

CROYDON COUNCIL

REVENUE BUDGET AND CAPITAL PROGRAMME

2022/23

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY

GENERAL FUND SUMMARY

DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E)
		Inflation (B) £000's	Other (C) £000's		
SERVICE BUDGETS					
CHILDREN, YOUNG PEOPLE AND EDUCATION	106,150	-	(26,467)	79,683	(25)
ADULT SOCIAL CARE AND HEALTH	125,488	-	(11,273)	114,215	(9)
HOUSING	13,793	-	(5,765)	8,028	(42)
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY RESOURCES	51,399	-	(24,933)	26,466	(49)
ASSISTANT CHIEF EXECUTIVE	33,910	-	(9,123)	24,787	(27)
	20,891	-	11,587	32,478	55 n/a
NET COST OF SERVICES	351,631	-	(65,974)	285,657	(19)
Contribution to Provision for Doubtful Debts	1,000	-	-	1,000	-
Core Grants	(35,941)	-	(1,392)	(37,333)	4
Corporate Held Service Budgets	8,494	-	21,783	30,276	256
Other Corporate Items	(4,076)	-	874	(3,202)	(21)
Contingency	7,652	-	(2,652)	5,000	(35)
Levies from Other Bodies		-	-		
Environment Agency	300	-	14	314	5
Lee Valley Regional Park Authority	428	-	(106)	322	(25)
London Boroughs Grants Committee	313	-	(16)	297	(5)
London Pensions Fund Authority	463	-	(6)	457	(1)
London Local Gold	30	-	(9)	21	(30)
Interest and Investment Income	(8,155)	-	22	(8,133)	(0)
Interest Payable	31,357	-	(3,832)	27,525	(12)
Sub Total	1,865	-	14,680	16,544	787
NET OPERATING EXPENDITURE	353,496	-	(51,294)	302,201	(15)
APPROPRIATIONS	-	-	-	-	-
Contributions to / (from) Earmarked Reserves	(7,000)	-	3,440	(3,560)	(49)
Provision for Repayment of External Loans	10,796	-	10,204	21,000	95
Depreciation	(30,507)	-	30,507	-	
REFCUS	(4,574)	-	4,574	-	(100)
Deferred / Intangible Charges Written Off	(2,793)	-	2,793	-	-
Capitalisaiton	(50,000)	-	25,000	(25,000)	-
Contribution to / (from) General Balances	10,000	-	(10,000)	-	(100)
Sub Total	(74,077)	-	66,518	(7,559)	(90)
BUDGET REQUIREMENT	279,419	-	15,224	294,642	5.45%
FINANCED BY					
Revenue Support Grant	14,205	-	441	14,646	3
Collection Fund surplus / (deficit)	(4,554)	-	5,494	940	(121)
Business Rates Top Up Grant	34,192	-	-	34,192	-
Business Rates Income	37,482	-	(6,730)	30,752	(18)
Council Tax - Band D Equivalent	198,094	-	16,018	214,112	8
TOTAL FINANCING	279,419	-	15,223	294,642	5.45
COUNCIL TAX SUMMARY	Total Council tax 2021/22 £000's	Band D Equivalent £.pp	2022/23 Band D Equivalent £.pp	Total Council tax 2022/23 £000's	Change Band D Equivalent %
London Borough of Croydon	175,943	1,354.02	1,384.36	188,786	1.99%
Adult Social Care Levy	22,151	170.47	185.71	25,325	3.00%
Sub Total	198,094	1,524.49	1,570.07	214,112	
Greater London Authority	47,254	363.66	395.59	53,947	8.77%
TOTAL	245,348	1,888.15	1,965.66	268,058	4.11%

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

DESCRIPTION	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
	2021/22	Inflation	Other	2022/23	
	(A)	(B)	(C)	(D)	
	£000's	£000's	£000's	£000's	(E)
EXPENDITURE					
Employees	173,383	-	(175)	173,208	(0)
Premises related expenditure	51,834	-	(2,250)	49,584	(4)
Supplies and Services	70,521	-	1,604	72,124	2
Third Party Payments	214,959	-	(12,915)	202,044	(6)
Transfer Payments	336,055	-	(29,803)	306,252	(9)
Transport related expenditure	10,981	-	606	11,587	6
Capital Charges	30,507	-	(30,507)	-	(100)
Intangible Charges	3,035	-	(3,035)	-	(100)
REFCUS	4,574	-	(4,574)	-	(100)
Corporate support services bought in	(6,705)	-	-	(6,705)	-
Recharges from other services	33,161	-	2,607	35,768	8
TOTAL EXPENDITURE	922,304	-	(78,442)	843,862	(9)
INCOME					
Government Grants	(384,877)	-	20,142	(364,735)	(5)
Other Grants, reimbursements and contributions	(31,223)	-	(121)	(31,344)	0
Customer and Client Receipts	(110,333)	-	(6,111)	(116,444)	6
Interest Receivable	(28)	-	-	(28)	-
Recharges to other services	(44,212)	-	(1,442)	(45,654)	3
TOTAL INCOME	(570,673)	-	12,468	(558,205)	(2)
NET EXPENDITURE	351,631	-	(65,974)	285,657	(19)

