

Local authorities have a general duty to provide the best value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness at all times.

As part of the decision making process under current financial challenges all Local Authorities are facing decisions on how to fulfil the provision of the best services it can provide within the finances available.

A consultation exercise has been completed as the proposed changes to Social Care charging would impact across all service user groups, a consultation exercise and an Equality Impact assessment have been undertaken as agreed with Council Members and Senior Management Team in ASC.

## **3. Key Principles**

It is considered good practice for consultation to be:

- Undertaken at a time when proposals are at early development stage;
- Including sufficient reasons / background for particular proposals to allow groups of people consulted to give intelligent consideration and an intelligent response;
- Include time for responses to be provided; and
- The product of consultation must be conscientiously taken into account when the ultimate decisions are made to implement them.

## **4. The Consultation Methodology**

The consultation had a number of ways in which people could respond and details are outlined below:

- Within the Croydon Council public website
- An on line survey was in place within the website
- The consultation was promoted through electronic communications to the workforce on a number of occasions
- An easy read version was also made available and on line
- A Charging Helpline was set up for people to speak to someone should they wish to do so and was available between 10am to 12pm and 2pm to 4pm on Tuesday, Wednesdays and Fridays, there was also an in built answer machine facility available for people to leave views / comments in between these times and;
- if people wanted to request a hard copy of the survey
- Engagement meetings with people were held at the Carers Centre and through the Direct Payments User Group.
- All people directly affected were written to individually outlining the consultation and process to respond across the Borough.
- In line with the Accessible Information Standard it was stated that the above documents were also available in other formats and could be requested.
- People were also redirected for any further information relating to advice and guidance to the Care Act which is the underpinning legislation of the department and the link below was provided:

Care Act Statutory Guidance

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

The consultation was for anyone in Croydon to participate in – service users, their carers and wider Croydon residents to understand the impact of the changes to the contributions people may make now and in the future, but to also provide the context in relation to the challenges and complexities of the changes and budget pressures facing all councils across England.

The consultation was open from 17/12/18 to 25/01/19 (6 weeks).

The survey questionnaire consisted of questions and contained a variety of open and closed questions - some required the respondent to provide views / comments in free text areas and others were from a selection from a list of possible answers.

A scale was used to rate the extent to which respondents strongly agree / agree / Neither agree or disagree / strongly disagree with the proposals and open questions were used to allow respondents to say how they felt the proposals would impact on them as well as provide any further comments.

## **5. Responses Received**

A total of 174 responses were received broken down as:



On Line Survey Questionnaire's Completed	Charging Helpline – calls received	Hard Copy Questionnaires received
124	44 (11 of which were requests for paper version of the questionnaire )	6

## 6. Analysis of Findings

To what extent do you agree or disagree that, when people can afford to do so, they should be asked to pay their contribution towards care, from the date when they begin to receive a service?

Broken down: Majority in agreement with the proposal

58.87% Strongly agree / Agree  
 8.06% Neither agree or disagree  
 33.07% Disagree / Strongly Disagree

This single response question was answered by 124 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	14	11.29%
Agree	59	47.58%
Neither agree nor disagree	10	8.06%
Disagree	18	14.52%
Strongly disagree	23	18.55%

The consultation also gave respondents options to provide their views as to how the proposals would impact on them and to write any other comments.

The questionnaire asked a series of questions. An analysis of the responses is detailed below with a small sample of agreed and disagreed feedback for each survey question included.

Agree:

'If they have savings over £23,500.00 they should make a contribution towards their care'

'This is a fair and equitable policy which ensures funding is available for the most needy'

'The money saved would help people who cannot afford the care at all'

Disagree:

'Need time to make plans and assess income'

'If you can clearly afford to pay and it will not mean you end up penniless then yes. However I do not think if you have paid into the system you should then end up with nothing after paying for care when you are getting

'Care is expensive and most who need to be cared for don't earn money so shouldn't be expected to pay for something that's essential'

## Charge from start of service - Summary:

- Most people are in agreement but there is concern that as a result of delays people will receive large back dated invoices which is unfair.
- Clients should be aware of the cost of care / assessed contribution from the outset so that they can budget for their care costs.
- Financial Assessments need to be completed at a faster pace.
- Feedback indicates that people have concerns about the quality of care that people are being asked to pay for across Croydon.
- Misconception that we are going to take away the up to 6 weeks free care for reablement so information and advice needs to be more robust and much clearer.

To what extent do you agree or disagree that the higher rate of Attendance Allowance or the higher rate of Disability Living Allowance care component should be taken into account in full when calculating someone's contribution towards care?

Broken down: Majority not in agreement with the proposal

18.27% Strongly agree / Agree  
 16.35% Neither agree or disagree  
 65.38% Disagree / Strongly Disagree

This single response question was answered by 104 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	6	5.77%
Agree	13	12.50%
Neither agree nor disagree	17	16.35%
Disagree	21	20.19%
Strongly disagree	47	45.19%

Agree:

'Any assessment made of a person's ability to pay should be based on their whole income - regardless of the source'

'I believe all income, regardless of what it is composed of, must be considered when assessing contribution towards care and support'

'This would be preferable to option 1. However, I hope any older or disabled people not in receipt of disability benefits will be supported to apply as many do not know about them'

Disagree:

'Homes often take other costs from people on benefits on top of the council payments'

'People need to be able to look after themselves without worry about care cost which they may withdraw any support given and which they badly need'

## Higher Rate DLA - Summary:

- High numbers of people who disagree with the HR DLA /AA proposal
- Confusion relating to which benefit provides money for what purpose / Ensure that robust information, advice and guidance is in place for full clarity.
- Concerns have been raised in terms of taking the night time money paid by DWP into account within the financial assessment. Clients are concerned they will not be able to pay for items they are currently paying for, e.g. medicines not covered by the NHS has been mentioned and meals etc. Information links to provide detail around this and Disability Related Expenditure is required to ensure understanding around the purpose of DWP payments and financial assessment allowances.
- The Council needs to ensure people fully understand and are informed that the disregard is meant to pay for night time care that they may not in fact be in receipt of currently.
- There are allowances given under existing policy; 'protected income and allowances' to ensure service users have money for day to day living covering costs of meals etc. Disability Related Expenditure will address the additional costs – medicines for example. Information and clarity of these areas will be strengthened.

To what extent do you agree or disagree that a 'light touch' financial assessment should be offered to residents who have the lowest level of income, to speed up the financial assessment and enable the council to refocus resources to help manage demand in this area of work?

Broken down: Majority in agreement with the proposal

63.1% Strongly agree / Agree  
 20.39% Neither agree or disagree  
 16.51% Disagree / Strongly Disagree

This single response question was answered by 103 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	28	27.18%
Agree	37	35.92%
Neither agree nor disagree	21	20.39%
Disagree	7	6.80%
Strongly Disagree	10	9.71%

Agree:

'As the most needy should be helped to receive a faster response'

'I think by offering this service if fairly done it would make sense for those on the lowest income'

'It makes sense to allocate council resources where they are most needed'

Disagree:

'If you have no money, waiting for the wheels of Government to turn could mean death from cold or hunger. Pay up ASAP please'

'No one on low income should have the extra worry of paying costs towards their care'

'Those who the government deem need extra money should always get support and it is very unpleasant to have finances studied and have to explain what one spends money on'

### **Light touch financial assessment:**

- High percentage of people are in agreement.
- Comments received are expressing a need for communication / information to be clear and easy to follow. It is important that people completely understand what is happening regarding a light touch Financial Assessment.
- A common concern raised relates to the need for spot checking, reviewing and carrying out quality control checks to ensure that the right people are benefiting from this proposal and that we do not lose income as a result of it.
- CIS (Customer information system – DWP information) checking will happen upfront to help verify eligibility for anyone falling into the remit of this proposal. Annual reviews will be carried out along with spot checks to ensure validity throughout the customer journey.
- Where clients are on the lowest levels of income the council will of course also be referring and monitoring any welfare benefit claims we can help them to maximise service user's income.
- Audit and process checks will be in place to ensure detection of any fraudulent activity as per procedures already in place by the Council.

To what extent do you agree or disagree that people with capital over £23,250 should be charged an arrangement fee up to a maximum of £260.00 for the council to arrange care and support on their behalf when they have specifically requested this for non-residential services?

Broken down: People agreed and disagreed in close % for this proposal with a third of the responses neither agreeing or disagreeing

34.31% Strongly agree / Agree  
 29.41% Neither agree or disagree  
 36.28% Disagree / Strongly Disagree

This single response question was answered by 102 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	6	5.88%
Agree	29	28.43%
Neither agree nor disagree	30	29.41%
Disagree	17	16.67%
Strongly disagree	20	19.61%

**Agree:**

'I suppose if they can afford to fund the care they probably won't object to the arrangement fee'

'Self funders currently have the option of obtaining their own care services. If this is an additional cost to the council it seems logical to make a charge'

'I understand the financial restraints the council is under therefore people who can afford arrangement fees should have to pay these'

**Disagree:**

'The capital threshold used isn't particularly high and hardly makes the individual well off if that amounts to life savings. It should either be a free service or the threshold needs to be higher'

'It seems the wealthy are being penalised for having saved. Could a charge not be applied to everyone?'

'Please encourage people to stay in their own homes or "granny annexes". Make planning applications for "granny annexes" easy and simple. At the moment these are hell!'

**Self Funding charge - Summary;**

- It is clear that more information in an understandable format is needed and shared with the residents of Croydon, particularly around welfare benefits. Feedback is indicating a level of misunderstanding on what benefits are paid to cover, for which purpose aligned to the personalisation and choice, control through the Care Act 2015 i.e. people can arrange their own care as a self funder.

- Most people are in agreement – where people can afford to pay then they are happy we apply the charge if a service users assets are over £23,250.
- Ensure good communications are in place as well as a robust process to ensure that the council can clearly demonstrate what service levels have been provided i.e. to ensure the council can evidence people are getting what they have paid for.

To what extent do you agree or disagree that residents who do not require adult social care services, other than meals delivered to their home, should continue to receive a meals on wheels service, provided by the current provider, at an additional cost of £1.00 per meal?

Broken down: People in agreement with this proposal

43.14% Strongly agree / Agree  
 31.37% Neither agree or disagree  
 25.49% Disagree / Strongly Disagree

This single response question was answered by 102 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	4	3.92%
Agree	40	39.22%
Neither agree nor disagree	32	31.37%
Disagree	12	11.76%
Strongly disagree	14	13.73%

Agree:

'A reasonable proposal, given the rising costs we experience currently'

'Alternative options are available'

'From my aspect of what I have seen Croydon Council provide for my sister XX, I am very pleased and grateful for the services provided over the years. If it needs extra funding to provide this service, I am quite happy to support the motion...'

Disagree:

'It may already difficult for them to afford the service'

'Please treat people as individuals. Everyone has different circumstances and can afford different amounts'

'The provision of a meal is a simple way of ensuring that a vulnerable person has the opportunity to eat. An individual can be independent but find it difficult to shop or cook a meal for a variety of reasons'

### **Meals on Wheels - Summary:**

- Ensure this proposal detail is clearly communicated to people across Croydon.
- Alternative options are available for people in Croydon to access a meal and information will be provided through the marketplace and also through information, advice and guidance once clients are reviewed under this proposal.
- Majority of respondents are in agreement with this proposal.

## **7. Summary**

People were asked to comment on any impact the proposals may have or to share any other comments they may wish to make. Many comments were personal to the respondent's circumstances.

Main comments from those who agreed to the proposals included:

- That if people are able to contribute more towards their care then they should
- The proposals would help the council to continue to provide care
- That the proposals in the main were fair and equitable

Main concerns of the impacts of the proposals included:

- Being financially worse off
- Anxiety over being able to still afford to pay for their care
- For some, proposals were not clearly understood and feedback reinforced that people require more robust information relating to why their welfare benefits are in place.

Below is a further sub set of questions asked with responses:

Gender Identity:-

### Gender identity

This single response question was answered by 99 respondents.

Response	Number of Respondents	Percentage of Respondents
Male (including female to male transgender men)	29	29.29%
Female (including male to female transgender women)	59	59.60%
Non-binary		
Gender variant/non-conforming		
Prefer to self-describe	3	3.03%
Prefer not to say	8	8.08%

Age:-

### Age

This single response question was answered by 100 respondents.

Response	Number of Respondents	Percentage of Respondents
Under 16		
16-18		
19-25	1	1%
26-34	5	5%
35-44	7	7%
45-54	13	13%
55-64	35	35%
65+	32	32%
Prefer not to say	7	7%



Ethnicity:-

Which of the following best describes your ethnic background?

This single response question was answered by 100 respondents.

Response	Number of Respondents	Percentage of Respondents
White British	65	65%
White Irish	1	1%
White European	2	2%
Other white	3	3%
Mixed white and black Caribbean		
Mixed white and black African		
Mixed white and Asian	3	3%
Other Mixed background		
Asian or Asian British: Indian	2	2%
Asian or Asian British: Pakistani		
Asian or Asian British: Bangladeshi		
Asian or Asian British: Chinese		
Other Asian or Asian British Background	4	4%
Black or Black British: Caribbean	6	6%
Black or Black British: African	1	1%
Other Black or Black British background	1	1%
Arab		
Prefer not to say	9	9%
Other	3	3%

Disability:-

Do you consider yourself to have a disability?

This single response question was answered by 100 respondents.

Response	Number of Respondents	Percentage of Respondents
Yes	46	46%
No	45	45%
Prefer not to say	9	9%

Disability Response Provided:-

If yes, in what way(s)?

This multiple response question was answered by 48 respondents.

Response	Number of Respondents	Percentage of Respondents
Visually Impaired	16	33.33%
Hearing Impaired	15	31.25%
Mobility disability	37	77.08%
Learning disability	8	16.67%
Communication difficulty	16	33.33%
Mental health problems	13	27.08%
Other	10	20.83%

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Your ref:  
Our ref: LT/TH/01  
Date: 20/02/2019

**Response from Croydon Council to the MHCLG Consultation – A Review of Local Authorities’ Relative Needs and Resources.**

Croydon Council welcomes the opportunity to respond to the Government’s technical consultation on relative needs and resources as part of the Fair Funding Review. Our view is that the current way in which local government is funded is out of date, overly complicated and lacks transparency and we would welcome improvements.

Having said that, while the distribution of funding for Local Government is very important to Croydon Council the bigger concern is the level of funding available in total for local government and the way in which it is distributed nationally.

The Local Government Association has detailed in various reports and submissions the scale of shortfall for Local Government. As an example, Croydon has seen a 76% cut in its government funding since 2011/12, whilst seeing its population and needs increasing massively.

Any funding scheme that is implemented needs to have the provision for the appropriate level of review in a timely manner when there are changes to legislation which will impact directly or indirectly on Local Government. We are concerned that the current arrangements to fund new burdens are inadequate and do not include all areas. Two key examples in Croydon being: the knock-on impact of Universal Credit, where Croydon has been a pilot there has been a fundamental effect on demand in a number of areas, including homelessness, Housing Revenue Account, social care,

preventative services and many more. Another recent example would be the extension of care leavers' entitlement to support, where the new burdens funding has only covered a fraction of the costs.

We believe that Croydon Council is unfairly underfunded due to its geographical location as an outer London Borough whilst it has all the characteristics and demands of an inner London Borough. We look forward to the Spending Review addressing these funding concerns both at a national and local level.

As well as our concerns regarding the total amount of funding available for Local Government we are also extremely concerned about the speed and timing of the Spending Review and the difficulty this is placing on our ability to undertake effective financial planning beyond 2019/20. We would welcome an early indication of the impact of any funding changes to enable us to plan ahead effectively.

We also have a number of more specific concerns and have listed these below in more detail ahead of answering the specific questions from the consultation.

We are concerned that the foundation formula does not include deprivation and feel strongly that this should be included and ask that this is reviewed. It is worthy of note that the Executive of the cross-party Local Government Association has unanimously endorsed the position that deprivation should be included. We would add that it should look at concentrations of deprivation as well as local authority averages. For example, in Croydon, our overall deprivation ranking masks that we have wards (and super output areas) that are in the 10% most deprived in the country. Deprivation factors need to be applied to the overall funding and then specifically for areas such as adult social care and children social care – as we have seen from preparing heat maps of where need comes from (e.g. numbers of adults qualifying for domiciliary care and where looked after children and children social care referrals come from) that there is direct linkage between deprivation and take-up of such services. Another example is Council Tax support, where the notional element of the SFA for this now only covers 50% of Croydon's costs, due to the evolution of our population.

We are also concerned that the proposals do not sufficiently reflect the relative costs of homelessness across the country. In Croydon and nationally we are continuing to experience high levels of homelessness and feel that there should be a further review regarding the addition of homelessness as an option in the formula. We do not feel that homelessness should be largely funded on a per capita basis. We feel that there is a specific need for it to be included as service specific formula.

More widely, we are concerned that general salary levels and accommodation costs in London, these costs are not sufficiently factored into the calculations. This includes the reality that the unit costs for an Outer London borough such as ours are now as high as inner London.

We do not agree with the proposal to fund concessionary fares through the upper tier foundation formula which would result in funding being on a largely per capita basis, as we feel that this basis would not accurately reflect the need to spend. We feel that using a formula based on eligible population and likely usage would be a more accurate means of allocating this funding.

We also believe that the inclusion of travel times and remoteness as new adjustments within the area cost adjustment are poorly evidenced and are concerned of the impact including this adjustment will have on London as a whole.

We are also extremely disappointed that the proposals do not make specific recommendations for some more specific areas of costs. We mention two examples of this, one London-wide and one Croydon specific.

The costs associated with children with additional needs are not currently met in full. Like most of London, Croydon's funding from the Dedicated Schools Grant (DSG) for High Needs is insufficient and the service is currently overspending annually. This is resulting in a deficit position for the DSG, as well as putting an extra burden on the General Fund, through costs borne by Children Social Care and SEN transport.

In Croydon due to the Home Office being located in our borough we have a significantly larger population of Unaccompanied Asylum Seeking Children (UASC) and No Recourse to Public Funds (NRPF) cases which are not appropriately funded by the Home Office and we currently fund over £7m of costs per annum from our revenue budgets. Conversations to date with the Home Office have failed to secure the right level of funding and a recent correspondence has referenced referring to the national funding formula consultation. However, it now looks like this will also not be addressing need appropriately. We feel that the costs associated with UASC and NRPF should be fully funded based on activity due to the volatile nature of the costs.

We are pleased to see the proposal to use population projections in the foundation formula, however we are concerned that the data used to calculate projections is accurate given that it is proposed to use census data which was last collated in 2011 and are unsure how the data from the next census in 2021 will be used in calculations. This is particularly concerning for Croydon, as we have had rapid growth in population and are projecting to have even more rapid growth over the next five to ten years.

We do not agree with the proposal to consider including parking income within the measure of local resources, when this income already has its own statutory ring-fenced criteria. We would ask why income from parking is being considered and not other income streams and that is inconsistent with the government's principle of encouraging local authorities to use their own discretion when setting fees and charges.

Although not strictly a part of this, we would urge MHCLG to take this opportunity to reform the Local Housing Allowance levels, to make sure these reflect real housing costs. Croydon has the greatest mismatch between LHA and actual rents and this puts a huge burden on residents and drives demand for council services and results in additional costs for the Council, most obviously the net cost of temporary accommodation and the level of discretionary housing payments.

We do agree that the transition process should promote stability, be transparent, be time limited and flexible. We have two concerns.

Firstly, we believe that transition should be a floor but not a cap, i.e. that authorities such as Croydon where there is a combination of historic underfunding, rapid population growth and substantial demographic change should not have to wait years and years before being properly funded.

Secondly, we are very concerned about the timescale, the implementation is in just over twelve months' time and there is no mention of the length of the reset time period for the new formula. We are keen to see more details on timescales and for this to be aligned to the reset of business rates baselines. We feel strongly that no authority should be financially worse off as a result of this review.

**Question 1): Do you have views at this stage, or evidence not previously shared with us, relating to the proposed structure of the relative needs assessment set out in this section?**

We are concerned that the proposal does not include deprivation as one of the cost drivers for the foundation formula. And although the Government has committed to ensuring that deprivation is appropriately accounted for in four of the service specific formulae, it still has not clear how it intends to do this.

#### The Adult Social Care Formula

We agree that Adult Social Care (ASC) requires its own service specific formula and that the proposed approach of separate formulae for 18-64 and 65+ age groups is appropriate. However, it is disappointing that the consultation did not include more detail about the formulae proposed. ASC is one of the biggest areas of expenditure and the determination of this formula will have a big impact on our funding. We urge MHCLG to publish the technical paper referenced in the consultation document as soon as possible.

We feel that learning disability support for working age adults; and physical support for people over 65 should be carefully considered and given more weight in the new formula given the high level of costs and increasing demand for these services.

We have concerns about using the number of adults with income and wealth that meet the means test as a variable. The definitions of income and wealth must take account of the large regional variations in the property market, particularly given that the means test threshold is set nationally. House prices in London are significantly higher than the rest of the country and while salaries in London are higher the difference is not as great as the difference in housing prices. Consideration also need to be given to other cost of living costs. Thought needs to be given to how this will align to the ASC Green Paper that has again been delayed.

#### The Children and Young People's Services Formula.

We agree that Children and Young People's Services require their own service specific formula. It is difficult to make many comments at this stage as there is very little information available. We would welcome some clarity on when the data research will be completed and made available.

As mentioned above one of the big concerns for Croydon is how UASC and NRPF will be funded and the need to ensure parts of the Country are not adversely affected due to their location. We ask that we are fully funded for these costs as it is not fair that Croydon residents are funding these services which the Council has no control over,

#### The Public Health Formula

We broadly support the new approach based on an updated public health formula, but would keen to be sighted on the detail to be able to make any detailed comments. We would also mention that Government has quite rightly promoted the need for more public health services, notably in terms of prevention, reduction of isolation and violence reduction, but has applied year-on-year cuts to this grant, in direct contradiction to the stated aim of a growing public health approach.

We agree with the proposal to include standardised mortality ratios for those under 75. However, 75 as an age cut off is of decreasing relevance as life expectancy is increasing. The social care formula already acknowledges this, adding a weighting for population over the age of 90. Alternatively, rather than 75, life expectancy could be a good proxy. We would also suggest greater consideration o of other measures of deprivation. We also welcome the specific sexual health component in the new formula, estimating predicted costs by age-gender based on activity data for sexual health treatments in England and characteristics known to be associated with need.

We are concerned that the proposed sparsity adjustment for health visiting services might lead to double-counting. While we do not disagree with the basic point that some account should be made for the longer journey times for some health visiting services, but this is already being proposed via the area cost adjustment.

### The Highways Maintenance Formula

We do agree that road length and traffic flow are major drivers of spend in highways maintenance, we are disappointed by the decision to rely on them alone. We believe the formula should include the classification of roads, as the costs of maintaining roads in built up areas are likely to be higher than in less developed areas. We also believe the volume of heavy goods vehicles in particular is an important variable that impacts on the frequency with which roads need maintenance. The existing highways maintenance Relative Needs Formula uses “daytime population per km of road” as a specific cost driver, which we believe is still relevant to consider within this formula.

### The Legacy Capital Finance Formula

Croydon Council supports the inclusion of a relative needs formula for legacy capital costs as these costs were previously funded directly through the local government finance settlement. It is right that the ongoing cost implications of historic borrowing commitments continue to be funded by central government. We also agree that debt repayments and interest charges are the two main cost drivers driving legacy capital financing costs. We would welcome further information on how the assumed debt repayment and assumed interest charge amounts are to be derived. The approach used in the existing relative needs formula, based on historic debt, credit approval limits and supported capital expenditure appears to be sensible and captures the two main cost drivers.

### The Flood Defence and Coastal Protection Formula

We agree that flooding is an important cost issue and in recent years have experienced significant issues due to flooding in certain parts of our borough. We would seek to see some consideration given to previous events being considered too.

### **Question 2): What are your views on the best approach to a Fire and Rescue Services funding formula and why?**

We support the GLA’s views on the Fire and Rescue Services formula. We are not convinced of the case for making any fundamental changes to the current fire and rescue relative needs formula. We support updating the existing indicators (including population) to reflect the most recently available data while retaining the existing weightings and supplementary top ups.



**Question 3): What are your views on the best approach to Home to School Transport and Concessionary Travel?**

We do not believe that concessionary fares should sit within the foundation formula. A simple per capita formula would not adequately reflect the need to spend on this service area

We feel that home to school transport would be more suitable as a separate formula, or be combined within the children's services formula. Over the past few years we have seen a significant increase in demand for this service mainly as a result of the increase in the number of children with SEND. Whilst we are putting measures in place to manage demand locally and reduce the need for transport we feel that there will always be the need to transport some children and that a per capital formula will not reflect the demand.

**Question 4): What are your views on the proposed approach to the Area Cost Adjustment?**

We strongly disagree with the inclusion of travel times and a remoteness as new adjustments within the Area Cost Adjustment (ACA). We feel there is a lack of evidence to support their inclusion in the ACA that will be applied to almost every service formula. Such a significant methodological departure from the historic precedents and wider norms, in our view, requires far stronger evidence than has been proposed.

Due to the location and geographic nature of Croydon we feel that we will be adversely affected by this proposal.

Beyond these two new proposed additions to the ACA, we believe it is vital that the weightings for the ACA are calculated using the most up to date and robust data. The current weightings for the Labour and Rates Cost Adjustments used different data sources dating from 1992/93 to 2007/08, which are now extremely out of date. One of the key datasets it used was the Subjective Analysis Returns (SAR) collected from a sample of local authorities who return survey data each year. We believe the importance of the Fair Funding Review justifies a one-off collection of SAR data from all local authorities to get the most reliable and accurate data on which to calculate the weightings.

**Question 5): Do you agree that the Government should continue to take account of non-discretionary council tax discounts and exemptions (e.g. single person discount and student exemptions) and the income forgone due to the pensioner-age element of local council tax support, in the measure of the council tax base? If so, how should we do this?**

Yes. We agree that the Government should continue to take account of non-discretionary council tax discounts and exemptions and the income forgone due to the pensioner-age element of local council tax support (LCTS), in the measure of the council tax base: to do otherwise would give a misleading impression of actual capacity to raise resources locally, resulting in less efficient allocation of resources through the formula. Furthermore, local authorities have no mechanisms by which to control the resource implications of these measures as they cannot control the size of cohorts, eligibility, or generosity in any meaningful way. It is unreasonable and unrealistic to expect local areas to absorb the local resource implications of decisions taken on such resources at the national level.

We believe that the existing Council Tax Base form is the most appropriate source of data for informing the council tax element of the resources adjustment, and that the actual figures for these non-discretionary discounts and exemptions from the 2019 Council Tax Base form (due in October) should be used.

**Question 6): Do you agree that an assumptions-based approach to measuring the impact of discretionary discounts and exemptions should be made when measuring the council tax base? If so, how should we do this?**

Yes, we believe that an assumptions-based approach is suitable for this element of the formula. Using actual amounts of non-discretionary discounts and exemptions would be contrary to the Government's second principle on resources concerning the intention not to reward or penalise local discretion.

**Question 7): Do you agree that the Government should take account of the income forgone due to local council tax support for working age people? What are your views on how this should be determined?**

Croydon Council agrees that the council tax base should take some account of the mandatory obligation to provide a Local Council Tax Support (LCTS) scheme for working age claimants as we must provide such a scheme. While we have the discretion on design and generosity, we do not have the option not to provide a scheme and, in practice, such provision must be meaningful. While, there could be the introduction of a minimum legal requirement for such a scheme, with anything greater being a local choice we would ask that consideration is given to the value of preventing alternative impacts on other areas of service e.g. Mental health services or homelessness services.

**Question 8): Do you agree that the Government should take a notional approach to council tax levels in the resources adjustment? What are your views on how this should be determined?**

Yes. In practice there is no realistic alternative but to using a notional amount, to take account of actual council tax would be contrary to the Government's second principle

on resources concerning the intention not to reward or penalise local discretion, and to disregard council tax altogether would be inappropriate.

As for how this should be determined, it is impossible to come to an informed view as too many variables are unknown. The only way to be able to understand how a notional amount should be determined is to be able to test the options against a reasonable understanding of needs share. The background provided in the consultation document is insufficient to be able to do this now.

**Question 9): What are your views on how the Government should determine the measure of council tax collection rate in the resources adjustment?**

We do not believe that actual council tax collection rates should be taken into account as this could inadvertently penalise councils that are more effective at collecting council tax.

We would be concerned if an average collection rate assumption was applied across England, as this could penalise those local authorities who have worked hard to increase collection rates. In Croydon we feel that we have good levels of collection and continually strive to improve collection further, we would not want to see this impacted.

**Question 10): Do you have views on how the Government should determine the allocation of council tax between each tier and/or fire and rescue authorities in multi-tier areas?**

No.

**Question 11): Do you agree that the Government should apply a single measure of council tax resource fixed over the period between resets for the purposes of a resources adjustment in multi-year settlement funding allocations?**

Croydon Council agrees a single fixed measure should be used. If a changing measure were to be used, then the Government would be pre-empting, and thereby potentially influencing future council tax levels. We believe that the setting of council tax levels should be entirely at the discretion of locally elected representatives, we firmly oppose any measures that would increase national influence over this process, either directly or indirectly.

**Question 12): Do you agree that surplus sales, fees and charges should not be taken into account when assessing local authorities' relative resources adjustment?**

We agree. We believe that this is appropriate as sales fees and charges are often heavily constrained by legislation, and the use of any surplus revenue is often tightly controlled by provisions set out in legislation. Where an authority has been able to

make additional resources available through successful commercial activities, it is right that they should be able to benefit from this as they have taken the initiative and borne the risks involved. It would also be unfair to nullify the benefits of commercial success given that it has been central government policy for some years to encourage local authority entrepreneurialism.

**Question 13): If the Government was minded to do so, do you have a view on the basis on which surplus parking income should be taken into account?**

We fundamentally disagree with taking surplus parking income into account.

It is not clear why one specific service area should be singled out and it is inconsistent with the Government's general view that sales, fees and charges should not be directly taken into account within the local resources assessment.

Parking income is statutorily ring-fenced and can only be spent on highways and transport services. Local authority powers to operate and set parking related charges are defined and constrained by legislation.

We believe that including parking income would be incompatible with the Government's own principle about rewarding or penalising authorities for exercising local discretion, as surplus parking income is the result of locally determined parking policies that consider a wider range of factors than cost recovery of service provision

**Question 14): Do you agree with the proposed transition principles, and should any others be considered by the Government in designing of transitional arrangements?**

We broadly support the principles set out; however, as mentioned above, we are concerned about the lack of detail regarding the proposals for transition with just over a year to implementation. We would welcome as much detail as quickly as possible to aid financial planning.

Also, as stated earlier, we believe that transition should be a floor but not a cap, i.e. that authorities such as Croydon where there is a combination of historic underfunding, rapid population growth and substantial demographic change should not have to wait years and years before being properly funded.

**Question 15): Do you have views on how the baseline should be constructed for the purposes of transition?**

We believe that the Government needs to undertake modelling and analysis of the potential volatility caused by the move to new baselines, share that with us as soon as possible and consider different options for the starting baselines.

In the first instance, we believe it would make sense that the starting baselines include 2019-20 levels of: Settlement Funding Assessment; Public Health Grant; Rural Services Delivery Grant; and Transport for London Grant. It should also take account of the impact of previous damping that has become imbedded long term as a result of subsequent events.

It may also be appropriate to take account of actual council tax resources in 2019-20, as this would provide a reasonable equivalent of the new “final funding position” measure of wider resources. However, it is difficult to see how council tax could be incorporated without the Government effectively setting a target level of council tax in 2020/21 for each authority – which we would strongly oppose. Further consideration and illustrative modelling are required on this issue.

**Question 16): Do you have any comments at this stage on the potential impact of the proposals outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.**

At this stage with the information available it is difficult to comment. We would ask that as proposals are developed further that consideration is given to these persons at all stages.

We would, however, mention that the exclusion of deprivation and the inclusion of travel times / remoteness is likely to be disproportionately prejudicial to the BAME population.

Yours sincerely



Lisa Taylor  
Director of Finance, Investment and Risk, (S151 Officer).

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Your ref:  
Our ref: LT/TH02  
Date: 20/02/2019

### **Croydon Council's response to the Business Rates Retention Reform**

Croydon Council welcomes the opportunity to respond to the consultation on the Business Rates Retention reform.

We will start our response as always with some general points and then answer the specific questions from the consultation document.

We believe that there is a fundamental issue regarding the level of funding for local government following the years of substantial cuts and rising demand for services and welcome any opportunities to ensure local government is properly funded.

We continue to believe that funding for local government is complex and lacks transparency and we welcome the move towards greater devolution. We see this move to greater retention as a good step towards establishing a more devolved and sustainable local government finance system.

We welcome the opportunity to continue to build on London's current Business Rates Pilot but are disappointed that the 100% business rates retention will no longer be implemented in 2020 and seek clarity on when this will be implemented. Without this it is incredibly difficult to plan budgets beyond 2019/20.

We are concerned about the lack of certainty about the potential scale of the reset, and the lack of information on the potential impact for individual local authorities and urge the government to provide clarity as soon as possible.

**Question 1: Do you prefer a partial reset, a phased reset or a combination of the two?**

**Question 2: Please comment on why you think a phased / partial reset is more desirable**

Croydon Council supports the objective of preventing “cliff edges” in the system and the move away from full resets. In an ideal system, the level of reward an authority receives for business rates growth would be fully independent of timing. In principle, phased resets would be more effective than partial resets at smoothing the reward incentive over time. However, we believe that MHCLG should publish detailed modelling and worked examples to illustrate the impact of each option on different authority types under a range of different growth scenarios.

We believe that further clarity is needed over the merits of a combined phased and partial reset option. Under a ‘full’ phased reset, the length of the lag can already be adjusted to increase or decrease the scale of the risk and reward element, so a combined partial phased reset could risk adding unnecessary complexity to the system.

We have significant concerns about the potential volatility created by the full business rates reset in 2020/21, which could lead to unmanageable reductions in income for authorities that have experienced high levels of growth in the existing system. A full reset in the first year of the system does not fit with the overall objective of reducing volatility and avoiding “cliff edges” in the system. We believe that transitional arrangements should take the impact of the business rates reset into account, alongside the impact of the Fair Funding Review.

Given the scale of the potential impact on many local authorities, we believe that clarity over the 2020/21 business rates reset and associated transitional arrangements is required as soon as possible.

**Question 3: What is the optimal time period for your preferred reset type?**

We would want to see detailed modelling showing the level and distribution of retained growth under different length of lags before suggesting an optimal time period. Growth should be retained for a period of time that is sufficient to provide a genuine growth incentive, so anything less than a five-year lag would not appear sensible for any modelling.

We do not see a compelling technical reason to align the time period of business rates resets with the three-year revaluation interval; whichever reset option is chosen, resets and revaluations are effectively able to operate independently of each other.



**Question 4: Do you have any comment on the proposed approach to the safety net?**

We continue to support the inclusion of a safety net to manage volatility in the system. We agree that the exact level should depend on the wider parameters in the system. The 75% pilot pool safety net levels are a sensible starting point.

**Question 5: Do you agree with this approach to the reform of the levy?**

**Question 6: If so, what do you consider to be an appropriate level at which to classify growth as ‘extraordinary’?**

We are disappointed that the Government is unable to abolish the levy on growth completely, as originally set out in the 2016 consultation. This would have ensured that all authorities receive the full local share of any business rates growth or decline in their area. We believe that the Government should still aim to abolish the levy as soon as parliamentary time allows.

In the short-term, we believe that the impact of the levy should be reduced to the lowest level permitted under the existing legislative framework. We support the proposal to raise the levy threshold beyond 100% of baseline funding and bring as many authorities out of the levy as possible.

We do not support a 100% levy on growth beyond the new levy threshold, which would be a blunt approach to redistributing “extraordinary growth”. The “cliff edge” created by an absolute cap could have a particularly distortionary impact on a local authority’s incentive to support and facilitate major, large-scale projects that would have a transformative impact on the tax base and local economy. We believe that local authorities should always have some incentive to grow their local tax base further, regardless of the level of growth they have already achieved.

**Question 7: What should the fall-back position be for the national tier split between counties and districts, should these authorities be unable to reach an agreement?**

**Question 8: Should a two-tier area be able to set their tier splits locally?**

We do not have a view on the appropriate tier split or fall-back position between counties and districts. We welcome the proposal to set the Greater London Authority and London borough tier split locally, which has been the case since the start of the current scheme.

**Question 9: What fiscally neutral measures could be used to incentivise pooling within the reformed system?**

Croydon Council strongly supports the continuation of voluntary pooling under the new system. The London business rates pilot pool demonstrates what is possible through collective governance and local decision making: it has delivered a range of financial and non-financial benefits. As a result of the London business rates pilot pool, the new pan-London Strategic Investment Pot funds strategic projects that aim to boost economic growth and ultimately grow London's business rates tax base further. Individual projects are selected through new collective decision-making processes and governance arrangements that bring together the Mayor of London, London boroughs and the City of London for the first time. The pool has provided a platform for greater openness and sharing of information around NNDR1 and NNDR3 processes, including the implementation of a new in-year NNDR2 budget monitoring process. A more permanent pooling arrangement under the new system is likely to bring a wide range of further financial and non-financial benefits.

We believe the Government must provide a strong direct financial incentive to pool under the new system, recognising the complexity of larger pools that are inevitably harder to negotiate and operate. We are keen to continue with the success rate of London in its successful track record of close collaboration as a result of business rates pooling. We believe that the two existing financial incentives to pool should be retained under the new system: pools should be able to retain a higher, 100% local share; and pools should not pay a levy on any growth. Depending on the scale and distribution of growth in pool areas, further incentives are likely to be required to create viable pools. This could include allowing pools to retain growth for a longer period of time under a phased reset, tying virtual area lists to pools or giving pools greater flexibility over mandatory reliefs.

**Question 10: On applying the criteria outlined in Annex A, are there any hereditaments which you believe should be listed in the Central List? Please identify these hereditaments by name and location.**

**Question 11: On applying the criteria outlined in Annex A, are there any listed in the Central List which you believe should be listed in a local list? Please identify these hereditaments by name and location.**

Croydon Council broadly supports the review of Central / Local list based on existing criteria. We agree that the scope of the Central List should not be expanded to include other high-risk hereditaments.

**Question 12: Do you agree that the use of a proxy provides an appropriate mechanism to calculate the compensation due to local authorities to losses resulting from valuation change?**

Business rates appeals are the most significant flaw in the existing business rates retention system. The uncertainty created by appeals has fundamentally distorted the link between the policy levers available to local government, changes in the tax base, and the impact on wider economic growth. London is disproportionately affected by the appeals issue, receiving a greater number of appeals than other regions and typically dealing with appeals of a higher value. Any funding set aside for appeals provision would otherwise have been available to fund frontline services.

Given the significance of this issue, we are disappointed that suitable accounting arrangements could not be found to deliver centralised appeals compensation, even if a suitable proxy were available. As outlined, we continue to have significant concerns about the performance, accountability and resourcing of the VOA. The introduction of a new system is an ideal opportunity to review how the performance of the VOA can be improved and how it can be made more accountable to local government.

**Question 13: Do you believe that the Government should implement the proposed reform to the administration of the business rates retention system?**

We recognise the benefits of the proposed 'alternative model' and would broadly support this approach in principle. However, we believe that much more detailed modelling and worked examples are required before taking a firmer view. Specifically, this should show the impact on individual authorities, timing and cash flow issues, and how the system would link back to national control totals.

**Question 14: What are your views on the approach to setting business rates baselines?**

We note that this question would no longer be relevant if the 'alternative model' is implemented. A "bottom up" methodology seems broadly sensible, but we would welcome more detailed modelling showing the impact of the proposed methodology on individual authorities.

Yours sincerely

Lisa Taylor  
Director of Finance, Investment and Risk (S151 Officer)

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## Leader of the Council Cabinet Member Bulletin Councillor Tony Newman March 2019

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### DELIVERING FOR CROYDON - INVESTING IN PEOPLE

Despite over 65% cuts to our Councils funding from national government over the last eight years and chronic ongoing underfunding by Government of some of our key services such as our UASC young people, to the tune of seven million pounds a year, I am proud to lead a council that is bringing a balanced budget to our Council meeting, a budget that is protecting all of our key frontline services and also allows us to continue to invest in what the public have told us are their key priorities.

#### Legacy Youth Zone



I am pleased with our commitment to invest in our young people. Plans to open the Legacy Onside Youth Zone in June 2019 are well underway. The £6.5m partnership project, of which £3.25m has been funded by the council, will deliver a significant universal offer with a range of activities for Croydon's young people to engage with. The Legacy Youth Zone will have a positive impact on our young people's health, wellbeing and confidence and enable them to contribute positively to our local community.



## Leader of the Council Cabinet Member Bulletin Councillor Tony Newman March 2019

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### Fairfield Halls

We should all be proud that we are delivering on our commitment to put “ Culture at the Heart of regeneration” the new Fairfield Halls is one of the best and biggest examples of this in practice and later this year will provide an amazing new artistic and cultural offer alongside enhanced community facilities. Last month the good news of Talawa Theatre Company’s move to Croydon to become resident in the Fairfield Halls was in the press, this is a real coup for Croydon. [Talawa is the UK’s leading black theatre company and their impact will be felt at the venue and across our borough. I am personally delighted to welcome them to Croydon and look forward to a good working relationship.]



The new direction for the Croydon Recreation – the venue in Fairfield Halls known formerly as the Arnhem Gallery is also attracting music industry attention as it builds on Croydon’s rich music history. And there will be more to come over the next few months in the lead up to the opening of the venue in September.





# Leader of the Council Cabinet Member Bulletin Councillor Tony Newman March 2019

## South Norwood Library

I am delighted we have brought the library service back in house. Because we continue to deliver a budget with value for money at the heart of it, not only are we building a brand new library in South Norwood, but we will be investing in all our libraries across the borough. Work is set to start in Norbury and has already begun in Thornton Heath, and all libraries will have their IT and Wi-Fi upgraded in the next financial year.



## Local Homes for Local People

We are committed to delivering five hundred homes per year. Forty schemes have been granted consent of which 48% are affordable homes. A further five schemes are in planning. We have twenty two schemes on site and seventeen that are out to tender. This equates to 1,300 homes in planning or with consent and 4,000 potential units in the pipeline.

### Flora Court (Cheriton House)

100% affordable scheme  
Delivering 27 homes  
24 shared ownership + 3 affordable rent





# Leader of the Council Cabinet Member Bulletin Councillor Tony Newman March 2019

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## New Sports and community centre in new Addington



I am pleased to say that the work on the centre are going well; the windows and roofs soon to be in place and the pools being excavated. We are also working with the GLL to ensure the groups currently using the community centre will have a smooth transition to the new centre.

## Leader's Diary for February

- Inspire inductions
- Croydon Cultural Partnership Launch lunches
- Local Strategic Partnership Board Meeting
- Coast to Capital Extraordinary Board Meeting
- Governance Review - Councillor Workshop
- London Councils Leader's Committee
- Norbury Walkabout
- Council Leader's Summit
- LGA Environment, Economy, Housing and Transport Board meeting
- Develop Croydon Meeting
- LGBT History Launch Event
- Holocaust Memorial Day Ceremony
- Local Government Conference – Warwick
- Mayor of London Visit



# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### March 2019

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## Latest News

### Delivering a balanced budget

The council's Gateway approach to early intervention, and interventions that assist households before they reach continues to make real differences to the lives of Croydon people. This holistic preventative approach responds to whole family/ vulnerable adult needs and focusses in particular on financial resilience, employment, training and housing, this approach in most cases improves the outcomes for our residents but also achieves cost avoidance/ savings for the Council both short and long term.

In 19/20 elements of the Gateway Service will be transitioned to permanent teams and the Gateway Link team will expand its coverage to provide greater early intervention and interventions support to statutory services which will assist with contributing to delivering a balanced budget across the council.

For 2018/19 (April to December)

Our Gateway approach has already helped –

- 917 families avoid homelessness through support with household budgeting, benefits advice and employability.
- 12,881 residents have received budgeting advice
- 2,617 residents on Universal Credit, have been supported with personal budgeting and/or digital skills allowing them to access services online
- 820 residents have attended budgeting, employment, debt and housing workshops
- We have helped 171 residents into employment and 218 into work placements and work experience; we have also supported 37 residents to retain their employment.
- We have also assisted with maximising residents' income to the value of £8,317,561 increasing their independence and financial resilience.

Gateway are continuing to work around the borough alongside the voluntary, community and faith sector from community assets; offering holistic preventative support to residents locally. The New Addington/Fieldway Community Connect and Food Stop has over 160 members of their food stop and have sustained 45 tenancies, supported 43 families with reducing arrears, helped 17 long term unemployed residents into work and 13 residents completed training courses. It has

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also helped 45 families in terms of income maximisation and £22,553 in total saved on food shopping bill since end of October for residents.

The next Community Connect/ Food Stop is now being coordinated in the North of the Borough in partnership with a local church in Thornton Heath.

While the council does its best to change outcomes for our residents suffering under the government's austerity measures it is worth noting that the DWP have reduced our Discretionary Housing Payment funds for 2019/20 by £118k, compared to our 2018/19 allocation; this is going to put extra pressure on a fund that is already stretched as we expand our early intervention model.

### **House in Multiple Occupation (HMO) non-immediate borough-wide Article 4(1) Direction**

As part of our manifesto we pledged to look at the issue of Houses in Multiple Occupation (HMO) in our borough

Currently, changes of use between a dwelling house (C3) and small HMO (C4) do not require planning permission. Over the past 10 years, Croydon has lost over 900 family homes to conversion and large HMO properties. This does not include the number of family homes lost to the current permitted development right.

Evidence supporting the [Croydon Local Plan 2018](#) identified a need to protect and deliver a large proportion of family homes to meet the estimated need as part of the borough's overall housing need.

This Article 4(1) Direction will enable the Council to ensure there is a supply of decent housing for Croydon families to live in, as well as give those moving into HMOs in future some certainty regarding space requirements and local amenity.

On 18 January 2019, Croydon Council made a non-immediate, borough-wide Article 4(1) Direction that will have the effect of withdrawing the permitted development right for the change of use from a dwelling house (C3) to a small House in Multiple Occupation HMO (C4). If confirmed, it is proposed the Direction will come into force on 28 January 2020.

### **Sprinkler Programme**

To date the majority out of the scheduled 26 tower blocks have been completed with the installation and 'go-live' of the sprinkler system. Three blocks will be completed by the of February and the remaining eight blocks completed by early April. The last eight blocks have taken longer due to the different construction forms and block

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layouts. New water tanks to supply the sprinklers in these last eight blocks are being installed in March with final testing and commissioning completed in early April.

Resident feedback on the sprinklers has been very positive and residents continue to support our contractors in these works during the temporary disruption to their daily lives. We are proud to be a borough that has put residents' safety first

### Community Led Housing

Another of our manifesto commitments was to consider multiple options for bringing forward homes including Community Led Housing

- We launched a pilot process in January which is progressing well, and the first Council owned sites that will be released for Community Led Housing development will be announced soon.
- There is a workshop planned for Saturday 16th March to let residents know what's happening and how to apply for the sites. This will run from 10am - midday and be held at the Croydon Art Store in the Whitgift Centre.
- Visits are also being arranged to other inspirational Community Led Housing projects across London to show residents what Community Led Housing can be.

We are pleased that the National Community Land Trust Network, a registered charity which works to get greater funding and political support for its membership, has praised Croydon's scheme for having "some of the best policies in the country".

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

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## Social Value

### Wellington Appeal

Following a visit to The Wellington Hostel, the Repairs & Maintenance team organised a Bedding Donation appeal.

Individuals at this hostel often have little more than the clothes that they arrive in, so being able to provide clean sheets or a warm duvet, which to most people would be a necessity, would be a welcome luxury.

Generous staff across CHDR and Gateway Link have donated pillows, duvets and even sleeping bags which were delivered to the hostel the week before Christmas along with 75 care packages donated by Axis Europe office staff. They contained essential toiletries, hats and gloves and some treats.

The bags also contained blank Christmas cards and a pen, so that residents of the hostel who wanted to contact family or friends, could fill them in and they will be collected by Axis and franked and posted.

**BEDDING DONATION APPEAL  
for Wellington Homeless  
Shelter**



We are collecting clean used or new bedding  
Please look through your airing cupboards for old bedding that you never use and put it to a good cause.  
Residents here have little or no possessions so we are looking to provide them with clean warm bedding for their stay at the shelter

We are looking for donations of:  
Sheets and Duvet Covers — all sizes,  
Pillow Cases, Towels, Duvets and Pillows  
Used is fine but washed and clean please  
Collection point, floor 3, zone D

**CROYDON** | Initiating  
the conversation | For Crofton



# Homes & Gateway Services

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### Christmas Dinner in a Bag

The Repairs & Maintenance team in conjunction with Axis Europe and Lidl supermarkets also organised 'Christmas dinner in a bag' for 47 residents in the borough. Bags consisted of a Chicken Joint/Nutroast, Yorkshire puddings, stuffing, gravy, carrots, parsnips, brussels, potatoes, sparkling non alcoholic drink and Christmas pudding.

Among others, 19 bags were given to residents in the north of the borough identified as being most in need.



### Housing First

Housing First is our evidence-based approach to successfully supporting homeless people with high needs and histories of entrenched or repeat homelessness to live in their own homes. The overall philosophy of Housing First is to provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex needs.

Having a home to live in is a human right and there are no conditions around 'housing readiness' before providing someone with a home; rather, secure housing is viewed as a stable platform from which other issues can be addressed.

Croydon Council's Housing First service launched in October 2018 and has successfully placed six individuals into tenancies with a further three individuals due to be placed into new tenancies imminently. This is a wonderful achievement.

The service itself has a provision of ten housing units allocated until April 2019 and a further ten housing units for 2019-20.



# Homes & Gateway Services

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### Deputy Leader, Alison Butler

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### **Social Value and Croydon's Long Term Partnering Contracts**

In 2016 Croydon Council entered into long term partnering contracts for the General building and maintenance programme of its social housing (HRA) estate. The Contractors were Mulalley for General Building, maintenance and external decoration, Anglian for windows, AJS for electrical works, Guideline for lifts and Clairglow for gas boilers replacement.

These contracts contained key targets for providing social value outputs in line with the Council's social value objectives.

Since 2016 the contracts with Mulalley, Clairglow and Anglian have been achieved:

- 50 local residents have been supported into employment following training and support from the partnering contractors
- 10 local young people have been supported into trade based apprenticeships. All apprentices successfully completed 2-year training and qualified with a level 2 diploma and level 2 NVQ. They have secured full time employment through the contractors supply chain partners.
- A number of events and forums held to support local small business develop wider opportunities for growth
- 14 community based events supported
- An average of 50% local supply chain spend on our General Building Works contract
- Volunteering to help the Kinetic Foundation at Croydon Sports Arena with the refurbishment of the clubhouse
- Careers events held at Croydon College, Coulsdon College and Archbishop Tenison's High School's.
- Support for local art projects and neighbourhood improvement projects such as the Brigstock hostel mural project

As we enter a new financial year these social value objectives will be reviewed to ensure that the ongoing commitment secured with the contractors continue to contribute towards local ambitions for employment, business support and development.

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### March 2019

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### **Council tax rises proposed for abandoned homes**

The owners of private homes in Croydon that are left empty and disused for years face paying double, triple or even quadruple council tax under cabinet proposals being considered on 25<sup>th</sup> January

Currently, councils can charge residents 100% of a council tax bill if the property is occupied, with an additional 50% if it is empty for more than two years.

From April, councils will have stronger legal powers to charge higher rates for long-term empty properties to encourage owners to bring them back into use and increase local housing supply.

Each council can decide how much to charge depending on the local housing market and Croydon will be going for the maximum we can implement.

- An additional 100% council tax on homes empty between two and five years - from April 2019
- An additional 200% council tax on homes empty between five and 10 years - from April 2020
- An additional 300% council tax on properties empty for more than 10 years - from April 2021

There is a housing supply crisis in London, so every empty home that can be brought back into use should be, we are only sorry that legislation does not allow us to go further.

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## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

**Councillor Stuart King (Job Share)**  
Lead for Environment and Transport

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### Urban Regeneration

Transforming our City Centre – an update on key town centre projects



**101 George Street**

With the podium nearing completion the developers plan to start installing the prefabricated pods that will create 100's of new homes for rent

**Queens Square - demolition is well underway on both phases 1 and 2, although planning consent is yet to be granted for the second phase**

Demolition of some of our least attractive office blocks is well underway with JCBs hoisted on to the roofs to speed things along.





## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

**Councillor Stuart King (Job Share)**  
Lead for Environment and Transport

The Old Taberner House Site - after significant works in the ground the new development starts to rise above the hoardings. The scheme will deliver 513 new homes, with over 45% of them being affordable



Photo of the Queens Gardens Development with columns starting to emerge above the hoardings



### Cairo New Road

The concrete frame of the tower and podium is taking shape on this residential development for 113 new homes

Like 101 George Street, Pocket's 100% affordable Addiscombe Grove scheme will largely be constructed using prefabricated modules. The first of these have now arrived on site. They are the black boxes sitting on the concrete podium above two of the low loaders used to transport them to site.

Additional cranes being installed on top of the lift cores to hoist the pre-fabricated housing modules into place





## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

**Councillor Stuart King (Job Share)**  
Lead for Environment and Transport

### Conservation Area Panels meeting

Within the Borough there are 3 Conservation Area Advisory Panels who engage with the Planning Department principally when there are developments/planning applications which could affect the Borough's conservation areas. The 3 panels cover North, South and Mid Croydon. Officers within the Planning department have been keen to engage further with bodies who have a particular interest in the planning system and over the last year meetings have been held with representatives from Residents Associations and with developers. As part of this ongoing additional engagement a recent meeting was held between officers, Councillor Paul Scott and representatives from the 3 panels with a view to building on the current working relationship. The meeting was very positive, informative and provided lots of food for thought as to how the engagement can evolve in the future.

### Ambassador House Forecourt competition - Team selected to lead the design of Thornton Heath public space



An architectural collective is to lead proposals for a new meanwhile community space at Ambassador House forecourt in Thornton Heath, following a design competition run by the Regeneration Team at Croydon Council. A team comprising of Compendium, Studio Yu and Tomos, will be leading on the design, together with local artists Van Dang and Bareface.

The space will be called CR7 Square, and will be decorated with wall art reflecting the local area. The Council's Regeneration Team will be coordinating a series of community events on the square over the summer – from cultural activities linking in with the CR7 Arts week and Thornton Heath festival, to sporting taster sessions run in collaboration with the local leisure centre.

The winning team want the design to emerge through listening and learning from the community, and the main focus of their submission was about creating a collaborative process with local residents and artists. Follow the design as it develops and stay in touch with the team on Facebook or Instagram @CR7Square



## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

**Councillor Stuart King (Job Share)**  
Lead for Environment and Transport

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### **5. Brokenshire praises Croydon for its housing delivery**

James Brokenshire (Secretary of State) was complimentary about Croydon at the Building London Summit recently. He said the following:

“London’s boroughs can and must also lead the charge – both individually and by working together across boundaries – to match the record of those such as Croydon, Westminster and Wandsworth, which are going the extra mile to build more homes.”

<https://www.gov.uk/government/speeches/building-london-summit-2019>

### **6. Croydon Council supports JR following Secretary of States perverse decision to refuse the Purley Baptist Church scheme in Purley - Pete/Heather**

#### **Purley Baptist Church**

Further to my previous Bulletin, the Council has now formally supported the developer of the Purley Baptist Church, who has challenged the Secretary of State’s decision to refuse planning permission, contrary to the expressed views of his own Planning Inspector. I eagerly await the outcome of the judicial process and hopefully common sense will prevail.

Somewhat ironically and immediately prior to the Council’s legal submission to the Court, when addressing the London Building Summit the Secretary of State, James Brokenshire encouraged other boroughs to match Croydon’s record to build more homes. It is therefore very disappointing that he has apparently failed to follow his own convictions and approve 220 new homes for Purley, on a site crying out for regeneration.

### **7. Competition launched to develop a landmark design for Croydon’s Fair Field - the historic location of Croydon’s medieval fairs that will now become a 21st century events space focused on the refurbished and expanded Fairfield Halls**

#### **Fair Field public space tender opportunity now live**

Tenders from exceptional architects and landscape architects to shape one of the most important public spaces in Croydon’s town centre are now being accepted.

Last month the Council announced it was looking for the best in local, national, and international architects and landscape architects to express their interest in wanting to help shape the Fair Field public space in the town centre.





## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

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Lead for Environment and Transport

It must be remembered for centuries, fairs were held annually on Fair Field, its name before it was College Green or Fairfield Gardens, with cattle fairs and Croydon's Great Fair taking place on the site, providing entertainment for all ages.

Now situated in Croydon's new cultural quarter, Fair Field will be important for the town centre as a cultural, civic and community hub, providing the setting for the Fairfield Halls, which is reopening in September of this year following a multi-million pound investment by the Council.

It is anticipated Fair Field will incorporate the use of water, lighting and other innovative technologies, providing a platform for cultural and community activity linked to the Fairfield Halls.

Tender submissions need to be made by 12noon on 7 March.

### Transport and Environment

#### 8. Purley Sheffield Stand

Cycle parking 'Sheffield stands' have been installed at 14 locations along the Brighton Road. This is just one small part of our programme to introduce several hundred cycle parking stands on streets across the borough at locations people travel to. In turn, the cycle parking programme is just a part of our multimillion pound investment in cycling infrastructure to help more people enjoy the benefits of cycling and be active as part of their daily travel routine.





## Environment, Transport and Urban Regeneration March 2019



**Councillor Paul Scott (Job Share)**  
Lead for Urban Regeneration

**Councillor Stuart King (Job Share)**  
Lead for Environment and Transport

### 9. Winter maintenance programme and preparedness

The preparations made for winter maintenance programme had been tested with the recent cold snap.

The extra capacity provided by the new salt barn and temporary storage area meant they was plenty of salt for the gritting operations (around 4.5k tonnes). The new term contractor FM Conway have undertaken such operations for Transport for London roads and other boroughs so had the experience, staff and vehicles to tackle Croydon roads once they became familiar with our roads and gritting routes.

With our dedicated weather forecast the Council winter service teams were ready to mobilise for the recent snow conditions.

With Veolia diverting their staff from normal cleansing duties to gritting the footways and pathways, was of tremendous help. It does mean that normal cleansing and road maintenance services other than emergencies are suspended so we can make sure that routes are as safe as we can make them subject to sometimes rapid changes in conditions which are difficult to predict on occasions.

There are over 580 grit bins, placed around the borough as self help for residents to treat localised areas themselves.

Our priority is always to keep Croydon safe when faced with such cold weather conditions.

- We have been out gritting 18 times since the start of this winter season(Season started 29<sup>th</sup> October 2018)
- We have spread approximately 650 Tonnes of salt along the equivalent of 4,200 miles of road, which is approximately the distance between London and Nairobi in Kenya.





## Environment, Transport and Urban Regeneration March 2019



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### 10. New Electric Vehicle Charging Points

New public charging points for electric vehicles are currently being installed across Croydon. The first eight new charging points have been installed at three different locations, Colson Road, Edridge Road and Tavistock Road .

The sites were chosen after residents approached the council to ask for charging infrastructure and are some of the 400 charging points to be installed across the borough by 2022.

Specific locations are chosen following approaches by residents or businesses and are designed to help deliver a borough-wide network of charging points as well as support zero and low emission transport initiatives.

We are installing these charging points at locations where we know there is demand, and as part of ambitious plans to promote wider use of electric vehicles.

We are determined to make sustainable journeys across Croydon easier than ever before and a key part of that is expanding our green infrastructure to meet growing demand for it. We are committed to working with communities to tackle air pollution.

### 11. Permanent Pedestrianisation of High Street

A temporary scheme making Croydon High Street a pedestrian zone is set to be made permanent after the proposal was supported by the council's Traffic Management Advisory Committee on 05<sup>th</sup> February. The site has already hosted Street Live, a free programme of music, dance and theatre performances, as well as a play street and screenings of Wimbledon.

A temporary experimental traffic order restricting vehicles from driving along the road between the junction with Park Street and Katharine Street was made a year ago but would have ended in April. But now the permanent closure of High Street will begin in April. This will allow the road to temporarily reopen for traffic rerouted by the closure of St George's Walk for the R&F Queen's Square development. This reopening will take place over two weeks in the middle of April, during the Easter holidays, and will preserve bus routes through Croydon.

The scheme is part of Croydon Council's £525m infrastructure and development programme delivering improvements across central Croydon in partnership with Transport for London and the Greater London Authority.

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# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

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## Latest News

### Delivering a balanced budget

On January 17, 2018, the council brought the libraries service back in house. Carillion's neglect of the service necessitated immediate investment in additional cleaning, staff training and IT. Just over a year on and the service is delivering within budget and improvements are being made to our libraries. The council has committed to investing in our library buildings to deliver the high quality service our residents deserve.

We have been successful in securing funding for our parks and allotments to a tune of £700k to date. This will be spent on capital improvements to 6 direct-let allotment sites and the regeneration play spaces.

Our leisure contract with GLL brings significant capital investment and since March 2018m capital investment has been spent in improving the boroughs leisure facilities which has included refurbishments of leisure sites, tennis courts being relaid in Biggin Wood, Addiscombe and Ashburton parks. Social value stemming from the contract is in excess of £5.5mil to date.

The new leisure centre in New Addington will open in Spring 2020 and will provide modern and efficient sport and fitness facilities. During the construction phase, Wilmott Dixon, have established a skills academy which is accessible to residents of Croydon to acquire key construction related skills to help as a pathway to employment. The first round of courses started in April 2018 following the launch of the Skills Academy. The Course programme is every 6 weeks and covers Level 1 Construction Skills tailored to what is happening on site. All participants complete a Construction Skills Certification Scheme (CSCS card) test. To date

- **131 individuals passed through the academy in 2018**
- **117 got their CSCS cards**
- **24 individuals got work after completion**
- **8 of which were long term unemployed (12months+)**



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

## Sport and Community Croydon

### **GLL recognised for dementia friendly approach**

On Tuesday 22<sup>nd</sup> January GLL, the council's leisure provider, joined partners of the Croydon Dementia Action Alliance at the local awards ceremony at Braithwaite Hall. The Mayor of Croydon Councillor Bernadette Khan and Linda O'Sullivan from the Alzheimers Society jointly presented Laura Larson with a certificate for GLL's active membership within the alliance.



The CDAA is part of a movement to bring about a society-wide response to dementia. It encourages and supports communities and organisations across Croydon to take practical actions to enable people to live well with dementia and reduce the risk of costly crisis intervention.

### **InstructAbility Placements at Thorton Heath and Waddon**

InstructAbility is a multi award winning bespoke programme designed to engage disabled people in the fitness industry as gym instructors and gym users.

Pre placements took place in January at Thornton Heath and Waddon with the 12 week formal placements to start in April aiming to support the service for gym users as well as reaching out to the community to make the centres more accessible.



InstructAbility was set up by Aspire, the spinal cord injury charity, and is funded by Sport England. The scheme, delivered in partnership with YMCAfit, provides disabled people with free, accessible fitness industry training and qualifications followed by a voluntary industry work placement.

### **Community Sport Activity and Health Network established**

Croydon Council have lead on the formation of a local Community Sport Activity and Health Network to support a more joined up approach to working across the



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

borough. The group is made up of the Crystal Place Foundation, Croydon Voluntary Action, London Sport, Croydon Council and GLL. The second meeting took place on 16<sup>th</sup> January and focussed around the intentions of the group and applications for an independent chair person.

## GLL Apprenticeships

GLL have recruited 2 apprentices at Waddon Leisure Centre with a third position currently advertised. The aim is for all new recreational assistant positions to be filled by an apprentice to attract local young people looking to start a career in sport and Leisure. Links have been made with the Crystal Palace Foundation traineeship and apprenticeship vacancies are advertised through both School of Hard Knocks and Crystal Palace Foundation.



## First steps towards a wheelchair sports hub at Waddon

Waddon Leisure Centre recently underwent accessibility modifications to establish wheelchair storage space at the facility. In partnership with Palace For Life and GLL, the wider aspiration is to establish a new wheelchair sports hub introducing a variety of wheelchair sports and activities, the first of which is a pilot of wheelchair rugby.



Wheelchair rugby is a fast paced sport incorporating elements of rugby, hockey, basketball, and volleyball, played by competitors who have a physical disability that requires the use of a wheelchair.

For more information please visit: [www.croydon.gov.uk/leisure/sports/youth-sports/team-sports](http://www.croydon.gov.uk/leisure/sports/youth-sports/team-sports)



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

## London Youth Games

Following a 2 year absence Team Croydon returned to indoor cricket on 2<sup>nd</sup> February finishing a respectable 17<sup>th</sup> out of 33 London borough teams.

The team represented by Thornton Heath Cricket Club took a squad of 8 players to Harrow Leisure Centre to compete in three round-robin group matches against Merton, Hillingdon and Barking & Dagenham picking up a valuable win against Merton.



Team coach Harshil Trivedi said “The day went well, with a lot of young talent... It would be a pleasure to help support the borough for the 2020 games but I would like to take the team further and focus more on progression for our great borough”.

The London Youth Games is Europe’s largest annual youth sport festival with opportunities to participate in over 25 sports and 40 competitions. Please visit [www.croydon.gov.uk/londonyouthgames](http://www.croydon.gov.uk/londonyouthgames) for more information.

## Mini Marathon

Croydon Council worked in partnership with the Croydon Harriers Athletics Club to organise trials for the for Virgin Mini London Marathon 2019. The trials took place on Saturday 2<sup>nd</sup> March 2019 at Lloyd Park, Croydon.

The Virgin Money Giving Mini London Marathon is the official British Athletics three-mile road championships for young athletes aged between 11 and 17. The course is three miles long, stretching from London's Old Billingsgate to The Mall include teams from all 33 London Boroughs.

Previous winners of the Mini London Marathon and Mini Wheelchair Marathon include four-time Olympic Games gold medallist Mo Farah, and competitors from the London 2012 Paralympics – silver medallist Shelly Woods and David Weir, winner of four Paralympic gold medals and a record seven London Marathons.

Every year Croydon take a squad of up to 36 athletes which also a wheelchair and ambulant athletes categories. Full details and selection policy can be found at [www.croydon.gov.uk/mini-marathon](http://www.croydon.gov.uk/mini-marathon).





# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

## Libraries

### New look reception and community room in Thornton Heath Library



Thornton Heath library has a new look reception and community room, the first of our libraries to benefit from the council's investment in library buildings over the coming years. The large and imposing reception desk has made way for a mix café style seating and conversation booths for private or quieter conversations.

The dated carpet and oversized chairs in the community room have been replaced with a modern and hardwearing wood-effect floor. The new furniture can be moved or put away as required enabling meetings, events, film screenings and other activities. Thornton Heath library is one of a number of buildings where the council's locality based working pilot, "Gateway North," is underway.



### Libraries Events

**World Book Day** Thursday 7th March is an annual celebration of children's authors, illustrators, books, and a celebration of reading. Children all over Croydon will be dressing up as their favourite book character and we will be hosting special activities in all our libraries. To find out what your local library has planned see <https://www.croydon.gov.uk/leisure/libraries/libraries-news-and-events>

**International Women's Day** 8th March showcases the achievements of women worldwide, and Croydon Libraries will host network events for women to access support to develop skills for employment and self-employment : Central Library on 7th March 10am – 12pm and Norbury Library Friday 8th March 9.30am – 12.00pm

**New Digital Zone** starting in Norbury Library offering free digital training and advice every Thursday 10.00am – 12.00pm from 14th March; provided by Outspace/Best Start

As part of the London-wide SPINE festival Croydon Libraries will be hosting a free health and wellbeing event for teenagers on Saturday 9<sup>th</sup> March 12:00-16:00 in Central Library.



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**Stronger Minds** is a free creative fair aimed at empowering young people to talk about their wellbeing and express themselves about the issues they face. Young people aged 13+ can come along and be inspired by musicians and artists, or get advice on issues such as managing stress, careers and much more!

**Crowded** is a SPINE-commissioned spoken word production which tells the story of ordinary young people whose anxiety, depression and desire leads to harmful and destructive behaviours. Giving voice to emotions that are often unspoken due to social stigma, **Crowded** is a powerful, funny and uncompromising story presented in a striking spoken word show by three exciting young poet-performers.



**Shelf Help** books are expert endorsed books providing 13 to 18 year olds with advice and information about anxiety, stress, bullying, exams, and more. They will on display and available to borrow during the SPINE Festival in all our libraries across Croydon.

## Museums

### Recent Events

A collection of paintings and photographs of local residents is being showcased in Croydon Arts Collection's 'Croydonians' exhibition. Items include portraits of an Addington blacksmith and his wife, a Mayor and celebrities from the past and present.

In the Croydon Museum there is an exhibition commemorating the end of the First World War and features untold stories for its citizens and their experience of peace, protest and conflict.

In the Riesco Gallery the 'Bones of Croydon' exhibition is displaying human remains found in Riddlesdown in 2014 that date back to AD 670-775. The exhibition also showcases other artefacts discovered in the borough from the Anglo-Saxon period (AD 410-1066).



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

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## Working Together

### Registrars Service

#### Locality Working

We continue to advance plans for closer working with Bereavement Services and the of locality working and improve accessibility to Registration Services.

At Croydon University Hospital we are holding a trial of all systems and procedures in relation to all aspects of the registration process aiming for a soft launch of this service in late February/early March.

### Bereavement Services

#### Replacement Cremators

All approvals for the replacement cremators have been received and the order will be placed in late February. Due to the delay we are currently revisiting the project timeline to establish a revised installation date, which is likely to be late summer with completion October/early November 2019.

#### Cremation Metals Recycling Scheme

We are pleased to announce that in January 2019 we secured £7k for our latest nominated charity 'First Touch'.

First Touch, is a charity for the neonatal unit at St George's, supports bereaved families in the following ways:

Funding the annual neonatal memorial service at St George's Hospital. This is a service for families to gather together and remember the babies who tragically were too premature or too unwell to go home. Families attend who are recently bereaved and who have had their babies taken many years ago. One family has been attending for 30 years, in memory of their twin girl.

The charity also supplies Memory Boxes to all bereaved families. These contain memory sticks for photos, non-stick ink for hand and footprints, two bears (one for the baby and one for the family), a box for a curl of hair, and a shawl to wrap the baby in. The box can be used to store other precious mementos. They also provide a range of other services to support families through a very traumatic time.



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis March 2019

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We are again just entering a new period for nominations. This is a national scheme that distribute and surplus monies from the recycling of cremation to bereavement related charities. To date over £6million pounds has been distributed across the UK!

So far as well as First Touch we have donated to St Christopher's Hospice, Woodside Bereavement, the Lily Foundation to mention a few.

If you know of any local charities that work with the bereaved and would benefit from this scheme please contact Kevin Pilkington [kevin.pilkington@croydon.gov.uk](mailto:kevin.pilkington@croydon.gov.uk) or Eddie Ranger [edward.ranger@croydon.gov.uk](mailto:edward.ranger@croydon.gov.uk) to discuss further

## **New Burial Land**

We are now in the final stages of preparing our appeal paperwork for submission which is scheduled for late February.

## **Events**

Our new events schedule for 2019 has been produced with the first being the Easter Memorial Service on Sunday 14<sup>th</sup> April at 2.15pm

Our events are free and if you are interested in attending please contact us via e-mail on [BEREAVEMENT@croydon.gov.uk](mailto:BEREAVEMENT@croydon.gov.uk) or by phone on 020 8684 3877 to register your interest.





# Families, Health and Social Care

## Cabinet Member Bulletin

### Councillor Jane Avis

#### March 2019

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Welcome to my February Bulletin. As you will read, there are many achievements to celebrate; Shared Lives, Live Well, our work with the Croydon Dementia Action Alliance, and Sugar Smart, to mention but a few.

As we come to the end of another challenging financial year, I would like to take the opportunity to thank our dedicated council officers, our social workers, care workers, and the many volunteers and carers who help us deliver a great service to the residents of Croydon, despite the financial pressures local authorities have had to endure over the past 8 years of austerity.

The excellent services Social Care continue to deliver are against a backdrop of decreasing funds and increasing pressures. We have continued to see increases in demand for services with significant overspends in areas such as the 25-65 disability service of over £4m. Rising demand and increased complexity of cases has meant that since April 2018, there has been a 17% increase in the number of care packages.

As we move in to a new financial year, the pressures are predicted to continue and despite small injections of funds, the national adult social care funding gap will still be at around £2bn. Our budget planning is further impacted by the disappointing delay in publishing the Social Care green paper.

We have had no tangible proof that austerity is over, and the anticipated impact of Brexit is of major concern, so the continued hard work, innovation and creativity of our staff is appreciated more than ever.

## LATEST NEWS

### Outstanding rating for Shared Lives



I am delighted that the Care Quality Commission (CQC) has again judged Croydon Shared Lives as Outstanding overall after it got the same rating at its last inspection in 2015.

Shared Lives has placed more than 60 adults with learning disabilities and mental health issues to live within specially-trained family homes to receive short-term and long-term care.

The inspection was carried out in November and Croydon Shared Lives was rated Outstanding for being caring and well-led, and Good for being safe, effective and responsive, leading to the overall Outstanding rating.

Positive feedback to inspectors included:

- Carers demonstrated a deep understanding of people's needs and preferences, and treated them as individuals
- People were supported to have maximum choice and control of their lives
- Staff were offered training which helped them meet the needs of the service users, and felt it was an excellent organisation to work for
- The service worked closely with health and social care counterparts both within and outside the council, and feedback from professionals was "extremely complimentary"



Based on interviews with service users, the inspection report summary said: "Feedback from people was overwhelmingly positive with regards to all aspects of their care. They spoke in glowing terms about their carers and the service in general. They said all their needs were met and that carers treated them with the utmost respect and promoted their independence. They said they felt like equal family members in their homes and led active lives in their communities."

One service user told inspectors: "My care here has been all about what I need to live a proper life instead of a meagre existence and it's given me my life back."

The CQC's Debbie Ivanova, Deputy Chief Inspector, Adult Social Care, said: "I continue to be impressed with the standard of care provided by Croydon Shared Lives. It is clear to me that the service is totally focused around the people it serves. Feedback from those that used the service, carers and other healthcare professionals was always exceptionally positive. Keep up the good work."

To read the report in full, visit the [CQC website](https://www.cqc.org.uk) or contact [Annette.McPartland@Croydon.gov.uk](mailto:Annette.McPartland@Croydon.gov.uk)

## Supported and sheltered accommodation in Croydon

Last year it came to my attention that facilities and arrangements for our supported and sheltered accommodation did not meet all of the standards we would expect for our residents living in these buildings. After addressing the most immediate problem in one home - a faulty boiler - all identified actions have either being fixed or are underway.

I requested a full audit to be undertaken so we can improve the condition of the communal areas in these buildings; this will include communal kitchens and the outside grounds. In 2017, in consultation with Freeman Court residents, a review was carried out to update the communal gardens, but regrettably, the project had to be put on hold when money had to be re-directed to vital installation of sprinklers in our tower blocks in the wake of the Grenfell tragedy – a necessary expense we believe should have been met by the Government..

The Executive Director of Health, Wellbeing and Adults, Guy Van Dichele, is in direct contact with some residents and local councillors. He will be writing to all residents living in our supported and sheltered accommodation as we recognise the need to improve communications and make reporting any issues easier for our residents.

I will be writing updates in my bulletins to keep you informed on the progress.

## Fizz Free February



Croydon residents are being encouraged to look after their health by taking up the challenge to ditch sugary fizzy drinks throughout February.

The Fizz Free February campaign aims to get people to reduce their daily sugar intake by drinking less sugary drinks, or cutting them out completely for 28 days.

The call to action comes as part of our SUGAR SMART initiative, which works with communities, businesses and schools to raise awareness of the health risks of having too much sugar. The initiative also helps to tackle obesity levels in children and adults by making more people aware of the hidden sugars in their food and drinks.

There are resources on the council's website [www.croydon.gov.uk/gofizzfree](http://www.croydon.gov.uk/gofizzfree) to get people started on their fizz free journey and monitor how well they are doing. This includes making a pledge and setting realistic goals to reduce your sugar intake.

Simple food swaps can make it easier to cut down on sugar like changing fizzy drinks to water, opting for lower fat milks or choosing sugar-free or no added sugary drinks.

Currently young people in England consume almost three times the recommended amount of sugar. Fizzy drinks are the largest single source of sugar for children aged 11-18, on average they provide nearly one-third (29%) of their daily sugar intake.

Excess sugar can lead to unhealthy fat developing in your body and weight gain. This increases the risk of heart disease, type 2 diabetes, stroke, some cancers, and tooth decay - which is the leading cause for hospitalisation among 5-9 year olds in the UK.

I have recorded a [video message](#) to get residents to take up the Fizz Free February challenge: "Cutting out fizzy drinks is an easy way to reduce your sugar intake. It is also good for your pocket as you could save £438 annually if you stopped drinking a daily bottle of soft drink. It is a real concern that 79% of fizzy drinks contain six or more teaspoons of sugar per can. Making a commitment to go fizz free for February will help you to develop new, healthier habits. It will also make it easier for you to cut down on fizzy drinks for the rest of the year."

## DELIVERING OUR AMBITIONS

### Croydon is a popular place for Social Workers in Adults social care

Recruiting social workers nationally is a problem and London experiences additional issues because of a large and highly mobile locum workforce able to work across all Borough's. But with a qualified Social Work workforce of over 150, Adult Services in Croydon is a success story.

A key part of this is the Assessed and Supported Year in Employment (ASYE) programme where newly qualified social workers (NQSWS) consolidate their degree learning, develop capability and strengthen their professional confidence in an employment environment. This programme develops a national consistency in what a social worker should know and be able to do by the end of their first year in employment.



Over the last three years, 35 ASYE's have started employment in Croydon, with another 8 recruited and waiting to start. Adding this to the other 62 social workers who have been successfully recruited – a number who have been converted from locums, Adult Social Care has a total of 97 new social care staff. By ensuring we have a good number of social workers our residents can receive the right care, in the right place, at the right time and live long, healthy, happy and independent lives.

A substantial portion of our adult social work recruitment, 36%, are ASYE's and the really important point is that they stay. From the 2016/17 intake, 85% are still working for Croydon because they know it is a great place to work and develop their career.

Along with this, we are looking at social work grade apprenticeships, which, in due course, will allow us to grow our own social workers – whilst avoiding much of the training cost associated with traditional apprenticeships.

For more information: [Annette.McPartland@Croydon.gov.uk](mailto:Annette.McPartland@Croydon.gov.uk)

## Live Well Croydon

With the exciting news that the Live Well Croydon programme has been extended for a further year yet – until end March 2020 – we have launched into 2019 with gusto and all set to continue to support our Croydon residents to achieve even greater success to improve their health and wellbeing.

**75% of clients  
had sustained a  
smoking quit at  
6 months**

Live Well is performing above expectation in supporting behaviour change. Residents are achieving their health goals at key milestone points along the 12 month programme.

We are pleased to announce that Making Every Contact Count (MECC) has now been launched on the council's learning portal. This training provides the important opportunity for our staff and external partners, who have access to our portal, to complete the short training module and gain a certificate.

**Almost 2,000  
residents have  
received an  
initial  
assessment**

By completing the MECC training, individuals will be better equipped, with improved skills and knowledge around healthy lifestyles and how to engage in very brief conversations with residents, colleagues and friends who may need support.

MECC is being promoted by our Live Well service, however, an exciting opportunity exists to extend this method of early intervention across other council services.

You can access the MECC training here:

<https://croydon.learningpool.com/course/view.php?id=363>

For more information: <https://www.justbecroydon.org/just-live-well>

**Residents reaching the 12 months stage, 90% had achieved  
positive behaviour change**



## WORKING WITH PARTNERS

### Croydon commended for 'phenomenal' work on dementia



I am really proud of the work in Croydon to raise awareness about dementia and was delighted to attend an event where the Mayor of Croydon was presented with a special recognition award from Alzheimer's Society. The award followed the announcement in the autumn that the charity granted Croydon its highest accolade – Working towards dementia-friendly status.

There are more than 3,600 people living with dementia in Croydon. It is a progressive condition that can lead to memory loss and difficulties with thinking, problem-solving or communication. It is estimated that one person develops dementia every three minutes.

Thousands of people have attended Dementia Friends Information Sessions organised by the Croydon Dementia Action Alliance (CDAA). At each session, people learn more about dementia and the small ways they can help someone living with the condition. Local police and fire officers, nurses and staff at Croydon University Hospital, care home staff, secondary school pupils and relatives of people living with dementia are among those who have already attended the sessions. Every Practice Manager in the borough has recently attended a 'Making your GP practice Dementia Friendly' session and Croydon Council has also introduced a mandatory policy for all staff to attend a Dementia Friends Information Session.

These sessions are inspiring and really help people to have a better understanding of the changes that are taking place with a person living with dementia. A number of community groups and businesses have also told us that they are now in a better position to consider what appropriate actions they can take to support people with dementia.



The CDAA's work has significantly contributed to Alzheimer's Society's reaching 2.5 million Dementia Friends in the UK, with 150,000 in London. A dementia-friendly

community is a city, town or village where people with dementia are understood, respected, supported and confident they can contribute to community life.

Healthwatch have recently completed research on Croydon Dementia carers experiences of using Croydon's health and social care services. The research collected the experiences of 70 carers for those with dementia - from diagnosis to information and support, as well as the impact of becoming a carer.

This report is incredibly useful for us, we can hear from the carers and family members who have shared their views and the Croydon Dementia Action Alliance (CDAA) takes them very seriously. The CDAA will continue building on the extensive work achieved so far locally this year including the improvements highlighted in the report.

For further information on local services and support from Alzheimer's Society, contact [croydon@alzheimers.org.uk](mailto:croydon@alzheimers.org.uk) or our webpage [www.croydon.gov.uk/healthsocial/phealth/dementia-0/dementia](http://www.croydon.gov.uk/healthsocial/phealth/dementia-0/dementia)

### Health officials urge older residents of Croydon to get their flu jab



Doctors in Croydon are calling on older residents to get their free flu vaccine as soon as possible, before much colder weather arrives.

Officials warn that once the temperature drops below 8C, members of the public aged 65 and over are at increased risk of contracting flu. They're also likely to suffer more than most people if they catch the unpredictable virus.

In light of this, a more effective vaccine is being given to those aged 65 and over this year.

It's easy to think that you should get a flu jab before Christmas. However, any time is a good time to get vaccinated, especially if you are in an at risk group. Not only are you protecting yourself, you are protecting loved ones around you as well.

Visit [www.nhs.uk/flu vaccine](http://www.nhs.uk/flu vaccine) for more information on the flu vaccine and its effectiveness.

## Let's work together to rid our borough of measles



Did you know that measles have not yet been eliminated in Croydon? Outbreaks of the virus have occurred as recently as last year.

Children and adults remain at risk of catching measles and other highly infectious diseases like mumps and rubella if they have not had the MMR vaccination.

Pregnant women, young children and those who are immuno-suppressed are at a higher risk of serious complications if they contract measles, but everyone who isn't immune is at risk of contracting the virus and passing it on to others.

It's important to make sure that your health records are up-to-date with the MMR jab and other vaccinations that keep you safe and well.

Please speak to your GP as soon as possible to find out your vaccination status and take action. You can also get important advice about vaccinations from a health professional or on the NHS website <https://www.nhs.uk/conditions/vaccinations/mmr-vaccine/>

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I hope you find this bulletin interesting, if you would like to contact me about anything, please do so on:

**Correspondence:**

c/o Town Hall

Katharine Street

Croydon

CR0 1NX

**Business phone:** 07710 184 921

**Email:** [jane.avis@croydon.gov.uk](mailto:jane.avis@croydon.gov.uk)

[Online information](#)





# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

March 2019

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## Safer Croydon

### Developing our Public Health Approach – Establishing a Violence Reduction Network

In January, Sophie Linden, Deputy Mayor for Policing and Crime attended Cabinet to hear an update on Croydon’s work to develop a public health approach to tackling violence by establishing a Violence Reduction Network and described work as “*exemplary*”.

Following a conference where I brought together almost 100 practitioners across statutory agencies and community organisations to contribute to our thinking on developing our approach, we continue to build our approach with practitioners and communities.



### Tackling Domestic Abuse and Violence Against Women and Girls

- **The Drive Project**  
The Drive Project is being piloted by Croydon for London – supported by MOPAC and the Home Office through the Police Transformation Fund – as a result of a successful bid from Croydon and is one of only 6 areas that are testing this approach across the country. The purpose of the Drive Project is to tackle high-



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risk perpetrators of domestic abuse in order to keep survivors and their children safe and ultimately to prevent domestic violence from taking place in the first place. We know that 1 in 4 perpetrators of domestic abuse are repeat offenders and that some perpetrators could victimise as many as six people alone. The Drive Project is focused on holding domestic abuse offenders to account to balance the range of services in Croydon focused on keeping survivors and their children safe. The Drive Project went live in Croydon in July last year and has received very positive feedback from MOPAC. Partner agencies are working well together, making appropriate referrals and robustly managing risk. Croydon has a strong record for innovation in tackling domestic violence – and this is just another example.

- **International Day of Zero Tolerance for FGM – 6 February**

To mark this important moment in the calendar, I was privileged to be invited to speak at an event organised by Lucy Njomo BEM from the African Youth Development Association to raise awareness about the support and services available to girls, women and men affected by FGM in Croydon. The event was organised to mark the UN International Day of Zero Tolerance for FGM which takes place every year on 6 February. The event highlighted the Support Group run by AYDA in Croydon for people affected by FGM and also new services that are coming to Croydon, including a new FGM Clinic for non-pregnant women and also a new partnership with the National FGM Centre – to jointly fund a specialist FGM Social Worker for two years to provide a range of support to continue to tackle FGM and other harmful practices – including developing a pool of volunteers to support young people and families affected by FGM, training and compliance with risk assessment and reporting procedures.





# Safer Croydon and Communities

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## Communities

### Voluntary and Community Sector Strategy

This administration has continued to invest more in the voluntary sector. Since the introduction of the Community Fund by this administration, in this last financial year, we have invested more than £3m in the voluntary sector – all in addition to the investment from council services through commissioning.

Croydon has a large dynamic voluntary sector and it's crucial that the council continues to work in partnership with and supports the sector. That's why we're developing a Voluntary and Community Sector Strategy which will provide a framework for all the Council's work with the sector. The strategy will set out the priorities for which the Council seeks support from the sector and the ways in which the Council will support the sector, directly and indirectly – including future funding arrangements.

Significant engagement work has been undertaken with the sector as part of the work to develop the strategy - including a survey which ran from 7 December 2018 to 8 February 2019, two engagement events held on 22 January and 5 February and interviews held with the main infrastructure organisations in November and December 2018.

Over 220 responses were received to the survey and over 120 people attended the engagement events. Feedback from the events was extremely valuable in assisting us to develop the strategy and it was very positive to see so many organisations within the sector getting the opportunity to meet and discuss the key issues affecting the sector.



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**Croydon Neighbourhood Watch @CBNWA · Jan 22**  
 Enjoyed the voluntary and community event run by Croydon council this morn.. so many great Croydon charities there to share ideas and help each other.. thx to @HamidaAli76 and her team.. #community #Croydon



**Tracey Ford @traceyfordjags · 22 Jan**  
 At #Croydon #voluntary & community strategy engagement mtg - great yo be part of over 120 orgs participating in overall review at @HamptonByHilton #Croydon



## Holocaust Memorial Day (HMD)



27 January is Holocaust Memorial Day, the day for honouring victims of the Holocaust and more recent genocides. In Croydon in 2019, the event was marked on Monday 28<sup>th</sup> January with a public candle-lighting ceremony in the Town Hall foyer, followed by a civic event in the Council Chambers and was very well attended.



The civic event featured a presentation from Mrs Chantal Uwamahoro a survivor of the Rwandan genocide, which took place 25 years ago, a film capturing the journey of Herman who also survived the Nazi Persecution and performances from local schools, including Riddlesdown Collegiate, Oasis Coulsdon, Harris Academy South Norwood and Whitgift School.





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Children from across Croydon were also invited to enter an essay competition based around the International Holocaust Memorial Day 2019 theme, “Torn from Home”, as part of the borough’s celebration. The winners were chosen by the Standing Advisory Council on Religious Education committee.

Winner Emily Mary Taylor from Oasis Academy Coulsdon, and runner up Jake Dennis from Whitgift School read from their impressive work as part of the civic event in the Council Chamber.

Other activities that took place in the borough included;

- exhibition for Holocaust Memorial Day in the central library.
- Screening of film in the David Lean Cinema

## LGBT History Month 2019

Lesbian Gay Bisexual Trans (LGBT) History Month takes place every year in February. It celebrates the lives and achievements of the LGBT community.

Croydon Council worked in partnership with the LGBT community, the Metropolitan Police and the NHS to plan and deliver an extensive programme of events throughout February. The national LGBT History Month theme for this year was ‘History II: Peace, Reconciliation, and Activism’.

The launch of LGBT History Month in Croydon took place on Thursday 7<sup>th</sup> February 2019 in The Braithwaite Hall, Croydon Clocktower. The launch event was in the presence of the Mayor of Croydon, Councillor Bernadette Khan, and was attended by over 80 people.





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The event included performances from local singer Katie Rose & Sarah Fisher, students from the BRIT School, students from Croydon College, Community singing led by Catherine Pestano, LGBT cabaret artist Mark Bunyan, and the Rainbows Across Borders Chorus who highlighted issues affecting the community such as oppressive regimes, coming out and acceptance.



Other events that were organised as a part of the LGBT History Month programme include Croydon Area Gay Society (CAGS) LGBT history exhibition on 2nd floor of central library, a display in Bernard Weatherill café on 8th floor for LGBT History Month celebrating the official end of the First World War and marking the 50th anniversary of the Stonewall Riots, a screening of Disobedience a tale of forbidden love featuring Oscar winner Rachel Weisz at Screen and a talk by author and veteran activist Stuart Feather at The Spread Eagle. His talk told the story of early radical-feminists protests during Croydon Area Gay Society (CAGS).

### **Sign up for this year's Big Lunch Street / Park Parties 2019**

Croydon residents will once again show their community spirit and will be staging street parties on Saturday 1<sup>st</sup> or Sunday 2<sup>nd</sup> June 2019 for this year's Big Lunch.

In previous years, residents from across the borough have come together to share food and celebrate with neighbours. Last year, hundreds gathered for street parties across the borough in celebration of both the Royal Wedding and Big Lunch.

Keen to see as many people as possible take this chance to mix with their neighbours, the council is doing all it can to make it really simple to set up a Big Lunch street or park party. The costs of closing your road will be covered, and the council will even provide road-closure signs – saving your street more than £1,000.

All it takes is a 10-minute visit to [www.croydon.gov.uk/biglunch](http://www.croydon.gov.uk/biglunch), to apply to hold your street or park party and we will do our best to help you make your event a success.



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You will just need to say where the event is to be held, what sort of facilities will be offered – such as if you plan to sell alcohol or intend to provide catering from an outside source – and when you want to hold it. For the latest application deadlines and answers to frequently asked questions, or a list of available green spaces, visit [www.croydon.gov.uk/biglunch](http://www.croydon.gov.uk/biglunch)

The Big Lunch website – at [www.thebiglunch.com](http://www.thebiglunch.com) – has a useful frequently-asked-questions section, offering advice on a range of issues, including the important subject of public liability insurance. You will also find details of discounts arranged with insurers.

For details of last year's events, or to gain inspiration and information on organising an event this year, visit [The Big Lunch](http://www.thebiglunch.com) website. You can view some of the very many parties that took place last year by clicking this link [Croydon 2018 Big Lunch pictures](#)

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# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed March 2019

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## Latest News

### Budget Update

The council continues to deliver strong services for residents and businesses despite continuing budget pressures. Across my portfolio we work in partnership with others and source external funding to deliver training and employment outcomes for residents and support to our businesses.

I would like to thank our key partners and sponsors for this year for their continuing support – without you we would not be able to deliver the range of support we need to provide to our residents and businesses in these tough economic times.

My portfolio aims to create the conditions for economic growth in Croydon, it seeks to increase the number of jobs in the borough by generating inward and supporting our existing businesses to grow and then helps residents secure these jobs. By creating a sustainable economy and helping our residents to secure good jobs through training and support we enable them to live financially independent lives. My portfolio contributes to a balanced budget by working in partnership, sourcing new funding, increasing business rates income and by reducing reliance on public funds.

### Growth Zone

We are using Tax Incremental Funding to fund much needed infrastructure for Growth in and around the metropolitan centre. The Growth Zone will invest £309.9m (plus an additional c£210m being met by other sources including TfL, the GLA and Section 106 planning obligations) in infrastructure in metropolitan centre and along key transport corridors (Brighton Road / A23) to bring more businesses and jobs to Croydon and increase the amount of business rates income. The Growth Zone will deliver improvements to transport, public realm and open spaces, walking and cycling, digital and social infrastructure such as health, culture and energy.

### Discretionary Business Rates Relief

The council's Discretionary Business Rates Relief Policy encourages inward investment and business growth by offering up to 100% business rates relief to new or existing businesses that will create jobs in Croydon for our resident. Over the past 4 years several significant



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employers have relocated to Croydon including Superdrug, Green Energy Network and Regional Government Hub, these with other relief applications granted have created or safeguarded 4498 jobs in Croydon.

## Brexit

The council website has a new Brexit focused resource for Residents and businesses that can be found here: [www.croydon.gov.uk/community/brexit-guidance/croydon-and-brexit](http://www.croydon.gov.uk/community/brexit-guidance/croydon-and-brexit)

As London's growth borough, Croydon already offers extensive support to local businesses, with an extensive package of measures to attract new investment, boost the local economy and help them thrive. This puts us in a strong position to help mitigate any negative impact on our local economy as a result of Brexit.

We will build on these strong foundations as we help our local businesses to navigate these uncertain times, and support them throughout the UK's withdrawal from the EU. Croydon is an inclusive, welcoming and diverse borough for our businesses and our Residents – whatever Brexit brings Croydon is open for and to everyone **#Croydonisopen**

Information on Croydon's support for local businesses can be found here [www.croydon.gov.uk/business/support](http://www.croydon.gov.uk/business/support).

If you employ EU citizens, the Government has created an employer's toolkit with advice and information to help you support them and their families to apply to the EU settlement scheme. More information can be found via the links above.

## Helping grow Croydon's digital economy

We are hosting an event on Tuesday 26th February for Croydon's tech businesses, on how to sell to government. This is our second event under the banner of [croydon.digital](http://croydon.digital) – which is also the name of a new website where the council, and members of Croydon's digital community, are collaborating to tell the story of how technology, data and digital is helping with the regeneration of Croydon.

We are also developing our approach to Smart Cities - we have published a blog post about an Internet of Things pilot the Council has conducted in collaboration with AirPublic and Digital Catapult, to measure the impact of construction on air pollution. We will shortly begin



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consulting on a new digital strategy for Croydon, which will include our vision for Smart Cities. Subscribe to the email alerts from <https://croydon.digital> to hear more and get involved.

## Investing the Apprenticeship Levy Wisely

We are using our Apprenticeship Levy to invest in the skills and development of our residents and our staff. We have developed an award winning Pathways to Work Apprenticeship Scheme that supports some of our most disadvantaged residents into jobs with the Council. We have also developed a Continuing Professional Development scheme using our apprenticeship levy to upskill existing staff.

## Working Together

### Norbury Tour

Our district centres are important to us and that is why colleagues, Cllr Tony Newman, Leader of Croydon Council, Cllr Shafi Khan, Cllr Oliver Lewis, Cllr Sherwan Chowdhury, Directors of Croydon Council and I visited Norbury on the 7th February. It was important to understand the opportunities and challenges our residents and businesses are facing on a day to day basis and align them with our local plans for growth. A tour of the library was conducted and the potential of developing an upstairs community space, currently unused, was viewed and improvements planned, and a tour of the parks and businesses allowed us to ensure that positive strategic decisions could be put into place to drive forward positive change for all.





# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed March 2019

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## Economic Growth Strategy Engagement

In an economy where we cannot and will not stand still, we are ensuring that the London Borough for Croydon is resilient. Croydon is entering a new era of exceptional growth and the council is seeking your views on whether the current approach and vision that we have is right and so I would like you to view our draft Economic Growth Strategy themes that aim to ensure that Croydon enjoys good positive growth for our businesses and residents.

The strategy has four main themes:

- To create places where businesses, investors and residents want to be and invest in infrastructure for growth;
- To create the business environment for growth;
- To invest in ideas that can deliver real change for Croydon; and
- To invest in our people ensuring they have access to quality skills provision and can access jobs that ensure financial independence.

Over the next few weeks we will continue consulting with residents, businesses and stakeholders across Croydon to establish whether the council is aiming for the right outcomes and if we are taking the right approaches to delivering them. We will be running focus groups and inviting input to find out if our strategic vision contains the right themes for the borough.

If you would like to get involved please contact me or Emma Lindsell Director of Economic Growth on 020 8726 6000 (Ext 65626) / [emma.lindsell@croydon.gov.uk](mailto:emma.lindsell@croydon.gov.uk).

## Blackhorse Lane Business Surgery & Walkabout

Following real concerns from businesses affected by the extended closure of the Blackhorse Lane Bridge I visited businesses on Thursday 24<sup>th</sup> January to truly understand the impact that the delays had caused to the area. An after-hours business surgery was also organised in order to proactively provide advice, guidance and help on:

- Accessing finance through the Croydon Enterprise Loan Fund
- Discretionary rate relief
- Support on marketing and social media.
- 1-2-1 business advice & support



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The businesses I visited had showed great resilience but faced difficult challenges in sustaining their customer base. The drop in clinic provided clear expertise and guidance and we will continue to provide support as needed going forward.

## Tait Road Industrial Estate Walkabout

Councillor Toni Letts and I visited businesses at the Tait Road Industrial Estate on 11th Feb 2019. Network Rail is currently developing a proposal for expansion works on the Brighton Main Line which will create greater capacity along the route and ease the pressure at East Croydon Station through the creation of additional platforms, track and rail service. The current plans require the land that the estate occupies for the expansion and Councillor Letts and I went to hear about the concerns of businesses and to offer the Council's support if businesses are required to relocate as the project develops. The site is at full capacity and houses jobs for many jobs for our residents. The businesses we spoke to had mixed views about the scheme; but whatever happens with Network Rail plans I will continue to support and champion our business community and work to retain Tait Road businesses and jobs in Croydon.



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# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming March 2019

## LATEST NEWS

I am pleased that Shelley Davies was successful in her application for interim Director of Education and Youth Engagement following David Butler's departure. As many of you will know Shelley has been our Head of Service for School Standards working closely with David Butler. Shelley started her new role on 11 February and I am looking forward to working with her.

I attended the Children and Young People's Scrutiny meeting on 5 February – this was an opportunity for scrutiny on the annual Education and Standards report and the Education Budget – I was also able to give my presentation on my vision for Children's services and key achievements, challenges and opportunities.

**Our Vision**

'All Children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.'

The SEN Strategy 2019-2022 setting out inclusive education for all will be coming to Cabinet on 25 March for cabinet sign off.

School Admissions – the National Offer Day for Secondary schools places was 1 March and the Admissions team have worked hard to get the offers out to parents/carers on time. The National Offer Day for Primary school places is 16 April.

I have continued to meet regularly with our new Exec Director Rob Henderson and the Director of Children's Social Care and Early Help, Nick Pendry. They are bringing so much energy and enthusiasm to their roles and making an impact already.

### Children's Improvement Journey

Ofsted Inspectors were on site 19/20 February for their 5 Monitoring Visit. The official letter setting out progress to date will be published on 14 March. I attended the verbal feedback from Inspectors on 20 February and I'm pleased that they highlighted a number of positives. This visit marked a significant milestone in our improvement journey; with our staff and inspectors both recognising that the pace of change is increasing and we are ambitious for ourselves and our children and families. We are not complacent and we know there is still improvement to be made and we will be ready for the final monitoring visit in July to show them just how much more we have improved.

### Positives

- **Leadership;** a renewed drive and energy from new leadership and recognition that we know ourselves well. We are moving quickly to focus on the right things in the right order.
- **Caseloads;** there has been a tangible reduction in caseloads
- **Early Help;** early positive signs that new model is welcomed by staff and that we are on the right trajectory.



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- **Thresholds;** our thresholds are broadly right.
- **Examples of good social work practice and direct work;** social workers who knew their children well and have built good relationships which are strong and child-centred.
- **Staff morale;** staff are more positive and feeling encouraged, appreciating the increased visibility of senior leaders and a more culturally diverse senior leadership team

My thanks to the improvement team for providing all the information for inspectors ahead of the monitoring visit and supporting the logistics of the process to ensure it all runs smoothly. My thanks as well to all the front line staff involved in the process with inspectors and the senior managers for their leadership.

Contact Officer; [Kerry.crichlow@croydon.gov.uk](mailto:Kerry.crichlow@croydon.gov.uk)

## **Budget**

Following the Ofsted inspection in the summer of 2017, £10.784 million was invested in Children's Services in 2018/19 covering costs associated with additional placements, additional staff resources for social work and legal costs.

Children's Services continues to experience pressures due to the number of cases that are being dealt with but also as a result of the transition whilst new teams are being put into place, and recruitment to roles continues.

A further £15.5 million will be invested in 2019/20, with additional staffing, financial support to vulnerable families, transport provision and the management of the demand for placements being the main areas to benefit as well as including the realignment of the Children with Disability service.

This investment will begin to deliver savings in the form of placement cost reduction as the rate of increase in the numbers of Looked after Children (LAC) begins to slow and reduce, resulting in the current commissioning arrangements being reviewed, and new arrangements put in place.

Contact officer: [kate.bingham@croydon.gov.uk](mailto:kate.bingham@croydon.gov.uk)





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## Early Help and Children's Social Care Conference

Our Children, Families and Education leadership team hosted the Conference. Rob and Nick set out their vision for the future direction of the services for some of Croydon's most vulnerable children and families. By 2021 we will have outstanding outcomes for children with a confident, competent and stable workforce who are supported, fulfilled and happy. This is our commitment to the children and families of Croydon.

Over 250 staff attended the conferences and took full advantage of the opportunity to hear directly from Rob and Nick, discuss what they heard and put questions directly to them. This will directly shape the future direction for the department.

Rob and Nick gave clear, unambiguous messages about the creation of a high-support high-challenge culture, where staff will be supported and developed with the expectation that they will do the best they possibly can, with children at the centre of all we do. All staff were invited to be part of this journey and to commit to securing the best outcomes for our children and families. Initial feedback from staff indicates that this was a really stimulating, well received opportunity to hear from and talk with the new leadership team.

Contact Officer: [Nicki.shaw@croydon.gov.uk](mailto:Nicki.shaw@croydon.gov.uk)

## VIRTUAL SCHOOL

We were delighted to welcome Nadhim Zahawi, Minister of State for Children and Families to Croydon last week. The purpose of his visit was to observe the education of our UASC students in the Interim Provision. The provision was established a number of years ago to provide our students with an educational placement whilst awaiting a mainstream placement. The provision is based at St Andrew's CE High School.



During the visit Nadhim observed a music session, met with five of our UASC students, a number of foster carers and school staff to discuss their stories and views of the education that they are receiving.



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The Minister was very impressed with the quality of education being delivered by the education staff and the breadth of the curriculum offer by provision.

Our young people were champions for Croydon full of hope and aspiration.

Contact officer: [shelley.davies@croydon.gov.uk](mailto:shelley.davies@croydon.gov.uk)

## DELIVERING OUR AMBITIONS

### Legacy OnSide Youth Zone

Plans to open the Legacy OnSide Youth Zone in June 2019 are well underway. The £6.5m partnership project, of which £3.25m has been funded by the council, will deliver a significant universal offer with a range of activities for Croydon's young people to engage with. The Legacy Youth Zone will have a positive impact on our young people's health, wellbeing and confidence and enable them to contribute positively to our local community.



There is commitment from the council to invest in our young people and give them opportunities to engage in youth activities as well as exploring their future direction. This project will deliver the largest youth activity venue that the borough has seen.

Further Founder Patrons have agreed to support the Youth Zone, including 'Chequers Contract Services' a locally based company that is actively engaged in supporting Croydon.

An exciting stage in the project was the Hard Hat Tour that took place on Friday 15<sup>th</sup> February where key supporters, including members of our youth forums and the Young People's Development Group, were able to have a first look inside the Legacy Youth Zone, ahead of the grand opening this summer, and hear about the range of activities that will be on offer for our young people.

The Legacy Youth Zone team continues to meet with partners and explore opportunities on how they can work together to support our young people. They have attended the Big Localities meeting as well as the BME Forum's Youth Violence Forum and there are links between what our Young People have highlighted as being key priorities to them, through our Youth Congress events, and what they will be able to engage with in the Youth Zone, such as employability activities.



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The team is currently interviewing for an Enterprise and Employability role. Once appointed they will be responsible for delivering the 'Get a Job Programme', enabling those young people who are currently NEET into employment. This programme has been successful in other youth zones and will be replicated through our Croydon Legacy Youth Zone.

The work of the Young People's Development Group is progressing well. They have been actively engaged in a number of key decisions of Legacy. This has included choosing the uniform colours, helping with the colour design of the climbing wall, developing designs for the Capital Funders Wall and involvement with recruitment of staff. The group has also linked up with teams across the Onside network to speak about issues affecting young people.

Contact officer: [shelley.davies@croydon.gov.uk](mailto:shelley.davies@croydon.gov.uk)

## **Safe & Well delivered by the Youth Engagement team**

Safe & Well is a 5 week preventative programme aimed at KS2 & 3 students. Delivered by members of the Youth Engagement team, the programme is designed to build resilience in young people, enabling them to confidently identify risky situations and avoid them coming to harm or being exploited.

Schools refer young people to the programme:

- who have had at least one fixed-term exclusion or are approaching this;
- who are displaying antisocial behaviour in their local community and/or school;
- whose families have been affected by knife crime.

Although only in its 2nd half term of delivery, the Safe & Well programme is proving a great success in both of the primary and secondary schools worked with so far, with many asking for the programme to be repeated with other groups of students. One of the participating schools has noted a remarkable change in students:

"Since the Safe & Well program started there has been a significant change in the young people's attitude in school, this was something that was noticed by the teachers of these students."

Over the 5 weeks, the session facilitators create safe learning environments where students share experiences, discuss real life situations that may present for them as well as have their thoughts challenged by their peers and the facilitators.

The thought-provoking and engaging programme has achieved a plethora of positive outcomes, e.g. in every school thus far 100% of students have said that they:



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming March 2019

- enjoyed the activities;
- had developed their skills;
- had strengthened friendships;
- felt happy and well;
- felt supported by staff;

Some quotes from young people:

- “I love that I can **share** things that’s on my mind freely.”
- “I learnt that gangs can have a **bad** effect on my life”
- “I feel **safe to talk** to an adult if something was on my mind”
- “I learnt **grooming** can come from all different types of people.”
- “I used what you taught me in a **risky circumstance** and it **defused** the situation.”
- “Saying no can **save my life**”

If you would like more information about the Safe & Well program please contact [jo.jack@croydon.gov.uk](mailto:jo.jack@croydon.gov.uk)

## Steps to Success Event



The 14-19 strand of the Youth Engagement team held a Steps to Success event at Braithwaite Hall. The event was targeted at specific groups; the morning comprised designated time slots for schools and from 2.30 pm, the event was open to NEET young people aged 16-25.



The event welcomed in excess of 120 students from 10 school groups and a total of 53 visitors in the afternoon; 14 of which were parent / carers or support professionals.

Whilst at the event, young people were able to talk to the 18 Education and Training Providers about their courses, as well as make applications whilst at the event.



Over half of the schools that attended, reported back that the majority of the students they brought to the event had submitted applications either whilst at or shortly after the event. This, a particularly pertinent achievement for these students as they were originally selected to attend the event because they hadn't yet made any Post 16 applications.





# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming March 2019

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Whilst queueing to sign in during the afternoon, one young person cited that he had bought his friend along because he had attended an event previously and the job that he held now, he secured as a result of attending a previous event and wanted the same fortune for his friend who was looking for work.

The event was deemed by Providers and schools alike as a worthwhile activity and signifies the importance of brokering contact between schools and Providers in order to enable young people to make important steps in their future pathways.

Contact Officer; [shelley.davies@croydon.gov.uk](mailto:shelley.davies@croydon.gov.uk)

## Signposting at Strand House



Visualisation of proposed fascia sign

A planning application has been submitted for the installation of a large fascia sign on the side elevation of Strand House to publicise the service and this centre. In addition to this new signage has already been installed above the learners entrance and installation of three lamp column flags on Thornton Heath High Street, Whitehorse Road and Whitehorse Lane will be complete by the beginning of March 2019.

Better promotion of CALAT's service in Thornton Heath fits in with the Council's Gateway North Croydon project, which focuses on delivering more localised and joined up service offer in specific areas across the borough.

## Social Media

CALAT has just reached a social media milestone... 2000+ people who both 'like' and 'follow' our Facebook page. This figure has been achieved through both organic and paid for advertising and is a great boost to any publicity posted through the platform.



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## Permanent display in Clocktower foyer

Establishing a permanent stand in the Clocktower centre foyer has been approved and will help further promote CALAT's services. To complement this and our Summer / Winter open day stands there will be a regular 'manned presence' at the display to answer any questions prospective learners may have.

## Digital signage in CALAT receptions



The service is also exploring options to install digital signage at our receptions to show class/timetable information for each site as well any other relevant information about Council services.

## Apprenticeships

The ILM Leadership and Management Apprenticeship programmes at level 3 and 5 are due to start on 1<sup>st</sup> March 2019. Both cohorts are on track for overachieving their target of 10 Apprentices per level. This programme is a key investment in Croydon council staff to enable them to receive valuable qualifications alongside the apprenticeship which is paid for by the Council's Levy pot. This programme will prepare staff from supervisory to departmental managers to be our leaders of the future as well as increasing productivity in the workplace.

New programmes for September 2019 will include an extended Apprenticeship offer to local authority maintained schools in School business professional level 5, Advanced practitioners for learning support staff level 4 and Supporting teaching and learning level 3.

## ESFA Adult Education Budget (AEB) 2018/19 mid-year funding estimate

**AMBITIOUS FOR CROYDON**



# Children, Young People and Learning

## Cabinet Member Bulletin

### Councillor Alisa Flemming

### March 2019

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The latest funding return and mid-year estimate was submitted to the ESFA on the 6<sup>th</sup> and 11<sup>th</sup> February 2019. The service is once again on track for achieving 102% of its Adult Education Budget funding allocation which is great news for the future sustainability of the service and future funding levels allocated once this budget is devolved to the GLA in academic year 2019/20 and beyond. The achievement of this outcome has been due to increases in enrolment and learner numbers as well as the number of learners accessing childcare support funding and additional learning support.

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<b>REPORT TO:</b>	<b>COUNCIL</b> 4 March 2019
<b>SUBJECT:</b>	<b>RECOMMENDATIONS OF CABINET REFERRED TO THE COUNCIL FOR DECISION</b>
<b>LEAD OFFICER:</b>	<b>Jacqueline Harris Baker, Executive Director of Resources and Monitoring Officer</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
The Recommendations of Cabinet referred to the Council for decision report is prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.	

- 1. RECOMMENDATIONS FROM CABINET HELD ON 25 February 2019**
- Subject to decision at the Cabinet meeting to be held on 25 January 2019, Council is expected to be asked to approve the following recommendations:
- Treasury Management Policy Statement**
- 1.1. To approve the Treasury Management Statement 2019/2020 as set out in Appendix 7.1, including the following recommendations:
    - 1.1.1. That the Council takes up the balance of its 2018/2019 borrowing requirement and future years' borrowing requirements, as set out in paragraph 4.5 (Appendix 7.1).
    - 1.1.2. That for the reasons detailed in paragraph 4.14 (Appendix 7.1), opportunities for debt rescheduling are reviewed throughout the year by the Director of Finance, Investment and Risk (S151 Officer) and that, she be given delegated authority, in consultation with the Cabinet Member for Finance and Resources and in conjunction with the Council's independent treasury advisers, to undertake such rescheduling only if revenue savings or additional cost avoidance can be achieved at minimal risk in line with organisational considerations and with regard to the Housing Revenue Account (HRA) as set out in the Council's Medium Term Financial Strategy 2018/2022.
    - 1.1.3. That delegated authority be given to the Director of Finance, Investment and Risk (S151 Officer) in consultation with the Cabinet Member for Finance and Resources, to make any necessary decisions to protect the Council's financial position in light of market changes or investment risk exposure.
  - 1.2. That the Council adopts the 2017 edition of the revised Treasury Management Code of Practice and Prudential Code issued by CIPFA in December 2017.
  - 1.3. That the Council adopts the Annual Investment Strategy as set out in paragraph 4.16 and 4.17 (Appendix 7.1).

- 1.4. That the Authorised Borrowing Limits (required by Section 3 of the Local Government Act 2003) as set out in paragraph 4.18 (Appendix 7.1) and as detailed in Appendix 7.1C be as follows:

<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
£1,486.05m	£1,550.30m	£1,615.40m

- 1.5. That the Council approve the Prudential Indicators as set out in Appendix 7.1C of this report.
- 1.6. The Annual Minimum Revenue Provision Policy Statement (required by the Local Authorities (Capital Financing and Accounting) (England) (Amendment) Regulations 2008SI 2008/414) as set out in Appendix 7.1D of this report.
- 1.7. That the Council's authorised counterparty lending list as at 31 December 2018 as set out in Appendix 7.1E of this report and the rating criteria set for inclusion onto this list be approved.
- 1.8. That the Council adopts the Capital Strategy Statement set out below in section 3 (Appendix 7.1).

## **2. RECOMMENDATIONS FROM CABINET HELD ON 25 February 2019**

Subject to decision at the Cabinet meeting to be held on 25 January 2019, Council is expected to be asked to approve the following recommendations:

### **Housing Asset Management Plan (HAMP) 2019 - 28**

- 2.1. The Housing Asset Management Plan 2019 – 2028 be approved and implemented.

## **2. EXECUTIVE SUMMARY**

- 2.1. The Recommendations of Cabinet and Committees referred to the Council for decision report comprises of matters of business formally undertaken by the Leader and Cabinet as well as Committees since the last ordinary meeting of the Council that require Full Council approval.

## **3. BACKGROUND**

- 3.1. Part 4A of the Constitution requires that Cabinet and Committees include any recommendations that it has made to Council within this report.
- 3.2. These rules do not apply to any recommendations contained in the Annual Report of the Scrutiny and Overview Committee.
- 3.3. The Leader or Chair of the Committee making the recommendation may exercise a right to introduce the recommendation; in so doing the Leader or Chair of the Committee shall speak for a maximum of 3 minutes.
- 3.4. The recommendation shall be seconded without any further speakers and if not deferred for debate shall immediately be put to the vote.

- 3.5. Any Member supported by a seconder, may ask that a recommendation be deferred for debate and the recommendation shall immediately stand deferred.
- 3.6. In the event that any Cabinet or Committee recommendations have not been reached when the time limit for the meeting has expired, those recommendations shall immediately be put to the vote without further debate.
- 3.7. Attached at **Appendix 7.1** is the **Treasury Management Policy Statement** report to be considered at the **Cabinet** meeting to be held on 25 January 2019. The relevant appendices to this report are also included. These are Appendices 7.1 Appendix A, 7.1 Appendix B, 7.1 Appendix C, 7.1 Appendix D, 7.1 Appendix E, 7.1 Appendix F and 7.1 Appendix G (these are referred to in the report as Appendices A, B, C, D, E, F and G).
- 3.8. Attached at **Appendix 7.2** is the **Housing Asset Management Plan** report to be considered at the **Cabinet** meeting to be held on 25 February 2019. The relevant appendices to this report are also included. These are Appendices 7.2 Appendix 1 and 7.2 Appendix 2 (which are referred to in the covering report to Cabinet as Appendices 1 and 2).

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**CONTACT OFFICER:** Annette Wiles,  
Senior Democratic Services and Governance Officer –  
Council & Regulatory  
Ext. 64877

**APPENDIX 7.1:** Treasury Management Policy Statement 2019/20 report

**APPENDIX 7.1A:** Long-term debt profile

**APPENDIX 7.1B:** Specified and non-specified investments

**APPENDIX 7.1C:** Prudential Indicators

**APPENDIX 7.1D:** Minimum Revenue Provision Policy

**APPENDIX 7.1E:** Authorised lending list

**APPENDIX 7.1F:** Glossary

**APPENDIX 7.1G:** Commentary on Interest Rate Forecasts

**APPENDIX 7.2:** Housing Asset Management Plan 2019 – 2028 report

**APPENDIX 7.2 (1):** Housing Assessment Plan

**APPENDIX 7.2 (2):** Housing Asset Management Plan Targets

**BACKGROUND DOCUMENTS:** None

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**For General Release**

<b>REPORT TO:</b>	<b>Cabinet 25 February 2019</b>
<b>SUBJECT:</b>	<b>Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement, Capital Strategy &amp; Annual Investment Strategy 2019/2020</b>
<b>LEAD OFFICER:</b>	<b>Lisa Taylor Director of Finance, Investment and Risk (S151 Officer)</b>
<b>CABINET MEMBER:</b>	<b>Cllr Simon Hall, Cabinet Member for Finance and Resources</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT:**

The prime function of the treasury management operation is to ensure that cash flow is adequately managed, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, so that providing adequate liquidity is prioritised over investment return.

The second main function of the treasury management service is the financing of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensures liquidity or the ability to meet spending commitments as they fall due, either as day-to-day revenue spend or for larger capital projects. The treasury operations carefully assess the balance of the interest costs of debt and the investment income arising from cash deposits and this will impact directly on the Council's finances. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance Sheet.

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (and are treated as capital expenditure); they are separate and distinct from the day to day treasury management activities.

Revised reporting on Treasury Management is required for the 2019/2020 reporting cycle due to revisions of the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code. The more significant reporting changes for this 2019/2020 reporting cycle include: the introduction of the requirement to draft and adopt a capital strategy, to provide a longer-term focus to the capital plans; and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The Capital Strategy Statement is included with this report and provides context to the reported activities.

## FINANCIAL IMPACT:

This report sets out the Council's Treasury Management objectives, which are to manage the Council's cash flows, borrowing and investments whilst minimising the level of risk exposure; maximising investment yield returns within those risk parameters; and ensuring that capital expenditure and financing plans are prudent, affordable and sustainable. The report details the activities that will be undertaken by the Council in the financial year 2019/2020 and the capital borrowing needs of the Council for 2019/2020:-

	<u>£m</u>	<u>Total £m</u>
<b>1. In Year Borrowing Requirement (Net)</b>	317.793	
		<u>317.793</u>
<b>2. Total Interest Payable on Debt</b>		
- chargeable to Housing Revenue Account (HRA)	12	
- chargeable to General Fund (GF)	25	
		37

In addition the report details the investment activities and the estimated level of income earned. **Investment Income** net of interest apportioned to Non-General Fund accounts e.g. HRA and other cash balances:-

<u>(0.6m)</u>	<u>(0.6m)</u>
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## KEY DECISION REFERENCE NO.:

This is not an executive key decision – this is reserved to the full Council for decision as part of the budget and policy framework.

## 1. RECOMMENDATIONS

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below.

The Cabinet is asked to recommend to Full Council that it approve:

- 1.1. The Treasury Management Policy Statement 2019/2020 as set out in this report including the recommendations:
  - 1.1.1. That the Council takes up the balance of its 2018/2019 borrowing requirement and future years' borrowing requirements, as set out in paragraph 4.5.
  - 1.1.2. That for the reasons detailed in paragraph 4.14, opportunities for debt rescheduling are reviewed throughout the year by the Director of Finance, Investment and Risk (S151 Officer) and that, she be given delegated authority, in consultation with the Cabinet Member for Finance and Resources and in conjunction with the Council's independent treasury advisers, to undertake such rescheduling only if revenue savings or additional cost avoidance can be achieved at minimal risk in line with organisational considerations and with regard to the Housing Revenue Account (HRA) as set out in the Council's Medium Term Financial Strategy 2018/2022.
  - 1.1.3. That delegated authority be given to the Director of Finance, Investment and Risk (S151 Officer) in consultation with the Cabinet Member for Finance and Resources, to make any necessary decisions to protect the Council's financial position in light of market changes or investment risk exposure.

- 1.1.4. That the Council adopts the 2017 edition of the revised Treasury Management Code of Practice and Prudential Code issued by CIPFA in December 2017.
- 1.2. That the Council adopts the Annual Investment Strategy as set out in paragraph 4.16 and 4.17 of this report.
- 1.3. That the Authorised Borrowing Limits (required by Section 3 of the Local Government Act 2003) as set out in paragraph 4.18 and as detailed in **Appendix C** be as follows:

<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>£1,486.05m</b>	<b>£1,550.30m</b>	<b>£1,615.40m</b>

- 1.4. That the Council approve the Prudential Indicators as set out in **Appendix C** of this report.
- 1.5. The Annual Minimum Revenue Provision Policy Statement (required by the Local Authorities (Capital Financing and Accounting) (England) (Amendment) Regulations 2008SI 2008/414) as set out in **Appendix D** of this report.
- 1.6. That the Council's authorised counterparty lending list as at 31 December 2018 as set out in **Appendix E** of this report and the rating criteria set for inclusion onto this list be approved.
- 1.7. That the Council adopts the Capital Strategy Statement set out below in section 3.

## 2. EXECUTIVE SUMMARY

- 2.1. Under regulations made pursuant to the Local Government Act 2003 the Council is required to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities, 2017, ("The Code"), to ensure that the Council's capital investment plans are affordable, prudent and sustainable. In particular, the Prudential Code requires the Council to set a number of Prudential Indicators for the next three financial years. This report, which both incorporates these indicators, and recommends that Cabinet recommends to full Council the adoption of the latest Code, also details the expected treasury activities for the year 2019/2020, set in the context of the longer term planning forecasts for the organisation. The implications of these key indicators function as the overriding control and guidance mechanism for the future capital programme and the revenue consequences that arise for the Council in future financial years.
- 2.2. The revised CIPFA 2017 Prudential and Treasury Management Codes require, for 2019/2020, that all local authorities must prepare an additional report, a Capital Strategy Statement, which will provide the following:
- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
  - an overview of how the associated risk is managed; and
  - the implications for future financial sustainability.

### 3. CAPITAL STRATEGY STATEMENT

The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy in December 2017. The framework established by the Prudential Code supports local strategic planning, local asset management planning and proper option appraisal.

The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long run financing implications and potential risks to the authority.

The Prudential Code sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

#### **Purpose and Aims of this Capital Strategy**

- 3.1 This capital strategy document sets out how capital investment supports the delivery of the authority's objectives. It describes the main objectives for the Council over a four-year horizon (2018 to 2022). These objectives form the Council's Corporate Plan and have been grouped into 9 themes, as follows:

**People live long, healthy, happy and independent lives** – infrastructure to support those in need and to prevent issues from becoming problems. Includes high quality health and care provision;

**Our children and young people thrive and reach their full potential** – sharing resources, expertise and intelligence to better safeguard children and to improve their outcomes;

**Good, decent homes, affordable to all** – equal and fair access to housing, providing support in accordance with need;

**Everyone feels safer in their street, neighbourhood and home** – to ensure that people from all Croydon communities feel safe;

**A cleaner and more sustainable environment** – clean, accessible streets are important to the wellbeing and success of the local economy;

**Everybody has the opportunity to work and build their career** – inward investment brings opportunities for residents of the Borough;

**Business moves here and invests, our existing businesses grow** – an expanding technology sector and a large number of start-up businesses should benefit all residents;

**An excellent transport network that is safe, reliable and accessible to all** – to invest further in the road, rail and tram networks, with an emphasis on better, sustainable transport;

**We value the arts, culture, sports and activities.** – This is integral to a healthy, vibrant borough and are important drivers for the economy.



## **Delivery of these Objectives**

- 3.2 This Capital Strategy has been drafted to support the delivery of the Council's core objectives that sit within each of these nine themes.
- 3.3 The Council employs a number of different delivery strategies and these are described below. This document describes the funding streams available to the Council and used in the delivery of these objectives.
- 3.4 The component elements that comprise the capital programme are drawn from specific, detailed strategy documents, including, but not limited to the Asset Investment Strategy, the Education Estates Strategy and Brick by Brick's Business Plan.
- 3.5 These are described in some more detail below, including a description of the process whereby schemes are prioritised to ensure best fit to these corporate priorities as capital projects. Taken together these schemes make up the Council's capital investment programme.
- 3.6 The next section considers the resources available to the Council to deliver this capital programme.

## **Resources**

- 3.7 The Council can call upon a range of capital resources to deliver its capital programme.

These resources include:

**Borrowing;**  
**Capital Receipts;**  
**Grant funding;**  
**Planning obligations;** and  
**Revenue.**

There are also resources relating to the Housing Revenue Account which fall outside the scope of this strategy.

- 3.7.1 **Borrowing.** The level of debt incurred by the Council is governed by the indicators set by the CIPFA Prudential Code. The Code provides a framework to enable the Council to assess the Affordability, Sustainability and Prudence of the level of borrowing. These links to the Prudential Code are detailed further below. Sources of debt include the Public Works Loans Board, Commercial debt from banks and financial institutions, (this includes legacy so-called Lender Option Borrower Option loans, or LOBOs), and European Union funds, such as the London Energy Efficiency Fund and the European Investment Bank. Local authorities are able to borrow money at rates that are very close to the government cost of borrowing and for durations that stretch out to fifty years.

The Council's Medium Term Financial Strategy (MTFS) states that Borrowing should be undertaken for specific schemes and is prioritised where it can have a net positive impact on the revenue budget and there is a clear repayment plan for the principal sum. Borrowing can be split into four elements:

1. Borrowing – Revolving Investment Fund – normally for housing and on lent at a commercial rate where debt is repaid on completion of the project.
2. Borrowing – Growth zone – debt is repaid from future business rates growth.

3. Borrowing – Asset Investment strategy – Borrowing decisions made in line with the agreed strategy and where the asset generates a positive net return. Debt would be repaid in future from asset value.

4. Borrowing – General – Any other priority capital schemes that cannot be funded from external sources.

Allowance needs to be made in the revenue budget for repayment of capital and payment of interest. The policy regarding the repayment of principal sums (Minimum Revenue Provision) is discussed below in section 4.6.

3.7.2 **Capital Receipts** are generated by the sale of an asset. Disposals of surplus assets in the property portfolio, typically generated by a rationalising of the estate, represent an important source of funding. Capital receipts can only be applied to fund capital investment, with the exception of the use of capital receipts to fund transformation expenditure, set out in the MHCLG’s Flexible Use of Capital Receipts guidance of March 2016.

As set out in the Council’s MTFs capital receipts will be used to fund transformation programmes and projects that support the assumptions made in the MTFs, this includes the transformational activities in the Children’s Services Improvement Plan.

3.7.3 **Grant funding** covers a range of funding sources. This might include grants from the Education and Skills Funding Agency; Education Basic Needs grants; Transport for London, NHS, and the Community Infrastructure Levy. Typically grants are specific and often have conditions associated with them which define the purpose for which they should be applied.

3.7.4 **Planning obligations**, Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. Typically they are negotiated as part of planning gain agreements. They are focused on site specific mitigation of the impact of development. S106 agreements are often referred to as 'developer contributions' along with highway contributions and the Community Infrastructure Levy, as mentioned above. They were introduced to allow local authorities to recover costs associated with private developments. These range from additional school places through to transport links.

3.7.5 **Revenue funding** can be applied but is rarely used to support capital investment.

3.8 Croydon has been innovative in using different approaches for delivering capital investment. These are described in more detail here.

### **The Revolving Investment Fund (RIF)**

3.8.1 The RIF will, over the life of this strategy, comprise £272.2 million and will be established through borrowing. Loans will be acquired at rates comparable to the mark up on gilts applied by the government’s Debt Management Office. The RIF will lend at commercial rates thus generating a margin. The net returns estimated over the cost of debt will be credited to the Council’s revenue accounts and the interest earned by the Council is used to run services. The debts will be repaid on completion of each individual project.

The RIF also acts as a funder to the Council’s Housing Development Company Brick by Brick, enabling the development of homes in the Borough.

## **Brick by Brick**

- 3.8.2 The Borough has established a development company, Brick by Brick Croydon Limited (BxB), to bring forward housing led development in a way which realises the development potential of a sites throughout the borough and maximises the benefit from development to local residents. Although the Council is the sole shareholder, the board of the company operates independently from the Council and on a commercial basis.

As specified above, Brick by Brick is funded by a revolving investment fund funded by debt incurred by the local authority.

The key implication for the Council from the lending arrangement to Brick by Brick is the estimated net funding requirement is driven by the company's cash flow projections. Brick by Brick will draw down from the Council through a combination of borrowing and equity investment (on a 75:25 split) to fund its planned development programme.

## **Housing LLPs**

- 3.8.3 The Council has also set up Housing LLPs to increase the provision of affordable homes in the borough. To enable the increase of the provision of affordable housing in the borough, the Council, via wholly owned entities, has entered in to three separate limited liability partnerships (LLPs) with a local charity to develop units across the borough and street purchased properties as affordable rented homes. The LLPs will be able to utilise the Council's retained right to buy receipts, which the Council is unable to use due to the limited resources in the housing revenue account, with the Council acting as lender for the balance of the funds for the purchase of the leases and development of the sites. If the Council did not use the right to buy receipts in this manner, it would obliged to repay them to central government with interest.

Croydon will retain a long term interest in the properties via the freehold of the sites or properties and receive an income stream in to the general fund from each LLP. The impact on the Council's general fund, once all properties are fully available, is an ongoing benefit of £1.4 million. Additionally, there will be capital gains on the previously purchased units and, through arms lengths agreements with the LLPs, a contribution to the Council's fixed costs.

## **Growth Zone**

- 3.8.4 The Growth Zone is a big element of the capital programme. The driver for this component of the strategy is that future business rates increases received from the zone are ring fenced outside of this strategy for investment within the zone. The growth in business rates from the growth zone is ring-fenced separately from within the Council's collection fund, and will be used to repay debt.

The Growth Zone strategy is entitled to bid to access Public Works Loan Board Infrastructure rate borrowing at preferential rates.

## **Service and Commercial Investment Strategy**

- 3.9 An asset Acquisition Fund of £100m will enable investment in property to generate an income for the Council. The Council has an aspiration to secure medium to long term revenue returns from sound property investment principally within the Borough. The revenue returns from these investments should be consistent and less prone to fluctuation due to the protection within the lease agreements. These returns will be key to future revenue income and enable expenditure on services. The Council will be

looking at the opportunity that property investment offers to help generate a secure revenue stream over the medium - to long-term. However, less secure assets that offer future revenue potential with higher returns that also unlock the development of strategic sites will also be considered. These may typically be part vacant properties in district centres that requiring some degree of refurbishment or additional development to secure their full letting potential. Each opportunity will be assessed against a matrix. The matrix will have scoring against each of the key elements and categorise into Excellent, Fair, Good and Marginal investments.

### **Context – the Strategy Hierarchy**

- 3.10 The Capital programme comprises the capital schemes that contribute towards meeting the objectives described above. They are described by the Asset Investment Strategy, Education Estates Strategy, the Brick by Brick business plan and other strategies and plans. A capital budget, setting out the forecast expenditure and capital funding, is Item 3A on this agenda.
- 3.11 The revenue impact of long-term borrowing is set out in the Minimum Revenue Provision (MRP) Policy (attached as Appendix D and covered in section 4.6) and the Treasury Management Policy (discussed in paragraphs 4.7 to 4.15 inclusive). These policies can be found below.
- 3.12 The MRP deals with different categories of assets in different ways, setting out how debt principal is repaid from contributions from revenue. The Treasury Management Policy considers, amongst a number of issues, projections as to the cost of debt and issues around long-term affordability and sustainability.
- 3.13 Sitting alongside and informing this Strategy is the **Medium Term Financial Strategy (“MTFS”)**. This was approved by Full Council in October 2018.
- 3.14 By way of local context, there are a number of significant externally delivered, private sector projects being delivered across the Borough, including 101, George Street, comprising 300 new residential properties; Pocket Living, a 21-storey building, comprising 112 one-bedroom pocket homes at Addiscombe Grove; the Queen’s Square development; and the £1.4billion regeneration of the Whitgift Centre.
- 3.15 Capital projects are assessed and prioritised according to their fit within the strategic context described above. The Council will invest in programmes and projects in line with statutory and core functions with priority for funding being given to those schemes along with invest to save projects. The return on investment to prioritise schemes. The MTFS assumes continuing maximum use of planning gain from the Community Infrastructure Levy and S106 Planning Obligations where possible to reduce our borrowing requirements. As detailed above, an asset Acquisition Fund of £100m has been established to enable investment in property to generate an income for the Council. Capital receipts will continue to be used to fund the transformation programme given the shortage of earmarked reserves. As described, the Growth Zone is a big element of this capital programme. The principle assumed in this strategy is that future business rates received from the zone are ring fenced outside of this strategy for investment within the zone.

### **Risk Appetite and Governance processes for managing that risk**

- 3.16 The MTFS is explicit in setting out the Council’s appetite for risk. In summary, the Council recognises that good financial management is key to delivering effective services and maintaining financial sustainability and control and needs to be embedded

in everything it does. Demand for services is increasing and that requires that they we need to be delivered in a different way if they are to be effective and affordable. The MTFS sets out the key strategic priorities for how the Council will manage the medium term budget position. It is important to make well informed decisions on the basis of accurate financial and operational information. It is also important to recognise that the Council will need to take considered risks to deliver its objectives.

### **Capacity to deliver**

- 3.17 As described above in the section on context, there is a great deal of activity, current and planned, in the Borough. Capacity, in terms of internal officer resources, must be a consideration. Equally, capacity, in terms of skills, businesses, trades, plant, machinery and so forth is in demand.

### **Indicators**

- 3.18 Good practice suggests that the Council reviews this document annually to ensure it continues to reflect the needs and priorities of residents.

Prudential Indicators are set at the same time as the budget and reviewed mid-year and at the year-end. These indicators are set out in Appendix C.

- 3.19 Capital Expenditure is monitored on a quarterly basis and reported to the Cabinet. The Cabinet report considers spend to date, forecasts for the year and subsequent periods and any adjustments required to the agreed budget. This robust level of scrutiny ensures the most efficient use of capital resources to support corporate objectives.

## **4. TREASURY MANAGEMENT STRATEGY FOR 2019/2020**

- 4.1. The Council defines its treasury management activities as:

***“The management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”***

- 4.2. The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, and estimated and actual figures.

1. **The Prudential and treasury indicators and treasury strategy (this report)** - The first, and most important report covers:
  - the capital plans (including prudential indicators);
  - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
  - the treasury management strategy (how the investments and borrowings are to be arranged) including treasury indicators; and
  - an investment strategy (the parameters for managing investments).
2. **A mid-year treasury management report** – To update members with the progress of the capital position, amend prudential indicators as necessary, and flag whether any policies require revision;
3. **An annual treasury report** – This is a backward looking review document and

provides details of the prudential and treasury indicators and treasury operations. The indicators are calculated on the basis of published outturn figures compared to the estimates within the strategy.

4.3. The strategy for 2019/2020 covers these three main areas:

**Capital issues**

- The capital plans and borrowing need (paragraphs 4.4 and 4.5);
- The minimum revenue provision (MRP) policy (paragraph 4.6).

**Treasury management issues**

- Policy on use of external service providers paragraph 4.7);
- The Current Treasury Position (paragraph 4.8);
- Borrowing Requirement (paragraph 4.9);
- Treasury indicators which limit the treasury risk and activities of the Council (paragraph 4.10);
- Interest Rate Exposure and Prospects for Interest Rates (paragraph 4.11) ;
- The Borrowing Strategy (paragraph 4.12);
- The policy on borrowing in advance of need (paragraph 4.13);
- Debt Rescheduling and Repayment (paragraph 4.14);
- Sources of Finance (paragraph 4.15);

**Annual Investment Strategy**

- The investment policy (paragraph 4.16);
- The Annual Investment Strategy (paragraph 4.17);
- Treasury Limits (paragraph 4.18) and
- Prudential Indicators (paragraph 4.19).

**CAPITAL ISSUES**

4.4. **Capital Expenditure and borrowing need**

4.4.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

**Capital expenditure**

4.4.2 In order to fulfil its ambitions for Croydon the Council has an extensive capital programme. This includes funding for:

- a Revolving Investment Fund (RIF), set up to fulfil the Council's Growth Promise and initially be focused on the delivery of development and regeneration on Council Land;
- a Development company focused on regeneration in the borough, primarily in respect of residential properties;
- and a Growth Zone, which invests in priority infrastructure to help deliver sustainable economic growth in Croydon.

During the year 2018/2019 an Asset Acquisition Fund was also set up to enable investment in commercial property in order to generate a return to help fund services. The RIF, Growth Zone, Asset Acquisition Fund and Development Company are expected to create their own revenue streams in order to repay the debt taken out to finance the expenditure. The expenditure for these areas is shown in the Commercial activities and non-financial investments line in Table 1.

4.4.3 Members are asked to note the capital expenditure forecasts summarised in the table below:

**Table 1: Capital Expenditure Forecasts (2018/2022)**

<b>Capital expenditure £m</b>	<b>2018/2019 Estimate</b>	<b>2019/2020 Estimate</b>	<b>2020/2021 Estimate</b>	<b>2021/2022 Estimate</b>
<b>Non-HRA</b>	99.157	93.201	55.818	27.497
<b>Commercial activities/non-financial investments</b>	242.834	90.273	40.000	60.000
<b>HRA</b>	31.325	38.451	26.951	26.951
<b>Total</b>	<b>373.316</b>	<b>221.925</b>	<b>122.769</b>	<b>114.448</b>

4.4.4 This financing need excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

4.4.5 The Council's financing need is funded from various capital and revenue resources plus borrowing.

#### 4.5. **The Council's borrowing need (the Capital Financing Requirement)**

4.5.1 The Council's Capital Financing Requirement (CFR) is the total of historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which reduces the borrowing need in line with each asset's life. The CFR includes any other long term liabilities such as PFI schemes and finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow to deliver these schemes.

4.5.2 The Council's estimated CFR is detailed in the table below:

**Table 2: Estimated Capital Financing Requirement 2018/2022**

	2018/2019 £m	2019/2020 £m	2020/2021 £m	2021/2022 £m
	Forecast	Estimate	Estimate	Estimate
Capital expenditure	373.316	221.925	122.769	114.448
Less amount funded from resources	(48.923)	(82.706)	(48.820)	(39.351)
<b>Gross In Year Borrowing Requirement (CFR)</b>	<b>324.393</b>	<b>139.219</b>	<b>73.949</b>	<b>75.097</b>
Less In Year Minimum Revenue Provision (MRP) for debt repayment.	(6.6)	(8.2)	(9.7)	(10.0)
<b>In Year Borrowing Requirement (Net)</b>	<b>317.793</b>	<b>131.019</b>	<b>64.249</b>	<b>65.097</b>
1. Loans repaid during year	132.000	179.000	42.000	40.000
2. Less loans taken up in-year	(434.000)	0.0	0.0	0.0
3. Less reduction in investment balances (internal borrowing)	(0.0)	0.0	0.0	0.0
<b>In Year Borrowing Requirement outstanding</b>	<b>15.793</b>	<b>310.019</b>	<b>106.249</b>	<b>105.097</b>

#### 4.6. Minimum Revenue Provision

- 4.6.1 Minimum Revenue Provision (MRP), which is often referred to as a provision for the repayment of debt, is a charge to revenue in relation to capital expenditure financed from borrowing or through credit arrangements.
- 4.6.2 Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, local authorities are required to charge MRP to their revenue account in each financial year. Before 2008, the 2003 Regulations contained details of the method that local authorities were required to use when calculating MRP. This has been replaced by the current Regulation 28 of the 2003 Regulations, which gives local authorities flexibility in how they calculate MRP, providing the calculation is 'prudent'. In calculating a prudent provision, local authorities are required to have regard to the statutory guidance issued by The Ministry of Housing, Communities & Local Government. The latest version of the guidance was issued on 2 February 2018 and is applicable for accounting periods starting on or after 1 April 2019.
- 4.6.3 The guidance states that before the start of each financial year, the Council should prepare a statement of its policy on making MRP in respect of that financial year and submit it to full Council for approval.
- 4.6.4 Regulation 28 of the 2003 Regulations requires a local authority to calculate in each financial year an amount of MRP that it considers to be prudent. An underpinning principle of the local authority financial system is that all capital expenditure has to be financed either from capital receipts, capital grants (or other contributions) or eventually from revenue income. The broad aim of prudent provision is to require local authorities to put aside



revenue over time to cover their CFR (Capital Funding Requirement). In doing so, local authorities should align the period over which they charge MRP to one that is commensurate with the period over which their capital expenditure provides benefits.

- 4.6.5 The Director of Finance, Investment and Risk (S151 Officer) is responsible for ensuring that accounting policies and the MRP policy comply with the statutory Guidance in determining a prudent level of MRP.
- 4.6.6 The Treasury Annual Review for 2017/2018 was presented to the Council's General Purposes and Audit Committee on 10 October 2018 (Minute 24/17). At the meeting the Committee resolved that a revised Minimum Revenue Provision Statement be recommended for adoption at the next Council meeting to be held on 3 December 2018. The revised MRP Policy Statement for 2018/2019 was adopted by full Council on 3 December 2018 (Minute 47/18) and is attached at Appendix D.

## **TREASURY MANAGEMENT ISSUES**

### **4.7. Treasury management Advisors**

- 4.7.1 The Council uses Link Asset Services, as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review, reflecting sound governance practices.
- 4.7.2 The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties. The Council appoints specialist advisers for commercial investments.

### **4.8. The Current Treasury Position**

- 4.8.1 The Council's Treasury position as at 31st December 2018 comprised:

**Table 3: Borrowing by the Council as at 31 December 2018**

	Principal £m	Average Rate %
<b>Fixed Rate Funding</b>		
- PWLB <sup>1</sup>	817.926	3.46
- Other <sup>2</sup>	0.315	3.50
- LOBO <sup>3</sup>	19.500	2.55
- Local Authorities <sup>4</sup>	236.000	1.03
- Amber Green LEEF 2LLP	8.575	1.68
- European Investment Bank	102.000	2.20
<b>Variable Rate Funding</b>		
- LOBO <sup>3</sup>	20.000	4.20
<b>Total External Debt as 31/12/2018</b>	<b><u>1,204.316</u></b>	<b><u>3.14</u></b>
<b>Additional</b>		
GF borrowing requirement outstanding for 2018/2019	15.793	
HRA borrowing requirement outstanding for 2018/2019	0	
<b>Estimated Debt as at 31/03/2019</b>	<b><u>1,220.109</u></b>	<b><u>3.14</u></b>

1. PWLB is the Public Works Loan Board, the branch of Government that is the principle lender to local authorities. Included within this amount is the £223.1m borrowed for the HRA self-financing settlement made on 28/3/2012.

2. Other relates to 3 ½% Irredeemable Stock which was issued by this Authority in the past.

3. Lender's Option Borrower's Option (LOBOs) loans are commercial debts with options for the lender to vary the rate at pre-set intervals. If the option is exercised, then the Council can either accept the new rate or repay the loan with no penalty.

4. As an alternative to borrowing from the Government, local authorities have come to the market offering loans at competitive rates.

4.8.2 The Council's debt maturity profile is included in **Appendix A**.

**Table 4: Temporary Investments as at 31 December 2018**

	Principal £m	Average Rate %
<b>Temporary investments outstanding as at 31/12/2018</b>	<b>66.8</b>	<b>0.79</b>
<b>Estimated temporary investments outstanding as at 31/03/2019</b>	<b><u>40</u></b>	<b><u>0.85</u></b>

## 4.9 The Borrowing Strategy and Borrowing Requirement

4.9.1 The Council's capital expenditure plans are set out in Section 4.4 and referenced by the Capital Strategy Statement. The treasury management function ensures that the Council's cash is managed in accordance with the relevant professional codes, as issued by CIPFA and the MHCLG, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

- 4.9.2 The Council's treasury portfolio position at 31 March 2018, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

**Table 5: Borrowing and the Capital Financing Requirement 2017 to 2022**

£m	2017/2018 Actual	2018/2019 Estimate	2019/2020 Estimate	2020/2021 Estimate	2021/2022 Estimate
<b>External Debt</b>					
Debt at 1 April	881.061	902.060	1,220.110	1,351.129	1,415.378
Expected change in debt	20.999	318.050	131.019	64.249	65.097
Other long term liabilities	86.881	84.920	84.920	84.920	84.920
Expected change in Other long term liabilities	(1.961)	-	-	-	-
Actual gross debt at 31 March	986.980	1,305.030	1,436.049	1,500.298	1,565.395
The Capital Financing Requirement	<b>1,016.539*</b>	<b>1,334.332</b>	<b>1,465.351</b>	<b>1,529.600</b>	<b>1,594.697</b>
Under/(over) borrowing	29.559	29.302	29.302	29.302	29.303

\*For 2017/2018, an adjustment has been made to the CFR figure from that reported in the 2017/2018 Annual Report and Accounts to take into consideration loans and investments made as part of the Capital Programme.

**Note:** this calculation does not allow for the impact of internal borrowing which has the effect of reducing real borrowing (see Table 2, above).

- 4.9.3 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/2019 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.
- 4.9.4 The Director of Finance, Investment and Risk (S151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

#### **4.10 Treasury Indicators: limits to borrowing activity**

This section considers the operational boundary and the authorised limit for external debt which together form an important control metric.

- 4.10.1 **The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

**Table 6: The operational boundary for 2018 / 2022**

Operational boundary £m	2018/2019 Estimate	2019/2020 Estimate	2020/2021 Estimate	2021/2022 Estimate
Debt	1,220.110	1,351.129	1,415.378	1480.475
Other long term liabilities	84.920	84.920	84.920	84.920
Total	1,305.030	1,436.049	1,500.298	1,565.395

4.10.2 **The authorised limit for external debt.** Another key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which could be afforded in the short term, but is not sustainable in the longer term.

4.10.3 The Council is asked to approve the following authorised limit:

**Table 7: The Authorised Limit for External Debt 2018 / 2022**

Authorised Limit £m	2018/2019 Estimate	2019/2020 Estimate	2020/2021 Estimate	2021/2022 Estimate
Debt	1,270.110	1,401.129	1,465.378	1,530.475
Other long term liabilities	84.920	84.920	84.920	84.920
Total	1,355.030	1,486.049	1,550.298	1,615.395

#### 4.11 Interest Rate Exposure and Prospects for Interest Rates

4.11.1 The Council manages its exposure to interest rate risk by borrowing the majority of its funding requirements at fixed rates over a range of durations. This limits the impact on the Council's ability to cover interest costs when interest rates are rising. The Council is also looking into securing borrowing using forward agreements to limit exposure to future increases in interest over the short term. The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their and our central view.

**Table 8: Interest Rate Forecast December 2018 to March 2022**

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

4.11.2 Commentary on interest rate forecasts and the economy has been provided by Link Asset Services in **Appendix G**.

## 4.12 The Borrowing strategy

4.12.1 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with borrowing as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent when investment returns are low but counterparty risk, such as a bank failing or borrower defaulting, is still an issue that needs to be considered. Against this background and the risks within the economic forecast, officers will be cautious when undertaking 2019/2020 treasury operations. The Director of Finance, Investment and Risk (S151 Officer) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp **FALL** in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper **RISE** in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

4.12.2 Any decisions will be reported to Cabinet at the next available opportunity.

## 4.13 Policy on borrowing in advance of need

4.13.1 The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

## 4.14 Debt rescheduling and repayment

4.14.1 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

4.14.2 The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

4.14.4 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt. The forecasts under-pinning this strategy assume that cash balances will be used to repay maturing debt, at least for the short-term, i.e. the next three-year period.

4.14.5 All rescheduling will be reported to Cabinet, at the earliest meeting following its action.

#### **4.15 Sources of finance**

4.15.1 The Council's main source of finance is borrowing from the Public Works Loan Board (PWLB) where funds can be borrowed for up to 50 years at both fixed and variable rates. The Council has qualified for borrowing from the PWLB at the 'certainty rate' which is the prevailing PWLB interest rate on the date of borrowing less a discount of 0.20%. This discounted rate applies for funding of capital schemes through prudential borrowing and for the refinancing of maturing long term debt. With long-term PWLB rates currently low, this 'certainty rate' now makes funding through the PWLB a relatively attractive option. In order to reduce the risk that loans will mature when interest rates are peaking, debt is taken on in tranches that mature over a spread of years. This is described as the debt maturity profile. New loans will be taken to fit into gaps in the Authority's existing debt maturity profile.

4.15.2 In the Autumn Budget 2017, the government announced that it would make available £1bn of lending at the Local Infrastructure Rate of gilts + 60bps to English local authorities. Following the announcement local authorities were asked to apply to HM Treasury to access funds at this reduced borrowing rate. Two bidding rounds were introduced running from 1 May 2018 to 31 July 2018 and 1 January 2019 to 31 March 2019. Up to £500m has been made available in each bidding round, with a maximum of £100m available for any one local authority. The Council will be submitting a bid covering various projects in the second bidding round which will close on 31 March 2019.

4.15.3 The Council continues to attempt to source cheaper alternatives to the PWLB in order to finance the borrowing requirement for future years. Other than the PWLB, the Council currently uses other UK local authorities willing to offer loans up to 5 years and the European Investment Bank, both of which provide financing below the PWLB certainty rate. The PWLB Certainty Rate will be used as a benchmark against which borrowing options are assessed. The Council has also found and will make use of commercial lenders willing to lend at rates below the PWLB certainty rate and continues to look at options such as Local Authority Bonds and the Municipal Bond Agency.

4.15.4 Long-term borrowing to support Borough regeneration will service the capital financing requirements of the Council's arms-length development company, Brick by Brick. Onwards lending will be at a margin to the cost of borrowing and interest payments together with repayment of principal will prime additional investment. Investment in the Borough's Growth Zone should generate additional business rates that can be applied to service debt funding.

### **ANNUAL INVESTMENT STRATEGY**

#### **4.16 Investment policy**

4.16.1 The Council's investment policy has regard to the Ministry of Housing, Communities and Local Government (MHCLG)'s (previously the DCLG) Guidance on Local Government Investments 3<sup>rd</sup> Edition ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 Edition ("the CIPFA TM Code"). The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This section of the report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy. The Council's investment priorities will be security first, liquidity second, then return. In accordance with the above guidance from the MHCLG

and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short-Term and Long-Term ratings.

- 4.16.2 Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 4.16.3 Investment instruments identified for use in the financial year are listed in **Appendix B** under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices.
- 4.16.4 The Council may wish, from time to time, to take advantage of financial derivative instruments in order to better manage risks, such as exposure to interest rate movements. Local authorities, including the Council, have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. Lender Option Borrower Option (or LOBO) loans). However, previous legislation was understood to prevent the use of such tools where they were not embedded in other instruments. The Localism Act 2011 includes a general power of competence that removes the uncertain legal position over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The latest CIPFA Code requires local authorities to clearly detail their policy on the use of derivatives in their annual strategy.
- 4.16.5 The Council will only use financial derivatives (such as swaps, forwards, futures and options) either on a standalone, or embedded basis, where it can be clearly demonstrated that as part of the prudent management of the Council's financial affairs the use of financial derivatives will have the effect of reducing the level of financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. This will be determined in liaison with the Council's external advisors. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit if applicable.
- 4.16.6 At all times the Council will comply with CIPFA advice and guidance on the use of financial derivatives and have regard to CIPFA publications on risk management.

#### **4.17 Annual Investment Strategy**

- 4.17.1 The investments, both specified and non-specified, that officers will be permitted to undertake in-house are summarised below. Further details are provided in **Appendix B**.
- a. **Specified Investments** - All investments shall consist of investments under one year as follows:
- Debt Management Agency Deposits Facility (DMADF).

- Term deposits with UK Government or with UK local authorities.
  - Term deposits with credit - rated deposit takers (banks and building societies).
  - Certificate of Deposits.
  - AAA rated Money Market Funds.
  - Bonds issued by multinational development banks.
  - Enhanced AAA rated Money Market Funds.
  - UK Government Gilts.
  - UK Government Treasury Bills.
- b. **Non-specified investments** - Local authorities now have specific powers to invest for periods in excess of one year. It is recommended that these shall consist of:
- Term deposits with credit - rated deposit takers (banks and building societies).
  - Term deposits with UK local authorities.
  - Certificate of Deposits (CD).
  - Callable deposits with credit rated deposit takers (banks and building societies).
  - Forward deposits with credit rated banks and building societies.
  - Bonds issued by multinational development banks.
  - Enhanced AAA rated Money Market Funds.
  - UK Government Gilts.
  - Property Funds.
  - Floating Rate Notes (FRNs) issued by institutions on the Council's authorised lending list.
  - Investment grade Corporate Bonds issued by Corporate Institutions.
  - AAA rated Covered Bonds.
  - Investment in the equity of any company wholly owned by Croydon Council.

4.17.2 Investment Income Gross - Based on cash flow forecasts for 2019/2020, the Council anticipates its average daily cash balances for the year to be £70.0m, which includes the £68.0m of new borrowing to be undertaken in 2019/2020. The overall balances include schools balances and HRA revenue balances for which an apportionment of investment interest earned is made. The net income then due to the General Fund is estimated at £0.560m for 2019/2020.

4.17.3 All credit ratings in respect of financial institutions that the Council invests monies in will be continuously monitored together with the limits imposed on amounts that can be invested and the duration of such investments. The Council is alerted to news relating to financial institutions and changes in ratings by its treasury management advisers as these occur and is therefore in a position to take appropriate action to protect the Council's interests.

4.17.4 The Director of Finance, Investment and Risk (Section 151 Officer) will be responsible for managing all investments within the credit limits as set out in **Appendix E** and in accordance with CIPFA's Treasury Management in the Public Services Code of Practice 2017 Edition.

4.17.5 Link Asset Services have advised and assisted Council Officers in compiling and maintaining a counterparty lending list based on FITCH credit ratings and other related information in force as at 31st December 2018. This is attached at **Appendix E** and the Council is recommended to approve this list of counterparties and the criteria set for inclusion on to both List A and List B. In respect of List A the credit limits that apply range from £15m to £25m depending on the institution and the credit limit for institutions on List



B is set at £10m for each institution. The maximum duration of investments in the institutions on both lists will be subject to Link Asset Services' recommendations at the time that investments are made. Under the updated regulations the Authority is obliged to consider a range of different sources of information before taking a view on whether to invest with any counterparty. These sources include each of the rating agencies, the Credit Default Swap (CDS) spreads which gives early warning of likely changes in credit ratings as well as the sovereign rating for the country and other market driven information. Link Asset Services summarise these different views in forming an overall picture of the credit-worthiness of each, which is communicated to this Authority. FITCH ratings are the most valuable in this particular case as they focus more on European banks whereas Moody's and Standard & Poor's look more at the US.

- 4.17.6 The principle of ensuring capital security and then of securing the best rate of return underpins all treasury investment decisions. There is a growing concern, triggered by a succession of high profile banking scandals, that the reducing pool of quality counterparties, such as banks, is increasing the level of risk for the Authority. These risks are not simply the risk that principal sums invested might be lost but also reputational risks to the Authority. In response, the Council's Treasury team has investigated other high-grade deposit takers, to increase diversification of investments and thereby reduce the overall concentration of risk of default. As a consequence of this, the Council has put into place a Custodian agreement offered at a discount by the Bank of New York Mellon – the Custodian used by the Council's Pension Fund. This has enabled the Treasury team to diversify investments and to enhance yields by investing in those specified and unspecified investments that require custody arrangements. A list of the Specified and Non-Specified investments that Council Officers are permitted to undertake in-house is detailed in **Appendix B**. In the immediate short-term there will be no increase in returns, but the Treasury team will be better placed to exploit market opportunities in the longer term.
- 4.17.7 The UK government's stake in the Royal Bank of Scotland (RBS) PLC group at around 62.4% makes it the majority shareholder in that bank. The RBS Group will therefore be retained as an approved investment counterparty until such time as the situation changes. Further, as National Westminster Bank PLC which is part of the RBS PLC Group, provides the Council with banking services, the investment limit for this counterparty will remain at £25m.
- 4.17.8 Ring-fencing legislation, brought in by the government to strengthen the financial system following the financial crisis that began in 2007, requires each large UK bank to separate its retail banking activity from the rest of its business. This is to protect customers and the day-to-day banking services they rely on from unrelated risks elsewhere in the banking group and shocks affecting the wider financial system. It is intended to reduce the likelihood that essential banking services are put at risk by a failure in another part of the business, such as investment banking. The large UK banks have implemented ring-fencing.
- 4.17.9 With regard to UK Challenger banks, the majority of local authorities do not include these banks in their counterparty lists. Although at present, Challenger banks do not have credit ratings and so fall outside investment strategy criteria, it is expected that these banks may get rated in the future. The situation on Challenger banks and UK part-nationalised banks will be monitored continuously.
- 4.17.10 In the current low interest rate environment, Money Market Funds (MMFs) can also be used effectively to provide returns in excess of straight overnight bank deposits and to provide for excellent liquidity if required. The Council invests in MMFs which are AAA

rated by the FITCH rating agency and at least one of the other two major ratings agencies – Moodys and Standard & Poor's.

4.17.11 In addition, the Council will continue to lend to other UK local authorities and to the Debt Management Office, which effectively is lending to the Government.

4.17.12 As at 31st December 2018, short-term investment interest rates (1-3 months) were between 0.70% and 0.80% with longer term rates (up to 1 year) between 0.95% and 1.10%. Investments will be made to take advantage of higher yields and to hedge against future decreases in bank rates. Daily liquidity requirements will be met by investing in AAA-rated MMFs. As investment rates are influenced throughout the year by the release of key items of data, there may be occasions when some investments will be pitched towards specific periods to take advantage of any unexpected higher rates resulting from data issued. In all cases investment decisions will adhere to Link Asset Services' recommended maximum investment durations for the counterparty concerned.

#### **4.18 Treasury Limits**

4.18.1 Section 3 of the Local Government Act 2003 requires the Council to set limits and to keep under review how much it can afford to borrow. The amounts so determined are to be set on a rolling basis, for the forthcoming financial year and two successive financial years, a period of three years in total from 2019/2020 to 2021/2022 and are termed:

1. The '**Operational Boundary for External Debt**'. This reflects the maximum amount of external debt according to probable events and consistent with the level of external debt projected in the estimates.
2. The '**Authorised Borrowing Limit**'. This limit represents an assessment of the maximum debt the authority may need to incur at any point throughout the year as determined in the Financial Strategy by the Executive Director of Resources.

4.18.2 The Director of Finance, Investment and Risk (S151 Officer) will be responsible for setting the Council's Authorised Borrowing Limit. This limit requires the Council to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon future council tax and housing rent levels is acceptable.

4.18.3 The Council's authorised borrowing limit has been estimated to be:

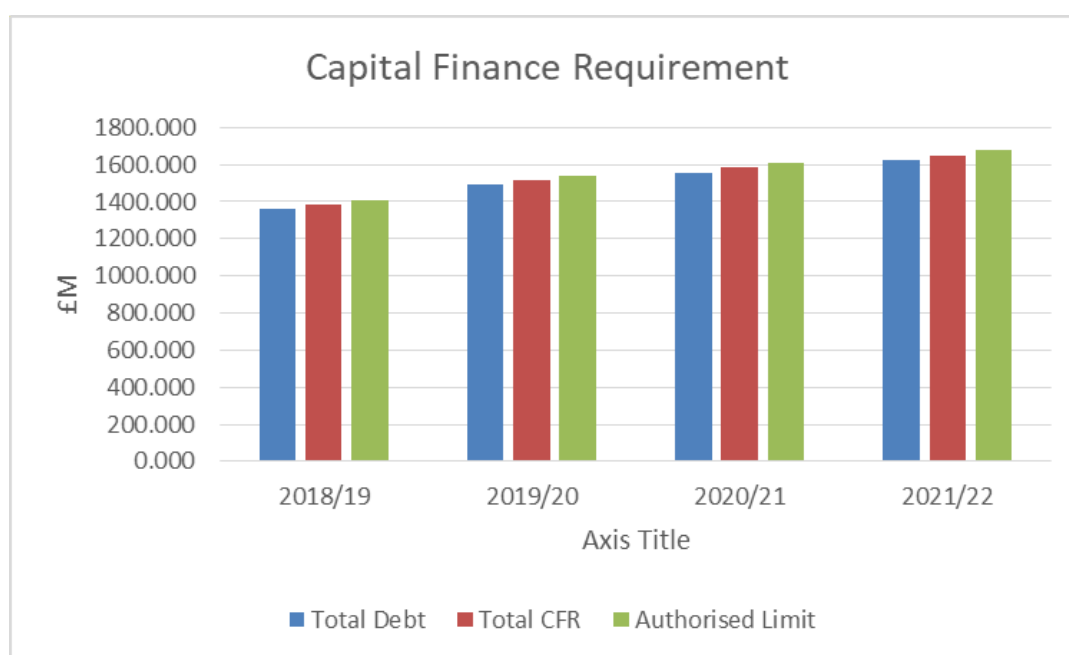
**£1,355m for 2018/2019;**  
**£1,486m in 2019/2020;**  
**£1,550m in 2020/2021; and**  
**£1,615m in 2021/2022**

as detailed in **Appendix C**. These limits reflect the maximum amount the Council can borrow for capital and revenue purposes and allows for unexpected events for example a possible delay in the receipt of anticipated council tax, National Non-Domestic Rates (NDR) direct debits, housing benefit subsidy or other government grant that had been notified to Council Officers in advance. The sum of £50m has been included in respect of revenue borrowing to cover the possibility of this shortfall. The limit reflects a level of borrowing which while not desirable is affordable in the short term to fund the cash flow requirements of the organisation and to address any potential risks that may arise.

#### **4.19 Prudential Indicators**

- 4.19.1 The Prudential Indicators for 2019/2020 to 2021/2022 are attached in **Appendix C** in accordance with the Prudential Code for Capital Finance in Local Authorities 2017 Edition.
- 4.19.2 The Executive Director of Resources is responsible for setting up and monitoring the Prudential Indicators in accordance with the Council's Capital Strategy.
- 4.19.3 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management.
- 4.19.4 The Prudential Indicators set will continue to be monitored throughout the year and will be reported to Cabinet on a regular basis.
- 4.19.5 The indicators break down into four blocks relating to capital expenditure; the affordability of that investment programme; debt; and treasury management as follows:
1. The capital investment indicators reflect the Authority's future plans to undertake capital works, and the extent to which these will be funded through borrowing. (**See Appendix C**).
  2. Apart from borrowing that is directly supported by government grant funding, the cost of new prudential borrowing to the Authority will be £80 per Band D council taxpayer in 2018/2019. This Prudential Indicator reflects the impact of funding decisions relating to capital investment in Croydon. The Prudential Code specifically indicates that it is not appropriate to compare this indicator with other authorities.
  3. The external debt indicators illustrate the calculation of the authorised borrowing limit.
  4. The treasury indicators show that the Authority will limit its exposure to variable rate debt to no more than 20% of total debt and will only invest up to 30% of the total investments for periods in excess of one year, for reasons of limiting exposure to risk and guaranteeing adequate liquidity. The final indicator sets a profile for the maturing of new debt.
- 4.19.6 These main indicators are featured below as follows:

**Chart 1: Comparison of Debt against Prudential Limits 2018 / 2022**



## 4.20 Conclusion

- 4.20.1 The Council's treasury advisers based on an orderly Brexit scenario forecast that the bank rate, currently at 0.75%, will increase by 0.25% by December 2019 and a further 0.50% by December 2020, maintaining a slow upward trajectory in the short to medium term. The longer term (25 years) PWLB interest rates, which currently are 2.9%, are expected to increase to around 3.10% by December 2019 and 3.20% by December 2020. A disorderly Brexit is likely to have a negative effect on rates. Over the next year the Council will be able to borrow at rates below its current average cost of debt of 3.14% to finance its capital programme.
- 4.20.2 Temporary investment rates are currently between 0.70% and 1.10% for up to one year and between 1.10% and 1.70% for between one and five years. Investment rates are likely to remain low next year and the direction remains difficult to forecast due to the ongoing uncertainty caused by the current political environment.
- 4.20.3 A glossary of terms associated with this report is attached in **Appendix F**.

## 5. CONSULTATION

- 5.1 Full consultation in respect of the contents of this report has taken place with the Council's treasury management advisers Link Asset Services in preparing this report.

## 6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 Revenue and Capital consequences of this report are dealt with within this report.

There are no additional financial considerations other than those identified in this report.

### 6.2 The effect of the decision

Approval to this report will ensure that the Council meets both its legal and financial management requirements in respect of Treasury Management.

### 6.3 Risks

There are no further risks issues other than those already detailed in this report.

### 6.4 Options

These are fully dealt with in this report.

### 6.5 Future savings/efficiencies

This report sets out the Treasury Strategy and identifies that new loans and debt restructuring will only be undertaken on advice from our treasury management advisers.

## 7 LEGAL CONSIDERATIONS

- 7.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that the recommendations within this report are reserved matters for decision by Full Council. The legal implications are set out under the various sections within the report but in particular these include the requirement for the Council to produce a balanced budget of which the various strategies and limits detailed within this report form a part.
- 7.2 Furthermore, the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) made pursuant to the Local Government Act 2003 requires the Council to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities ("The Prudential Code"). Regulations 23 and 24 provide respectively that capital receipts may only be used for specified purposes and that in carrying out its capital finance functions, a local authority must have regard to the code of practice in "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (2017 Edition)" ("The Treasury Code") issued by CIPFA.
- 7.3 In relation to the Annual investment strategy, the Council is required to have regard to the Guidance is issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 entitled "Statutory guidance on Local Government Investments 3<sup>rd</sup> Edition" which is applicable from and effective for financial years commencing on or after 1 April 2018.
- 7.4 Under the provisions of Section 3(1) and (8) of the Local Government Act 2003, the Council shall determine and keep under review how much money it can afford to borrow, and the function of determining and keeping these levels under review is a reserved function of Full Council.
- 7.5 In determining the Annual Minimum reserves and the recommended policy recommended in this report around such reserves, the Council shall have regard to the Guidance issued by the Secretary of State under Section 21(1A) of the Local Government Act 2003 entitled "Statutory guidance on minimum revenue provision"
- 7.6 The requirement for a Capital Strategy Statement stems from the provisions of the Prudential Code which was most recently updated in December 2017. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long run financing implications and potential risks to the authority. The Prudential Code sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes

account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy.

Approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer

## **8 HUMAN RESOURCES IMPACT**

- 8.1 There are no immediate HR considerations that arise from the recommendations of this strategy for Croydon Council staff or workers,

Approved by: Sue Moorman, Director of Human Resources

## **9 EQUALITIES IMPACT**

- 9.1 Consistent with the requirements of the Equality Act 2010 and the Public Sector Equality Duty, the Council carries out an equality analysis on new policies, or existing policies which are the subject of major change.

- 9.2 The Council's Capital and Revenue Budget 2019/2020 is not subject to an equality analysis. However, in those areas where the setting of the capital and revenue budget result in new policies or policy change, then it is the responsibility of the relevant service department to carry out an equality analysis which evaluates how the new or changed policy may have a potential impact on groups that share a protected characteristic. The equality analysis includes consultation with relevant public bodies, voluntary, community, trade union and other interest groups, such as staff, with an interest in the matter.

Approved by: Yvonne Okiyo, Equalities Manager

## **10 ENVIRONMENTAL IMPACT**

- 10.1 There are no Environment and Design impacts arising from this report.

## **11 CRIME AND DISORDER REDUCTION IMPACT**

- 11.1 There are no Crime and Disorder reduction impacts arising from this report.

## **12 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 12.1 The recommendations proposed are in accordance with the Treasury Management in the Public Services Code of Practice 2017 Edition and the Prudential Code for Capital Finance in Local Authorities 2017.

## **13 OPTIONS CONSIDERED AND REJECTED**

- 13.1 Consideration and evaluation of alternative options are dealt with within this report.

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**CONTACT OFFICER:**

Nigel Cook, Head of Pensions and Treasury  
Ext 62552

## **BACKGROUND DOCUMENTS:**

CIPFA's Prudential Code for Capital Finance in Local Authorities – 2017 Edition.

CIPFA's Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes – 2017 Edition.

MHCLG's Guidance on Local Government Investments February 2018.

## **APPENDICES:**

Appendix A – Long-term debt profile

Appendix B – Specified and non-specified investments

Appendix C – Prudential Indicators

Appendix D – Minimum Revenue Provision Policy

Appendix E – Authorised Lending List

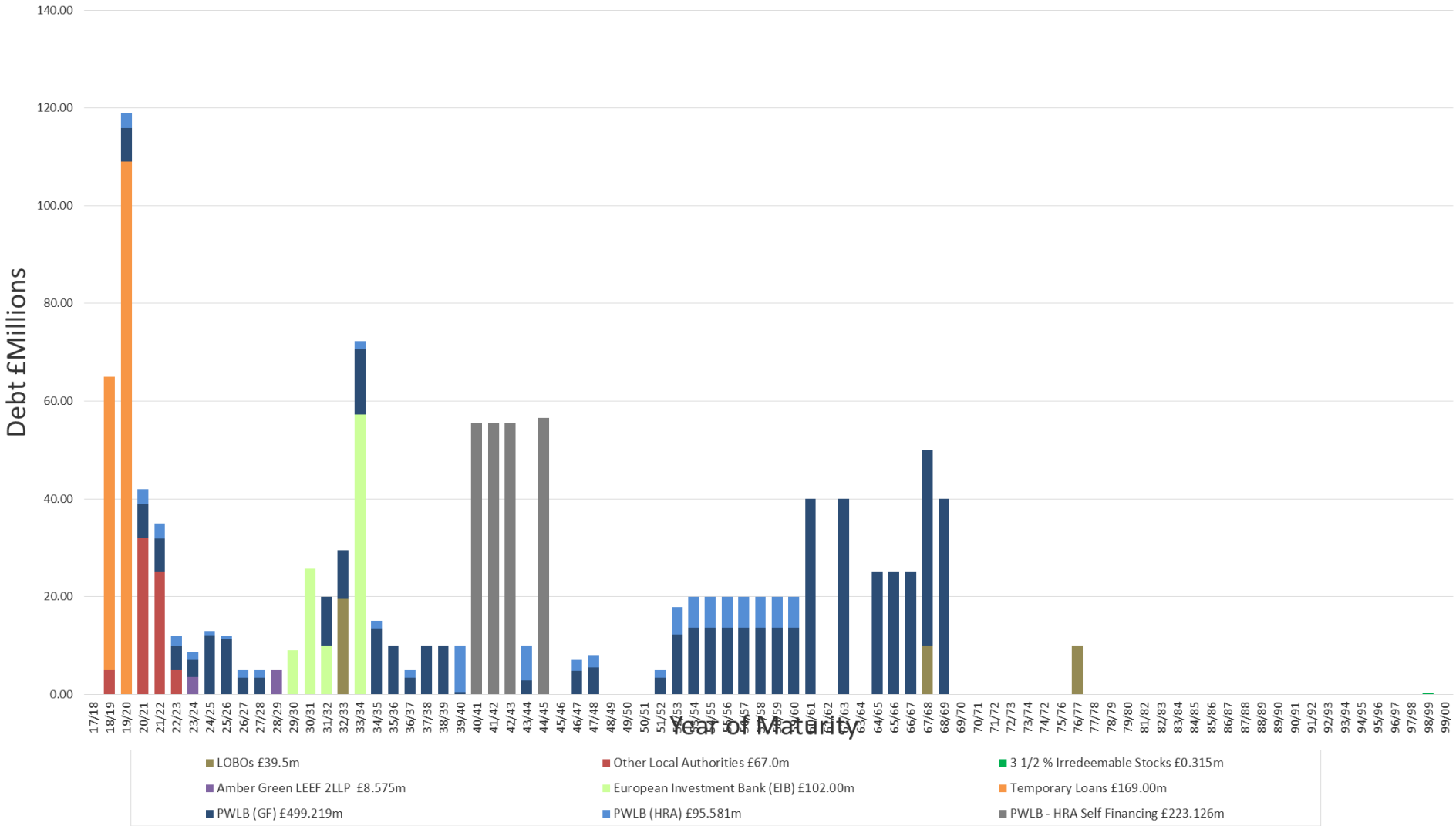
Appendix F – Glossary

Appendix G – Commentary on Interest Rate Forecasts

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London Borough of Croydon  
Long Term Debt Profile as at 31 December 2018 £1,204.315m



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**LOCAL GOVERNMENT INVESTMENTS (ENGLAND)**  
**SPECIFIED AND NON-SPECIFIED INVESTMENTS**

- a. **Specified Investments** - Where there is a change in the current investment policy this is specifically noted. All investments shall consist of investments under one year as follows:
- Debt Management Agency Deposits Facility (DMADF) which is currently available for investments up to six months.
  - Term deposits with the UK Government or with UK local authorities (i.e. local authorities as defined under Section 23 of the 2003 Act) with maturities up to one year.
  - Term deposits with credit - rated deposit takers (banks and building societies) including callable deposits, with maturities up to one year.
  - Certificate of Deposits issued by credit - rated deposit takers (banks and building societies) up to one year.
  - AAA rated Money Market Funds (i.e. a collective investment scheme as defined in SI. 2004 No 534).
  - Bonds issued by multinational development banks (as defined in SI 2004 No 534) with maturities under 12 months. The Council currently does not invest in this type of investment. It is recommended, however, that these can now be used and held until maturity, after consulting and taking advice from the treasury management consultants.
  - Enhanced AAA rated Money Market Funds. These funds differ from traditional AAA Money Market Funds in that they take more interest rate risk by managing portfolios with a longer weighted average maturity period. They may also take greater credit risk by holding assets with lower credit ratings and / or have a longer weighted average life. Depending on whether the fund is UK or US administered, it would be rated by only one of the rating agencies. Hence, although the minimum requirement is an AAA rating, the rating need only be given by one of the agencies. Typically these funds are designed to produce an enhanced return and this requires the fund manager to take more risk (whether credit, interest rate or liquidity) than the traditional AAA Money Market Funds. The Council currently does not invest in this type of fund. It is recommended, however, that these can now be considered, after consulting and taking advice from the treasury management consultants subject to the same criteria as other investments.
  - UK Government Gilts. These are bonds issued by the UK Government representing a very low credit risk with options to sell in the secondary market.

## APPENDIX B

- UK Government Treasury Bills which are debt instruments issued by the Government's Debt Management Office through weekly auctions. The bills are issued with maturities of one, three and six months.
- b. **Non-Specified investments** - Local authorities now have specific powers to invest for periods in excess of one year. Previously such investments were not permissible, except in respect of the Council's Pension Fund (where specific legislation exists). It is recommended that these shall consist of:
  - Term deposits with credit - rated deposit takers (banks and building societies) with maturities greater than one year. As a general rule they cannot be traded or repaid prior to maturity. The risk with these is that interest rates could rise after making the investment and there is also the potential that there could be a deterioration of the credit risk over a longer period. It is recommended, therefore, that the use of this investment is limited to a maximum of five years following advice from the Council's treasury management advisers.
  - Term Deposits with UK local authorities. This investment represents intra-authority loans i.e. from one local authority to another for the purpose of cash-flow management. The risk with these is that interest rates could rise after making the investment and it is therefore recommended that the use of this investment is limited to a maximum of five years following advice from the Council's treasury management advisers. This risk is common to all term deposits whether with local authorities or other counterparties.
  - Certificate of Deposits (C.D.) issued by credit - rated deposit takers (banks and building societies) with maturities greater than one year. With these investments there is a market or interest risk. Yield is subject to movement during the life of the CD, which could negatively impact on the price of the CD if traded early. It is recommended, therefore, that the use of this investment is limited to a maximum of five years and sold on maturity following advice from the Council's treasury management advisers.
  - Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than one year. These have the potential of higher return than using a term deposit with a similar maturity. The risk is that only the borrower has the right to pay back the deposit, the lender does not have a similar call, as although the term is fixed only the borrower has the option to repay early. There is, therefore, no guarantee that the loan will continue to its maturity. The interest rate risk is that the borrower is unlikely to pay back the deposit earlier than the maturity date if interest rates rise after the deposit is made.
  - Forward deposits with credit rated banks and building societies for periods greater than one year (i.e. negotiated deal period plus period of deposit). The advantage of the investment is that there is a known rate of return over the period the monies are invested which aids forward planning. The credit risk is that if the credit rating falls or interest rate rise in the interim period the deposit period cannot be changed. It is recommended, therefore, that the

## APPENDIX B

use of this investment is limited to a maximum of five years following advice from the Council's treasury management advisers.

- Bonds issued by multilateral development banks (as defined by SI. 2004 No 534). These have an excellent credit quality and are relatively liquid. If they are held to maturity there is a known yield, which would be higher than that on comparable gilts.
- If traded, there could be a potential for capital gain or loss through appreciation or depreciation in value. The market or interest risk is that the yield is subject to movement during the life of the bond, which could impact on the price of the bond, i.e. if sold prior to redemption date. Given the potential for loss any investment would need to be based on the principle that they would be bought and held until maturity. It is recommended, therefore, that the use of this investment is limited to a maximum of five years following advice from the Council's treasury management advisers.
- Enhanced Money Market Funds. These funds differ from traditional AAA Money Market Funds in that they take more interest rate risk by managing portfolios with a longer weighted average maturity period. They may also take greater credit risk by holding assets with lower credit ratings and / or have a longer weighted average life. Depending on whether the fund is UK or US administered, it would be rated by only one of the rating agencies. Hence, although the minimum requirement is an AAA rating, the rating need only be given by one of the agencies. Typically these funds are designed to produce an enhanced return and this requires the fund manager to take more risk (whether credit, interest rate or liquidity) than the traditional AAA Money Market Funds. The Council currently does not invest in this type of fund. It is recommended, however, that these can now be considered, after consulting and taking advice from the treasury management consultants subject to the same criteria as other investments.
- UK Government Gilts. These are bonds issued by the UK Government representing a very low credit risk with options to sell in the secondary market. If held to maturity there is a known yield but if traded there could be a potential for capital gain or loss through appreciation or depreciation in value. Given the potential for loss, any investment would need to be based on the principle that UK government gilts would be bought and held until maturity. It is recommended, therefore, that the use of this investment is limited to a maximum of five years following advice from the Council's treasury management advisers. If held to maturity, these bonds represent the nearest to a risk-free investment.
- Property Funds. Property funds can provide stable returns in terms of fixed period rents, whether commercial or industrial rentals. Property funds can be regulated or unregulated. An investment in share or loan capital issued by a regulated property fund is not treated as capital expenditure but an investment in an unregulated fund would count as capital expenditure. Given the nature of the property sector, a longer-term time horizon will need to be considered for this type of investment. The Council currently has invested in

one property fund; the Real Lettings Property Fund Limited Partnership – see 3.5.13. It is recommended, however, that any future investments in property funds should only be considered, after consulting and taking advice from the treasury management consultants.

- Floating Rate Notes (FRNs). These are typically longer term bonds issued by banks and other financial institutions which pay interest at fixed intervals. The floating rate nature of these instruments reduces the exposure to interest rate risk as the interest rate is re-fixed at the beginning of every interest rate period. The option to redeem before maturity is available through the secondary market. It is recommended that investments in FRNs be restricted to those issued by institutions on the Council's authorised lending list, after consulting and taking advice from the treasury management consultants.
- Corporate Bonds are issued by corporate institutions for example General Electric, Vodafone etc. They offer local authorities an alternative to the usual financial institutions. For Corporate Bonds, the minimum credit rating criteria of AA- should apply to fit within the Council's investment parameters. It is recommended that the use of this type of investment can now be considered, after consulting and taking advice from the treasury management consultants.
- Covered Bonds. These are a type of secured bond that is usually backed by mortgages or public sector loans. An important feature of covered bonds is that investors have dual recourse, both to the issuer and to the underlying pool of assets. It is recommended that the use of this investment can now be considered, after consulting and taking advice from the treasury management consultants.
- Investment in equity of any company wholly owned by Croydon Council.

**PRUDENTIAL INDICATORS FOR 2018/19 – 2021/2022**

PRUDENTIAL INDICATORS	2018/19 Forecast Outturn £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m
<b>1. Prudential Indicators for Capital Expenditure</b>				
1.1. Capital Expenditure				
- General Fund	99.157	93.201	55.818	27.497
- Commercial activities/ non-financial investments	242.834	90.273	40.000	60.000
- HRA	36.814	38.451	26.951	26.951
<b>Total</b>	<b>373.316</b>	<b>221.925</b>	<b>122.769</b>	<b>114.448</b>
1.2. In year Capital Financing Requirement (see Table 2)				
- General Fund - gross of MRP costs	324.393	139.219	73.949	75.097
- HRA	0.000	0.000	0.000	0.000
<b>Total in year Capital Financing Requirement</b>	<b>324.393</b>	<b>139.219</b>	<b>73.949</b>	<b>75.097</b>
1.3. Capital Financing Requirement as at 31 <sup>st</sup> March – <b>balance sheet figures</b>				
- General Fund (net of MRP costs)	995.644	1,126.663	1,190.912	1,256.009
- HRA - limit of HRA debt imposed by CLG	338.688	338.688	338.688	338.688
<b>Total</b>	<b>1,334.332</b>	<b>1,465.351</b>	<b>1,529.600</b>	<b>1,594.697</b>
<b>2. Prudential Indicators for Affordability</b>				
2.1. Ratio of financing costs to net revenue streams				
- General Fund	8.3%	9.1%	9.1%	9.1%
- HRA	12.8%	13.2%	13.2%	13.2%
2.2. General Fund impact of Prudential (unsupported) borrowing on Band D Council Tax levels (per annum)				
- In year increase	£80.00	£32.98	£16.05	£16.40
- Cumulative increase (includes MRP costs).		£178.76	£206.85	£225.66
2.3. HRA impact of additional borrowing (unsupported) on housing rents (per annum)	0	0	0	0
[The HRA's additional £223.1m debt costs are reflected in these ratios.]				
<b>3. Prudential Indicators for Long External Debt</b>				
3.1. Debt brought forward 1 <sup>st</sup> April	986.98	1,305.030	1,436.049	1,500.298
Debt carried forward 31 <sup>st</sup> March (Includes the £223.1m debt for the HRA self-financing settlement sum plus RIF & Growth Zone borrowings in future years).	1,305.030	1,436.	1,500.2	1,565.3

**APPENDIX C**

		049	98	95
<b><u>Additional Borrowing</u></b>	<b>318.050</b>	<b>131.01 9</b>	<b>64.249</b>	<b>65.097</b>



**APPENDIX C**

PRUDENTIAL INDICATORS	2018/19 Forecast Outturn £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m
3.2. Operational boundary for external debt (excludes revenue borrowing)				
Borrowing	1,220.11	1,351.129	1,415.378	1,480.500
Other long term liabilities	84.920	84.920	84.920	84.920
3.3. Total operational debt (excludes revenue borrowing)	1,220.11	1,351.129	1,415.378	1,480.475
Add margin for cash flow contingency	50.00	50.00	50.00	50.00
Authorised limit for external debt (includes revenue borrowing)	1,270.11	1,401.129	1,465.378	1,530.475
Other long term liabilities	84.920	84.920	84.920	84.920
<b>Authorised Borrowing Limit</b>	<b>1,355.030</b>	<b>1,486.049</b>	<b>1,550.298</b>	<b>1,615.395</b>
<b>4. Prudential Indicators for Treasury Management</b>				
4.1. Lending limits - upper limit for total principal sums invested for over 365 days expressed as a % of total investments	30%	30%	30%	30%
4.2. Maturity structure of new fixed rate borrowing, if taken, during 2017/18		Lower limit		Upper limit
- Under 12 months		0		20%
- 12 months to 24 months		0		20%
- 24 months to 5 years		0		30%
- 5 years to 10 years		0		30%
- 10 years and above		0		100%

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**MINIMUM REVENUE PROVISION POLICY STATEMENT FOR 2019/2020**

1. The Council has given regard to Guidance issued by the Secretary of State under Section 21(1A) of the Local Government Act 2003 which was revised on 2 February 2018. .
2. The Council's MRP Policy Statement for 2019/2020 is to be as follows:
  - 2.1. For the proportion relating to historic debt (incurred up to 31 March 2008) and to Government-supported capital expenditure incurred since, the MRP policy will be to adopt Option 1 - the Regulatory Method by providing a fixed amount each financial year, calculated at 2% of the balance at 31 March 2015, reducing on a straight line basis so that the whole debt is repaid after 50 years.
  - 2.2. For unsupported borrowing undertaken since 1 April 2008, reflected within the Capital Financing Requirement (CFR) debt liability at 31st March 2020, the MRP policy will be to adopt Option 3 – Asset Life Method – Annuity method from the Guidance. Estimated life periods will continue to be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the Guidance would not be appropriate.
3. As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
4. Where schemes are not fully completed at the end of the financial year, MRP charges will be deferred until the schemes are complete and the assets are operational.
5. MRP on Public Finance Initiative (PFI) schemes debt is to be charged on an annuity basis over the remaining life of each scheme.
6. The Council retains the right to undertake additional voluntary payments if required (Voluntary Revenue Provision – VRP).
7. There will be circumstances when the Council will not be making a provision for the repayment of debt.
8. The Authority will provide loans on a commercial basis which will be used to fund capital expenditure and thus should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement

## APPENDIX D

(CFR) will increase by the amount of the loans advanced and under the terms of the contractual loan agreements are due to be returned in full with interest paid. When these funds are returned to the Authority, the returned funds will be classed as a capital receipt and offset against the CFR, which will reduce accordingly. As this is in effect a temporary arrangement and the funds will be returned to the Council in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. The outstanding loan will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

9. The Authority is purchasing commercial property to be held as part of its Investment Property Portfolio. The properties are held for investment purposes and are managed on a fully commercial basis. The purchase of these properties will be treated as capital expenditure and will increase the CFR. The Council is holding these properties solely for investment purposes and they are leased to tenants on a fully repairing basis. As the Council has the ability to sell these properties to repay any outstanding debt liabilities related to their purchase, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. The market value of the assets will be reviewed on a regular basis and if the asset value significantly decreases, a prudent MRP policy will commence.
10. The Council's cash investment in the Real Lettings Property Fund LP under a 7-year life arrangement is due to be returned in full at maturity with interest paid on outstanding balances annually. The cash investment will be treated as capital expenditure with the Council's Capital Financing Requirement (CFR) increasing by this amount. At maturity, the funds returned to the Council will be treated as a capital receipt and the CFR will reduce accordingly. As this is a temporary arrangement over 6 years, and as the funds are to be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, and therefore no MRP application is required.
11. Loans borrowed from Amber Green LEEF 2LLP or an alternative source to fund energy efficiency and carbon reduction schemes at certain educational institutions within the Borough will be recovered in full from these institutions. As such, there is no need to set aside prudent provision to repay the debt liability in the interim period, and therefore no MRP application is required.

**LONDON BOROUGH OF CROYDON**  
**Authorised Lending List as at 31/12/18 (Ratings as per FITCH)**

**LIST A**

Name	Credit Limit £	Long Term Rating	Short Term Rating	Viability Rating	Support Rating	Sovereign Rating
Royal Bank Of Canada <b>(Canada)</b>	20,000,000	AA	F1+	aa	2	AAA
Svenska Handelsbanken AB <b>(Sweden)</b>	20,000,000	AA	F1+	aa	5	AAA
Morgan Stanley Money Market Fund	15,000,000	AAA				
Aberdeen Money Market Fund	15,000,000	AAA				
Goldman Sachs Money Market Fund	15,000,000	AAA				
JP Morgan Money Market Fund	15,000,000	AAA				
Royal Bank of Scotland Group Plc <b>(Part Nationalised) (UK)</b>	25,000,000	BBB+	F2	bbb+	5	AA
Debt Management Account <b>(UK Government Body)</b>	No Limits					AA

**LIST B**

Name	Credit Limit £	Long Term Rating	Short Term Rating	Viability Rating	Support Rating	Sovereign Rating
Australia & New Zealand Banking Group <b>(Australia)</b>	10,000,000	AA-	F1+	aa-	1	AAA
Bank Of Montreal <b>(Canada)</b>	10,000,000	AA-	F1+	aa-	2	AAA
Bank Of Nova Scotia <b>(Canada)</b>	10,000,000	AA-	F1+	aa-	2	AAA
Canadian Imperial Bank Of Commerce <b>(Canada)</b>	10,000,000	AA-	F1+	aa-	2	AAA
Commonwealth Bank Of Australia <b>(Australia)</b>	10,000,000	AA-	F1+	aa-	1	AAA
DBS Ltd <b>(Singapore)</b>	10,000,000	AA-	F1+	aa-	1	AAA
National Australia Bank <b>(Australia)</b>	10,000,000	AA-	F1+	aa-	1	AAA
Overseas Chinese Banking Corporation Ltd <b>(Singapore)</b>	10,000,000	AA-	F1+	aa-	1	AAA
Toronto-Dominion Bank <b>(Canada)</b>	10,000,000	AA-	F1+	aa-	2	AAA
United Overseas Bank Ltd <b>(Singapore)</b>	10,000,000	AA-	F1+	aa-	1	AAA
Westpac Banking Corporation <b>(Australia)</b>	10,000,000	AA-	F1+	aa-	1	AAA
Nordea Bank AB <b>(Sweden)</b>	10,000,000	AA-	F1+	aa-	5	AAA
Skandinaviska Enskilda Banken AB <b>(Sweden)</b>	10,000,000	AA-	F1+	aa-	5	AAA
Swedbank AB <b>(Sweden)</b>	10,000,000	AA-	F1+	aa-	5	AAA

**LENDING LIST CRITERIA****LIST A****LIMITS TO INDIVIDUAL ORGANISATIONS**

Maximum Investment Limit - £20m apart from the limits on the institutions noted below.

**CREDIT RATINGS**

FITCH Rating in each of the following categories:	F1+ on Short Term Rating AA or above Long Term
Rating	aa- or above Viability Rating 5 or above for Support Rating AA+ or above Sovereign
Rating	

**APPROVED ORGANISATIONS MEETING CREDIT RATINGS**

ALL NON – UK BANKS that meet the FITCH ratings set out above.  
 ALL UK BUILDING SOCIETIES that meet the FITCH ratings set out above.  
 UK BANKS that meet the FITCH ratings set out above.  
 AAA RATED MONEY MARKET FUNDS - £15M LIMIT  
 DEBT MANAGEMENT OFFICE – NO LIMIT

**APPROVED ORGANISATIONS NOT MEETING THE ABOVE CREDIT RATINGS**

PART NATIONALISED UK BANKS – Limits as noted below:  
 ROYAL BANK OF SCOTLAND GROUP PLC - £25M LIMIT

**LIST B****LIMITS TO INDIVIDUAL ORGANISATIONS**

Maximum Investment Limit - £10m

**CREDIT RATINGS**

FITCH Rating in each of the following categories:	F1+ on Short Term Rating AA- or above on Long Term
Rating	a+ or above Viability Rating 5 or above for Support Rating AA+ or above Sovereign
Rating	

**APPROVED ORGANISATIONS MEETING CREDIT RATINGS**

ALL NON – UK BANKS that meet the FITCH ratings set out above.  
 ALL UK BUILDING SOCIETIES that meet the FITCH ratings set out above.  
 UK BANKS that meet the FITCH ratings set out above  
 ALL UK LOCAL AUTHORITIES

**GLOSSARY OF TERMS USED IN THE TREASURY STRATEGY STATEMENT,  
MINIMUM REVENUE PROVISION POLICY STATEMENT & ANNUAL  
INVESTMENT STRATEGY 2018/2019**

"Adjustment A"	The Prudential System came into force in 2004/05. The former system relied on the maintenance of credit ceilings for both GF and HRA to determine the MRP due for both. The new Prudential system uses figures derived from the authority's consolidated balance sheet to calculate MRP due. A safeguard was built into the new system to ensure that the transition did not lead to any artificial increase in MRP liability. This was based on calculating an amount known as "Adjustment A".
Affordable Borrowing Limit and Authorised Limit for external debit	The maximum amount the Council can borrow for capital and revenue purposes, allowing for unexpected events. It reflects a level of borrowing which, while not desirable, is affordable in the short term. This limit reflects the temporary nature of the borrowing.
Borrowing for Capital Purposes - Supported  - Unsupported	The amount of borrowing to finance capital projects for which the Government will give revenue support and specific grants.  Additional borrowing the Council may wish to undertake, but for which there will be no financial contribution through the grant system.
CIPFA Treasury Management Code of Practice	The professional code governing treasury management, which the Council has formally adopted.
Capital Financing Requirement (CFR)	The authority's underlying need to borrow to finance capital expenditure.
Consumer Price Index (CPI)	This is a measure of the general level of price changes for consumer goods and services but excludes most owner occupier housing costs such as mortgage interest payments, council tax, dwellings insurance, rents depreciation and the like.
FITCH	An internationally recognised rating agency which is used and approved by the Council's Treasury Advisers, Capita Asset Services.
Gross Domestic Product (GDP)	Gross Domestic Product (GDP) is a measure of a country's economic activity, including all the services and goods produced in a year within that country.

## APPENDIX F

G7	The Group of Seven (G7) is an informal bloc of seven industrialised democracies – the USA, Canada, France, Germany, Italy, Japan and the UK that meets annually to discuss issues such as global economic governance, international security and energy policy.
Lenders Option / Borrowers Option Loans (LOBO's)	A form of long-term borrowing where loans run at a fixed rate of interest for a fixed period of time, after which the Lender has the option to ask for repayment or change the interest rate on pre-determined dates. If the Lender decides to exercise the option to change the interest rate the borrower can then decide whether to accept the new terms or repay the loan with no penalty.
London Interbank Bid Rate (LIBID)	The interest rate at which major banks in London are willing to borrow (bid for) funds from each other.
Minimum Revenue Provision (MRP)	The amount which must be set aside from revenue each year to cover future repayment of loans. There is no MRP requirement for HRA borrowing.
Net Revenue Stream (NRS)	<p>The NRS for the General Fund is the “Amount to be met from Government Grant and Council Tax contributions”, as shown in the consolidated revenue account. This represents the budget requirement for the Council.</p> <p>The NRS for the Housing Revenue Account is the amount to be met from net rent income as shown in the HRA accounts.</p>
Operational boundary for external debt	The maximum amount of external debt according to probable events and consistent with the level of external debt projected in the estimates.
Public Works Loan Board (PWLB)	Part of the Government’s Debt Management Office, making long-term funds available to local authorities on prescribed terms and conditions.



**COMMENTARY FOR INTEREST RATE FORECASTS AND THE ECONOMY PROVIDED BY OUR TREASURY ADVISOR LINK ASSET SERVICES**

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth became increasingly strong during 2018 until slowing significantly during the last quarter. At their November quarterly Inflation Report meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. On a major assumption that Parliament and the EU agree a Brexit deal in the first quarter of 2019, then the next increase in Bank Rate is forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.25 – 2.50% in December 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We therefore saw US 10 year bond Treasury yields rise above 3.2% during October 2018 and also investors causing a sharp fall in equity prices as they sold out of holding riskier assets. However, by early January 2019, US 10 year bond yields had fallen back considerably on fears that the Fed was being too aggressive in raising interest rates and was going to cause a recession. Equity prices have been very volatile on alternating good and bad news during this period.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

**Investment and borrowing rates**

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.

- Borrowing interest rates have been volatile so far in 2018-19 and while they were on a rising trend during the first half of the year, they have backtracked since then until early January. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;
- There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

**For General Release**

<b>REPORT TO:</b>	<b>CABINET 25th February 2019</b>
<b>SUBJECT:</b>	<b>Housing Asset Management Plan (HAMP) 2019-28</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa - Executive Director of Place Kirsteen Roe - Director of Council Homes, Districts and Regeneration</b>
<b>CABINET MEMBER:</b>	<b>Councillor Alison Butler - Deputy Leader and Cabinet Member for Homes &amp; Gateway Services</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b></p> <p>Croydon Council has set out clear priorities for a safer, greener, economically prosperous and healthier Croydon.</p> <p>The Housing Asset Management Plan (the “Plan”) is intended to effectively maintain the Council’s housing assets in line with the Corporate Plan and business objectives.</p> <p>The Plan sets out four strategic objectives:</p> <ul style="list-style-type: none"> <li>• Compliant, decent and energy efficient homes</li> <li>• Homes in places where people want to live, work and socialise</li> <li>• Residents of all ages and backgrounds shaping services</li> <li>• Affordable and cost effective homes</li> </ul> <p>The Plan contributes to the following aims of the Corporate Plan:</p> <ul style="list-style-type: none"> <li>• People live long, healthy, happy and independent lives</li> <li>• Our children and young people thrive and reach their full potential</li> <li>• Good, decent homes, affordable to all</li> <li>• Everyone feels safer in their street, neighbourhood and home</li> <li>• A cleaner and more sustainable environment</li> <li>• Everybody has the opportunity to work and build their career</li> </ul>	
<p><b>FINANCIAL IMPACT:</b></p> <p>The Housing Asset Management Plan aims to meet our vision and deliver key promises to residents within a financially balanced business model.</p> <p>There are no direct costs arising from the implementation of the Housing Asset Management Plan. Key medium to long term financial assumptions and impacts of the Plan within the HRA Business Plan have been detailed in Section 5 of this report.</p>	
<p><b>KEY DECISION REFERENCE NO.:</b> <b>Not a Key Decision.</b> Recommendations are reserved to full Council for approval.</p>	
<p>The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below.</p>	

## **1. RECOMMENDATIONS**

The Cabinet is recommended to:

- 1.1 Note the proposed implementation and progression of the draft Housing Asset Management Plan which sets out the overarching direction, specific strategies, policies and procedures to manage the Council's housing assets over the period of 2019 to 2028; and
- 1.2 Recommend to Full Council that the Housing Asset Management Plan 2019-2028, Appendix 1 hereto, be approved and implemented.

## **2. EXECUTIVE SUMMARY**

- 2.1 This report sets out the analysis, consultation and background behind the draft Housing Asset Management Plan ("the Plan") for the Council's owned and managed housing assets; to ensure effective maintenance and improvements inline with corporate objectives, and legal and regulatory standards for the period 2019 to 2028.
- 2.2 This report sets out how the Plan aims to align with the key outcomes of the Corporate Plan, considers how legislative changes have impacted upon the financial climate of the HRA and addresses the key considerations of relevant policy.
- 2.3 The Plan compliments the HRA 40 year Business Plan 2018. The Plan has been developed to provide clear objectives when faced with financial challenges, increased scrutiny within the social housing sector following the Grenfell Tower tragedy, and increased demand for affordable housing, growth and regeneration.
- 2.4 The Plan sets out the proposed approach to be undertaken to ensure the Council meets statutory requirements and the Decent Homes Standard across all our homes. Furthermore, it aims to develop an enhanced Croydon Standard to meet the needs and aspirations of our residents and provide efficient, cost effective delivery across the Asset Management, Capital Delivery for Homes and Schools, and Repairs and Maintenance services.

## **3. DETAIL**

- 3.1 The HRA became self-financing in 2012, and the Council took control of the income and expenditure decisions required to manage its housing portfolio and its debt. (Before the lifting of the 'borrowing cap' the current amount of debt is £323m and the borrowing cap is £334m leaving a headroom of £11m).
- 3.2 The Welfare Reform and Work Act (23. Reduction in social housing rents) required that councils reduce rents by 1% per annum from 2016/17 to 2019/20. The reduction in rents meant that the HRA needed to make corresponding

savings in expenditure, reducing annual spending by a total of £13.0m over the four-year period in order to maintain a balanced position.

- 3.3 The government had proposed an extension of the right to buy scheme to housing association tenants. The funding for this measure was intended to come from the proceeds of selling “higher value” council houses as they became available. Payments were to be made to central government in the form of a levy, with any shortfall in receipts made up from the HRA. The government has decided to no longer go ahead with this.
- 3.4 The ‘A new deal for social housing’ Green Paper has indicated that the Government will allow rent increases from 2020/21 and they are exploring greater flexibilities in how Councils spend Right to Buy receipts.
- 3.5 In the Autumn Budget 2018 the Chancellor of the Exchequer confirmed the lifting of the ‘borrowing cap,’ providing opportunities to increase investment within the HRA. This development has eased the financial pressure on the HRA.
- 3.6 At the start of 2018/19, Croydon’s HRA held 13,572 homes, 2,375 leaseholders and 1,101 blocks. The Council invest £26.771m for planned maintenance and improvements and £12.392m for responsive and cyclical maintenance annually.
- 3.7 In addition, there are 834 homes that are managed on behalf of the General Fund, Private Landlords and Croydon Affordable Homes. These properties similarly require repair, maintenance and investment to maintain good quality accommodation.
- 3.8 The Council’s investment in property assets supports key objectives such as:
  - Good, decent homes, affordable to all
  - Everyone feels safer in their street, neighbourhood and home
  - A cleaner and more sustainable environment
  - Everybody has the opportunity to work and build their career
- 3.9 To ensure that the Council’s property assets are fit for purpose and supporting the Council’s objectives, a continuous cycle of review and challenge will be implemented and managed through a revised governance arrangement.
- 3.10 Key annual activities and performance have been outlined in Appendix 2 and support the delivery of the Corporate Policies. There will be an annual review of the actions and measures, and updated versions will be published each year.
- 3.11 Using effective asset management, the Council can deliver better outcomes for residents and provide homes in places where people want to live, work and socialise.
- 3.12 Croydon has achieved excellent results through investment in its housing stock:
  - The Council works closely with the London Fire Brigade to ensure that blocks continue to comply with fire safety regulations.

- In response to the Grenfell tragedy in June 2017, Croydon committed to installing sprinklers in all HRA tower blocks of 10 stories and above. In 2017/18 and 2018/19 sprinklers have been installed to 1,252 homes.
- The Council has achieved a constant 99-100% of homes maintained at the decent home standard over the last seven years.
- The Council achieved an average energy efficiency rating of 68.77 points (using the Building Research Establishment's energy performance calculation Reduced Data Standard Assessment Procedure - RDSAP) in October 2018 compared against the national average of 65.6 points.

3.13 This Plan aims to build on these successes through the key objectives below:

- Compliant, Decent & Energy Efficient Homes
- Homes in Places Where People Want to Live, Work & Socialise
- Residents of All Ages & Backgrounds Involved in Shaping Services
- Affordable and Cost Effective Homes

3.14 The Plan aims to establish a 'Croydon Standard' under the Compliant, Decent & Energy Efficient Homes objective. The Croydon Standard aims to deliver more efficient services based upon agreed component replacement lifecycles and specifications across contractor partners using their industry expertise. In addition, resident feedback on their priorities has been incorporated to target future investment programmes.

3.15 Members are therefore recommended to endorse the Housing Asset Management Plan 2019-2028, Appendix 1, and Housing Asset Management Plan Targets 2019-2020, Appendix 2, hereto and recommend to Full Council that it adopt the Plan at Appendix 1 and Targets at Appendix 2.

#### **4. CONSULTATION**

4.1 Croydon has an excellent track record of involving its residents in the management of their homes and neighbourhoods, therefore the development of this Plan placed a high amount of importance on staff and resident consultation.

4.2 A number of residents from across the borough were engaged through an organised workshop at Croydon Town Hall on Monday 15<sup>th</sup> October 2018. This sample of residents was selected from the housing involvement database and represent a varied population of our residents.

4.3 Council officers at all levels were engaged at the start of the strategic development and to review the final draft. The varied viewpoints of colleagues from across the Council, including Regeneration, Planning and Finance broadened the scope and scale of the Plan to beyond housing services, ensuring the Plan also contributes to wider objectives of the Council as set out in the Corporate Plan 2018-22.

4.4 Representatives from our contractor partners Axis, Mulalley, Guideline, Anglian, AJS and Clairglow provided their views on developments in the industry,

standards and specifications, and Croydon’s housing supply. This input is helping to shape the development of the ‘Croydon Standard’.

## 5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct financial implications arising from the approval of the Housing Asset Management Plan.
- 5.2 Croydon has invested in its HRA properties to ensure that it meets, and continues to achieve the Decent Homes Standard. The table below summarises the Council’s spend on housing stock over the past six years.

Table 1 – Expenditure on Housing Stock

Expenditure	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Responsive & Cyclical Repairs	12.890	10.470	11.630	11.450	10.950	12.392
Planned Maintenance & Improvements	21.950	22.080	23.220	23.550	26.120	26.771

- 5.3 The introduction of Self-Financing in 2012 has allowed for further investment into HRA properties, and has enabled works to be planned that are beyond the scope of Decent Homes Standard.
- 5.4 The table below sets out the budget and planned spend profile for responsive repairs and cyclical maintenance (revenue expenditure) and planned maintenance and improvements (capital programme of works) on the housing stock. The revenue spend savings anticipated in 2019/20 is £0.200m.

## 1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>Revenue Budget available</b>				
Expenditure	12,392	12,192	12,192	12,192
Income				
<b>Effect of decision from report</b>				
Expenditure	12,392	12,192	12,192	12,192
Income				
<b>Remaining budget</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Capital Budget available</b>				
Expenditure	26,771	26,771	26,771	26,771
Other	5,614	11,680	180	180
<b>Effect of decision from report</b>				
Expenditure	<u>32,385</u>	<u>38,451</u>	<u>26,951</u>	<u>26,951</u>
<b>Remaining budget</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

5.5 Due to the nature of the programme it is likely that there will be slippage in the 2018/19 budget detailed above and this will be reported to Cabinet in July 2019 as part of the July Financial review report.

### 1 The effect of the decision

1.1 There are no direct costs arising from the implementation of the Plan.

### 2 Risks

2.1 Social housing is facing a changing landscape with:

- more scrutiny on compliance and assurance following the Grenfell Tower fire;
- improved certainty over future budgets following the end of the 1% rent reduction, removal of the High Value Voids Levy, and lifting of the Borrowing Cap; and
- increased expectation to deliver new social housing.

2.2 We will ensure that our homes comply with all relevant legislation and that we are able to provide assurance that we are compliant. More in-depth



assessments of our properties, particularly relating to fire safety, could result in unexpected investment to ensure our homes remain safe.

2.3 Compliance work will be prioritised but could result in other, less essential, works being delayed because of budget limitations and contractor capacity.

2.4 The whole country and economy is faced with the uncertainty surrounding Brexit. The building industry is particularly susceptible to these changes, with a considerable proportion of the workforce originating from Europe, and materials supplied from the continent. A no deal position may result in:

- a reduced workforce and skills shortage which will delay the delivery of planned investment programmes
- shortages of materials and increased supply chain costs
- overall higher prices being passed on to the client
- construction companies of all sizes ceasing trading

### **3 Options**

3.1 There are several scenarios identified in the HRA Business Plan 2018. These are:

- Compliant and decent homes
- Compliant, decent homes, and improvements
- Compliant, decent homes, improvements, and £2m per annum regeneration
- Compliant, decent homes, improvements, and £6m per annum regeneration

3.2 Each scenario is viable within the HRA following the lifting of the borrowing cap but the two regeneration scenarios would require additional borrowing.

3.3 The HRA business plan is reviewed annually and this review takes the financial risks detailed in section 2 into consideration. An updated version of the plan with associated recommendations, taking into consideration the likely impact of proposals within the Social Housing Green Paper, is currently in development.

3.4 The Plan has been developed with all scenarios in mind and will provide the delivery framework for whichever option is recommended.

### **4 Future savings/efficiencies**

4.1 It is anticipated that through coordination of supply chain and components that savings can be made through increased purchasing power and 'right first time' repairs.

4.2 By undertaking financial assessments of homes on a regular basis it will be possible to identify high cost properties. Savings will be achieved through preventative measures (repairs and maintenance) or developing alternative approaches (disposal, conversion, extension, intensification). This should reduce the cost to the HRA.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk (S151 Officer)

## **6. LEGAL CONSIDERATIONS**

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that there are a number of statutory duties in relation to housing which the delivery of this Plan is proposed to support. These include:
- Under the Housing Act 2004 local authorities have a duty to keep housing conditions in their area under review, with a view to taking any action necessary under the provisions of Part 1 of the Act
  - Functions conferred on or exercisable by the Council as a housing authority (including functions conferred on the Council as a local authority in relation to the allocation of social housing and assessment of homeless persons under the Housing Act 1996 and subsequent amendments thereto and the Homelessness Reduction 2017).
  - Functions of the council as a social landlord under the Housing Act 1985
- 6.2 In undertaking the various functions and actions proposed by the draft Plan, the Council will need to be mindful of the duties imposed under the Landlord and Tenants Act 1985, as amended, including in particular the consultation duties pursuant to Section 20.
- 6.3 The Deregulation Act 2015 abolished the statutory requirement for English local authorities to produce a housing strategy as previously required by section 87 of the Local Government Act 2003. However, Section 8 of the Housing Act 1985 requires every local housing authority to periodically consider housing conditions in their area and the needs of the area with respect to the provision of further housing accommodation, and the need to review housing conditions under section 3 of the Housing Act 2004.

Approved by Sandra Herbert, Head of Litigation and Corporate Law, for and on behalf of Sean Murphy, Director of Law and Governance & Deputy Monitoring Officer

## **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no immediate HR implications that arise from the recommendations in this report which would impact Croydon Council staff.

Approved by: Sue Moorman, Director of Human Resources

## **8. EQUALITIES IMPACT**

- 8.1 An Equality Analysis process has been used to assess the actual or likely impact of the processes and procedures related to implementing the Plan. This assessment was undertaken in November 2018.
- 8.2 No further analysis is required as the Plan will mostly have a positive impact. Any consultation will endeavour to be as inclusive as possible. If any equalities issues arise as part of the consultation process, the Equality Analysis will be updated to reflect this.

Approved by: Yvonne Okiyo, Equalities Manager

## **9. ENVIRONMENTAL IMPACT**

- 9.1 The Plan sets out clear priorities for the environmental sustainability of Croydon's housing stock and to provide affordable warmth for residents through improved insulation and the installation of central heating.
- 9.2 Energy efficiency measures (including upgrades to boilers, central heating systems and insulation; double-glazing, and the kind of measure referred to above for hard to heat homes such as external cladding) are a key investment priority within the planned maintenance capital programme. These measures will contribute to a reduction in CO2 emissions as well as reducing heating bills to ensure that keeping the home warm is affordable.
- 9.3 The Plan also sets out initiatives to improve the forums in which residents, partnering contractors and partner officers will be able to influence and encourage environmentally sustainable behaviour and practices.

## **10. CRIME AND DISORDER REDUCTION IMPACT**

- 10.1 The Plan includes objectives to tackle anti-social behaviour and fly tipping through a range of measures within the Capital programme that support the Council's wider objectives to improve community safety. These may include installation of security door entry systems, environmental improvements, improved lighting, and deterrents to fly tipping hot spots.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 11.1 The Council has recognised that it is in need of an approved approach to the management of its housing assets for a number of reasons.
- The significant financial challenges faced by the Council in the future.
  - Ever increasing pressures within our sector around welfare reforms and rent levels.
  - The increasing demand for decent affordable housing to support our diverse and growing population.
  - The opportunity to deliver much needed regeneration across the borough.

## **12. OPTIONS CONSIDERED AND REJECTED**

- 12.1 The first option considered was to do nothing and continue to deliver the services as they currently stand. This would result in the Asset Management, Capital Delivery for Homes and Schools and Repairs and Maintenance services working to similar but local objectives, which would not develop the efficiencies and continuous improvement that collaborative working brings. While all three services have aligned their delivery with the Corporate Plan, delivering in silos

would be less impactful. In addition, there would be opportunities for inconsistent levels of service delivery across our housing stock and the initiatives and ideas that are derived from stakeholder engagement would necessarily be shared. While we would continue to delivery our services within a balanced HRA, the prioritisation of works would not be as coordinated; resulting in reduced resident satisfaction and inefficient repairs/investment delivery.

- 12.2 The Plan was developed with robust stakeholder engagement and built on the success of key investments and outcomes. As it aligns with the Corporate Plan 2018-22, its conception centered on the clear corporate priorities of delivering effective asset management.

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<b>APPENDICES TO THIS REPORT:</b>	Appendix 1 – Housing Asset Management Plan 2019-28 Appendix 2 – Housing Asset Management Plan Targets
<b>BACKGROUND PAPERS:</b>	None



# CROYDON'S HOUSING ASSET MANAGEMENT PLAN

2019 - 2028



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HOMES, RESIDENTS, NEIGHBOURHOODS





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**OBJECTIVE 4**  
Financially Viable Council Homes

# Foreword: Councillor Alison Butler, Deputy Leader, And Member For Homes & Gateway Services

I am delighted to be able to present to you the Council's Housing Asset Management Plan for the next ten years. There is a national housing crisis facing the country and local authorities have a major part to play in delivering new homes that are affordable to all. We will deliver real affordable homes for local people.



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Following the tragic events at Grenfell Tower in June 2017 this Council has been a national leader in fire safety and putting our residents first. Officers immediately responded by working to protect and reassure the residents of tower blocks, and begin delivery of the country's first retrofitting of sprinklers since the fire. We will ensure that all our homes are compliant and that residents feel safe in their home. We will also campaign on behalf of our residents for funding from central government to assist with fire safety.

The Hackitt Review 'Building a Better Future' has highlighted to landlords and the construction industry that there that there are areas for improvement but also that there are areas that still lack clarity. We welcome the recommendations of the report and will ensure that we always work to industry best practice.

Since the tragic event of Grenfell there has been increased scrutiny of the provision of social housing; ranging from fire safety measures, to how residents voices are heard, and dealing with the perceived stigma attached to living in social housing. We aim to abolish inequality in Croydon by working locally with communities, partners and residents.

Our residents have stated that safe, clean streets and neighbourhoods are a priority, and we will work to deliver them through well designed communal spaces. We will work together with residents to reduce fly-tipping and increase recycling.

We are committed to providing homes that are affordable, safe and of good quality – in sustainable communities. We support the development of homes that meet the changing needs of residents throughout their lifetimes.

We will manage and maintain the properties purchased through Croydon Affordable Homes, to let to families in housing need, at genuinely affordable rents, with security of tenure. We appreciate that we have a responsibility to those in our borough who do not have a place to call home and we will work to increase our social housing stock.

Investing in all our council homes will ensure they meet the decent homes standard.

Success looks like:

- Quality homes – more existing homes are decent and meet people's needs

- Lifetime homes – homes will be suitable for residents at every stage of life
- Standards are improved by introducing a Croydon Standard
- Anti-social behaviour is reduced throughout the borough, through work with partners and local community involvement
- Croydon's recycling rate is increased and the use of plastics is reduced
- When new homes are built we will ensure they are for all needs, including genuinely affordable homes

Housing provision impacts neighbourhoods, whether that is increasing demand for school places or the need for good local transport and parks and leisure spaces. As we look at our housing needs we are also looking at the needs of communities. This is about ensuring decent, affordable homes for all that are also in great neighbourhoods.

**Councillor Alison Butler**

*Deputy Leader, And Member For Homes & Gateway Services*



# Key Housing Statistics 2018/19

## PROPERTY



homes in Housing Revenue Account

Of which **1,221** sheltered and special sheltered homes

**1,100** blocks in Housing Revenue Account

 **2,400** leaseholders

**834**  managed homes

**1,252** homes in high rise blocks have sprinkler systems



## PEOPLE (LEAD RESIDENT)

Average tenant is

**53** years old



18-64 years **9,499**

65+ years **3,084**

**31.5%**  Male

**68.5%**  Female

**40.9%** of tenants are Black, Asian, and Minority Ethnic (BAME)

**6,618** in receipt of Housing Benefit 

**81%** of Council owned homes are in areas of high deprivation (IMD 1-3)

## PERFORMANCE

**99.68%**

pass Decent Homes Standard

**68.77** average energy rating



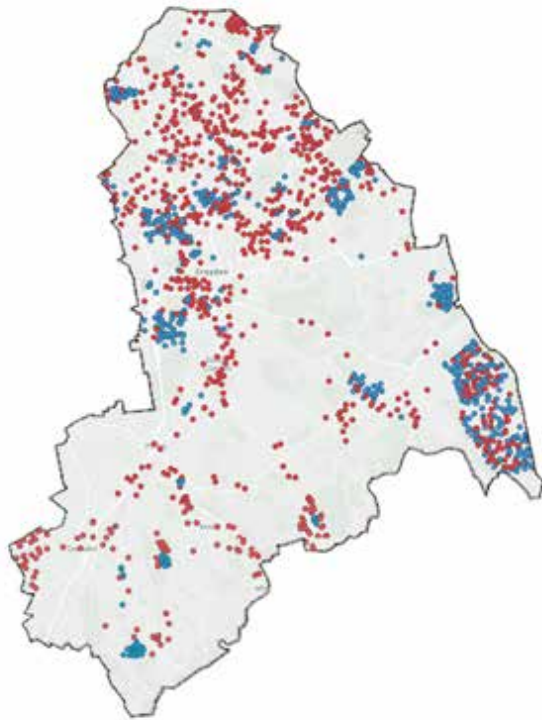
**490** residents signed up for resident engagement activities

Invest **£26.7m** per year  on improvements and maintenance

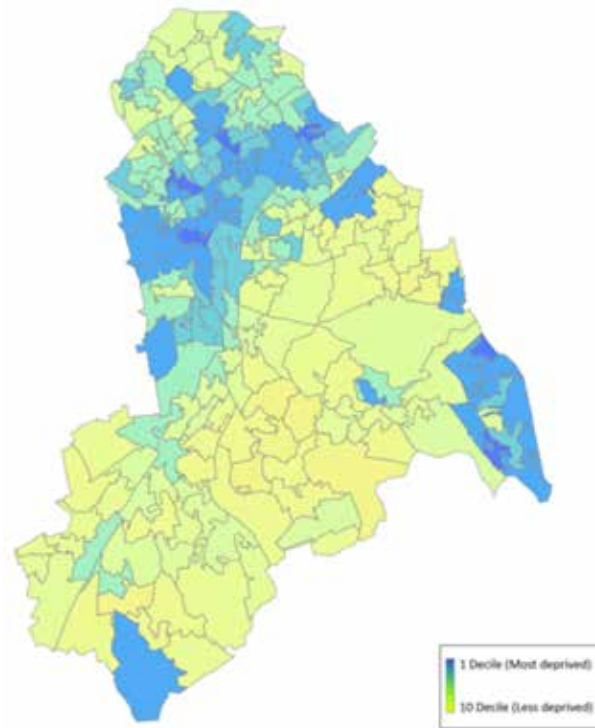


**c. £1.2m** on cyclical maintenance and **c. £11m** repairs and maintenance

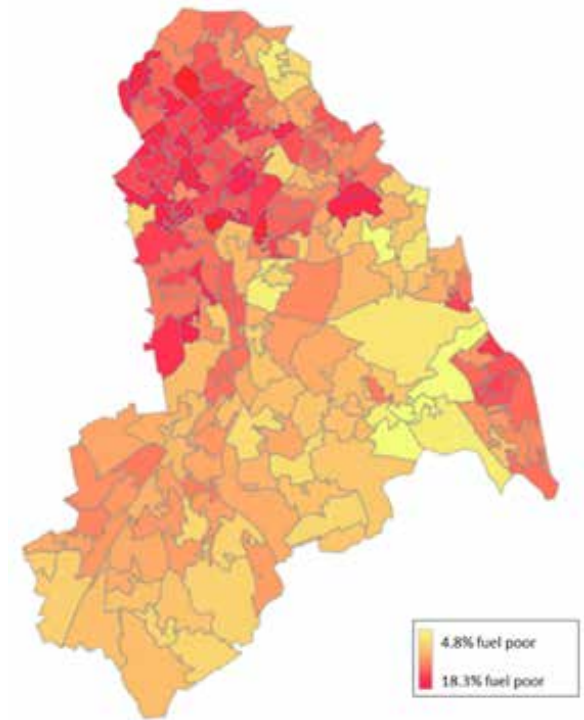
**Map 1** – The distribution of Council owned homes across the borough shows a relationship with socio-economic issues.



**Map 2** – 81% of Council owned homes are in areas of high deprivation (IMD 1-3).<sup>1</sup>



**Map 3** – 66% of Council owned homes are in areas with higher than the national average levels of fuel poverty.<sup>2</sup>



1. Croydon Observatory  
2. 'Annual Fuel Poverty Statistics Report, 2017 (2015 Data)' (Department for Business, Energy & Industrial Strategy, 2017)

## Our Vision

- Homes – providing residents properties that they are proud to call their home
- Resident Involvement – residents have a say, and their voice is heard
- Neighbourhoods – providing places where residents can live, work and socialise



*“This is about ensuring all Croydon residents have a decent place they can call home in a neighbourhood where they are happy to live.”*

## NATIONAL CONTEXT

Around **17%** of all homes nationally are social rented.<sup>3</sup>

There is a national shortage of housing, with estimates ranging from **240,000-300,000** new homes required every year to 2039.<sup>4</sup>

The 2008 climate change act commits the UK to reducing greenhouse gas emissions by

**CO<sub>2</sub> 80%** by **2050**

Government policy is for all homes to meet nearly net zero carbon levels by 2050.

Nearly **80%** of the **2050** stock has already been built.



Grant funding was replaced by HRA Self-Financing in 2012.



The Welfare Reform and Work Bill introduced a 1% rent reduction from 2016/17 to 2020/21, and plans to sell high value voids.



Debt taken on by the Self-Financing deal pushed the HRA towards the 'borrowing cap' which prevent the development of new social rented homes within the HRA.


The **'A new deal for social housing'** Green Paper has indicated that the Government will allow rent increases from 2020/21 and the removal of the high value voids levy. In the Autumn Budget 2018 the Chancellor of the Exchequer confirmed the lifting of the 'borrowing cap,' providing opportunities to increase investment and build new homes within the HRA."



3. 'A new deal for social housing' (Ministry of Housing, Communities and Local Government, 2018)

4. 'Tackling the under supply of housing in England' (Wendy Wilson, 2018)


**LOCAL CONTEXT**


Croydon's HRA currently owns  8.7% of all homes in the borough, but planned new developments over the next decade will see this proportion decrease.

Croydon is London's second most populous borough with **334,837** residents, with the number expected to rise to **445,000 by 2031**



 **2,000** new Council led developments prioritising Croydon residents and **346 street properties** purchased through Croydon Affordable Homes for families in need.

 81% of Council owned homes are in areas of high deprivation (Indices of Multiple Deprivation groups 1-3).<sup>5</sup>

 66% of Council owned homes are in areas with higher than the national average levels of fuel poverty.<sup>6</sup>

5. Croydon Observatory

6. 'Annual Fuel Poverty Statistics Report, 2017 (2015 Data)' (Department for Business, Energy & Industrial Strategy, 2017)



# COMPLIANT, DECENT & ENERGY EFFICIENT HOMES

## ► Our Vision

- Every home will meet the Decent Homes Standard.
- Every home will be energy efficient and help reduce fuel poverty to improve the health and wellbeing of our residents.
- Every home will meet the 'Croydon Standard' for housing to meet resident's aspirations.



## ► What we will do

- We will remain compliant and keep up to date on changes to legislation, regularly review policies and procedures and ensure we have robust assurance reporting to strengthen residents' trust.
- Undertake Housing Health and Safety Rating assessments to address hazards in homes.
- Continue to meet the Decent Homes Standard.
- Replace old and inefficient building components with modern efficient and easy to maintain facilities.
- Improve energy performance of homes by installing energy efficient components and embracing new technologies.
- Establish a 'Croydon Standard' based upon resident priorities and contractor knowledge, and bring every home to this standard.
- Homes will be suitable for residents at all stages of life.
- Review the communal spaces to sheltered and special sheltered blocks.
- Focus on the properties most in need of investment.

# HOMES IN PLACES WHERE PEOPLE WANT TO LIVE, WORK & SOCIALISE

## ► Our Vision

- New social and affordable homes created through conversion, extension, and intensification.
- Light, clean and safe communal spaces.
- Reduced anti-social behaviour, reduced fly-tipping, and increased recycling through well designed communal spaces.
- Provision of good local facilities, such as play spaces.





## ▶ What we will do

- Review the long term viability of homes and assess options for conversion, extension, intensification and disposal.
- Undertake regular inspection, repair and maintenance of external building components.
- Review anti-social behaviour hot spots and design solutions to reduce future incidents.
- Review fly-tipping hot spots and design solutions to reduce future incidents.
- Improve recycling rates by upgrading refuse and recycling facilities.

# RESIDENTS OF ALL AGES & BACKGROUNDS INVOLVED IN SHAPING SERVICES

## ► Our Vision

- Driven by the priorities of residents, they will be empowered with greater engagement over their homes and communities.
- Residents are benefitting from training opportunities and access to employment provided by contractor partners and the supply chain.
- Residents are listened to and there is a culture of accountability and respect.
- Our residents are empowered and their voices are heard to improve service delivery.
- By addressing inequality, living in social housing will be seen as a positive and equivalent to other forms of tenure.



## ► What we will do

- Provide job opportunities, apprenticeships, work experience and training through our contractor partners and the supply chain.
- Engage with residents of all ages and backgrounds through face to face, telephone and digital technologies.
- Provide regular training, information sessions and support to develop 'expert' residents to improve Council services.
- Provide opportunities for residents to witness major works and other housing management services through regular site visits.
- Use new and emerging technologies to provide residents with new ways to engage in meetings and give feedback.
- We will work with our residents to promote the positives about living in social housing and campaign to remove stigma where there is any.

# AFFORDABLE AND COST EFFECTIVE HOMES

## ► Our Vision

- Homes are affordable for residents and cost effective for both the Council and residents.
- Maintain a balanced HRA Business Plan.
- Planned actions for cost ineffective homes to reduce the burden on budgets.
- Service delivery within contract spend limits and performance targets.
- Every home will be suitable for its tenure type.

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## ▶ What we will do

- Update the HRA Business Plan annually to ensure its long term viability.
- Undertake Net Present Value assessments of homes to highlight properties that are not cost effective.
- Carry out feasibility studies of poor performing homes and develop suitable plans for conversion, extension, disposal or intensification.
- Develop a disposals and acquisitions policy.
- Undertake regular monitoring of our contracts to ensure that we achieve value for money and performance standards.
- Review homes and tenure types to ensure they are appropriate.

CROYDON'S  
**HOUSING ASSET  
MANAGEMENT  
PLAN**

2019 - 2028

# Housing Asset Management Plan Targets 2019-2020

The Housing Asset Management Plan 2019-28 outlines four key themes for the effective management of Council owned homes. These are:

- Compliant, decent and energy efficient homes
- Homes in places where people want to live, work and socialise
- Residents of all ages and backgrounds shaping services
- Affordable and cost effective homes

Additionally, the Plan will also support the following Corporate Plan 2018-22 objectives:

- People live long, healthy, happy and independent lives
- Our children and young people thrive and reach their full potential
- Good, decent homes, affordable to all
- Everyone feels safer in their street, neighbourhood and home
- A cleaner and more sustainable environment
- Everybody has the opportunity to work and build their career

The key activities for the period 2019-2020 are outlined below, with indicators to measure our performance.



# Housing Asset Management Plan Targets 2019-2020

## Housing Asset Management Plan 2019-2028

### COMPLIANT, DECENT & ENERGY EFFICIENT HOMES

- We will remain compliant and keep up to date on changes to legislation, regularly review policies and procedures and ensure we have robust assurance reporting to strengthen residents' trust.
- Undertake Housing Health and Safety Rating assessments to address hazards in homes.
- Continue to meet the Decent Homes Standard.
- Replace old and inefficient building components with modern efficient and easy to maintain facilities.
- Improve energy performance of homes by installing energy efficient components and embracing new technologies.
- Establish a 'Croydon Standard' based upon resident priorities and contractor knowledge, and bring every home to this standard.
- Homes will be suitable for residents at all stages of life.
- Review the communal spaces to sheltered and special sheltered blocks.
- Focus on the properties most in need of investment.

### HOMES IN PLACES WHERE PEOPLE WANT TO LIVE, WORK & SOCIALISE

- Review the long term viability of homes and assess options for conversion, extension, intensification and disposal.
- Undertake regular inspection, repair and maintenance of external building components.
- Review anti-social behaviour hot spots and design solutions to reduce future incidents.
- Review fly-tipping hot spots and design solutions to reduce future incidents.
- Improve recycling rates by upgrading refuse and recycling facilities.

### RESIDENTS OF ALL AGES & BACKGROUNDS INVOLVED IN SHAPING SERVICES

- Provide job opportunities, apprenticeships, work experience and training through our contractor partners and the supply chain.
- Engage with residents of all ages and backgrounds through face to face, telephone and digital technologies.
- Provide regular training, information sessions and support to develop 'expert' residents to improve Council services.
- Provide opportunities for residents to witness major works and other housing management services through regular site visits.
- Use new and emerging technologies to provide residents with new ways to engage in meetings and give feedback.
- We will work with our residents to promote the positives about living in social housing and campaign to remove stigma where there is any.

### AFFORDABLE AND COST EFFECTIVE HOMES

- Update the HRA Business Plan annually to ensure its long term viability.
- Undertake Net Present Value assessments of homes to highlight properties that are not cost effective.
- Carry out feasibility studies of poor performing homes and develop suitable plans for conversion, extension, disposal or intensification.
- Develop a disposals and acquisitions policy.
- Undertake regular monitoring of our contracts to ensure that we achieve value for money and performance standards.
- Review homes and tenure types to ensure they are appropriate.



# Key Actions

Task No.	Objective	Action	Service	Supporting Teams	Target
1	Compliant, decent & energy efficient homes	Every property to have relevant compliance certificates.	Repairs and Maintenance	Assets & Involvement; Capital Delivery for Homes & Schools	Ongoing
2	Compliant, decent & energy efficient homes	Launch the 'Croydon Standard' and standardise components.	Assets & Involvement	Capital Delivery for Homes & Schools; Repairs & Maintenance	2019-2020
3	Homes in places people want to live, work & socialise	Prioritise housing sites with fly-tipping issues and explore options.	Assets & Involvement	Tenancy & Caretaking Services; Capital Delivery for Homes & Schools	2019-2021
4	Residents of all ages & backgrounds involved in shaping services	Deliver training sessions to develop 'expert' residents.	Assets and Involvement	Learning and Organisational Development	2019-2021
5	Residents of all ages & backgrounds involved in shaping services	Refresh Resident Framework.	Assets and Involvement	Repairs & Maintenance; Capital Delivery for Homes & Schools; Housing Assessments & Solutions	2019-2020

# Key Actions

Task No.	Objective	Action	Service	Supporting Teams	Target
6	Affordable and Cost Effective Homes	Undertake Net Present Value Assessments of whole housing stock.	Assets and Involvement	Repairs & Maintenance; Gateway Service Development; Housing Assessments & Solutions	2019-2020
7	Affordable and Cost Effective Homes	Assess 10% worst performing properties by Net Present Value.	Assets and Involvement	Repairs & Maintenance; Gateway Service Development; Housing Assessments & Solutions; Regeneration	2019-2021
8	Affordable and Cost Effective Homes	Launch an Acquisitions and Disposals policy and procedure.	Assets and Involvement	Assets & Involvement; Capital Delivery for Homes & Schools; Repairs & Maintenance; Tenancy	2019-2020
9	Affordable and Cost Effective Homes	Full Fibre Broadband to Social Housing	Assets and Involvement	Assets & Involvement; Capital Delivery for Homes & Schools; Repairs & Maintenance	2019-2021
10	Affordable and Cost Effective Homes	Croydon Community Energy Scheme	Assets and Involvement	Assets & Involvement; Capital Delivery for Homes & Schools; Repairs & Maintenance	2019-2021

# Key Performance Indicators

KPI Ref	Objective	KPI Description	Target	Measured
1.01	Compliant, decent & energy efficient homes	Percentage of homes that have valid compliance certificates.	100%	Quarterly
1.02	Compliant, decent & energy efficient homes	Percentage of homes that meet the Decent Homes Standard.	99%	Quarterly
1.03	Compliant, decent & energy efficient homes	Average energy efficiency rating.	68%	Annually
1.05	Compliant, decent & energy efficient homes	Number of homes reporting disrepair.	0	Quarterly
1.06	Compliant, decent & energy efficient homes	Percentage of properties becoming void in year.	5%	Annually
1.07	Compliant, decent & energy efficient homes	Average void turnaround time.	11 days	Monthly
1.08	Compliant, decent & energy efficient homes	Urgent repairs completed on time.	100%	Monthly
3.01	Residents of all ages & backgrounds involved in shaping services	% residents satisfaction following improvement works	95%	Quarterly
4.01	Affordable and Cost Effective Homes	Number of homes with a negative Net Present Value calculation.	0	Annually

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