STAFF ESTABLISHMENT NUMBERS

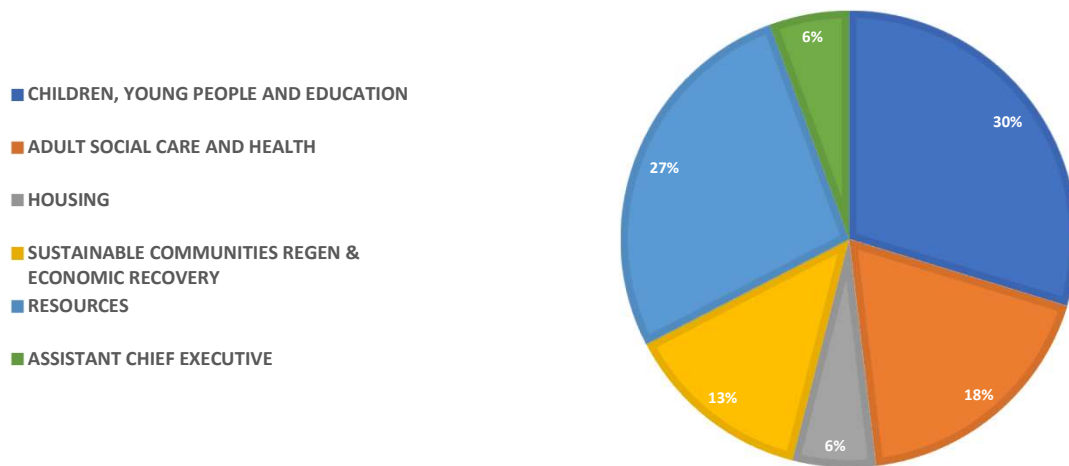
DESCRIPTION	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2021/22	2022/23	2022/23
	FTE STAFF	FTE STAFF	FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION	939.7	975.1	35.4
ADULT SOCIAL CARE AND HEALTH	576.0	653.3	77.3
HOUSING	164.8	164.4	(0.4)
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	770.6	740.2	(30.4)
RESOURCES	487.8	464.9	(22.9)
ASSISTANT CHIEF EXECUTIVE	357.3	312.6	(44.7)
TOTAL FTE STAFF	2,356.4	2,335.4	(21.0)

REVENUE BUDGET SUMMARY

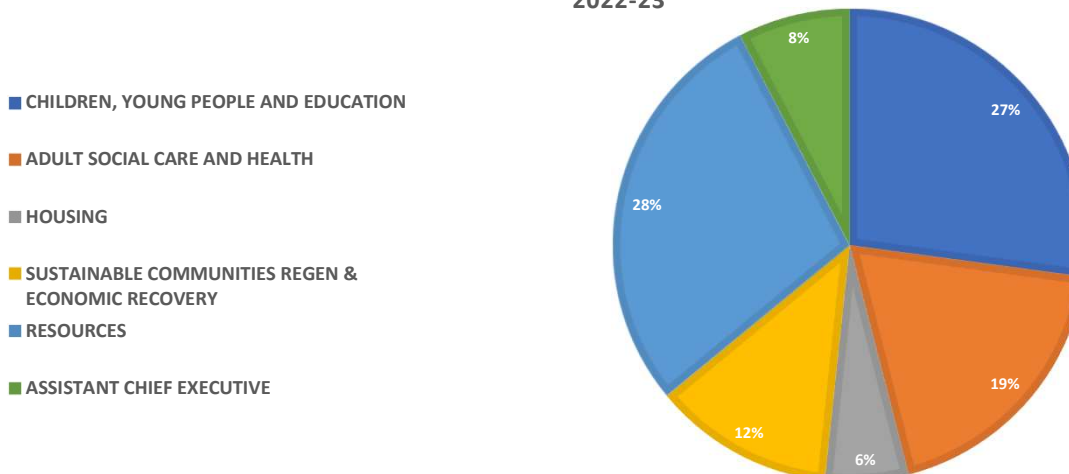
DEPARTMENTAL GROSS EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E)
		Inflation (B) £000's	Other (C) £000's		
SERVICE BUDGETS					
CHILDREN, YOUNG PEOPLE AND EDUCATION	274,250	-	(45,279)	228,970	(17)
ADULT SOCIAL CARE AND HEALTH	169,429	-	(10,376)	159,053	(6)
HOUSING	54,477	-	(6,331)	48,146	(12)
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	123,320	-	(19,237)	104,083	(16)
RESOURCES	248,838	-	(9,735)	239,103	(4)
ASSISTANT CHIEF EXECUTIVE	51,990	-	12,516	64,506	24
GROSS DEPARTMENTAL COST OF SERVICE	922,304	-	(78,442)	843,862	(9)

**GROSS EXPENDITURE BY DEPARTMENT
2021-22**



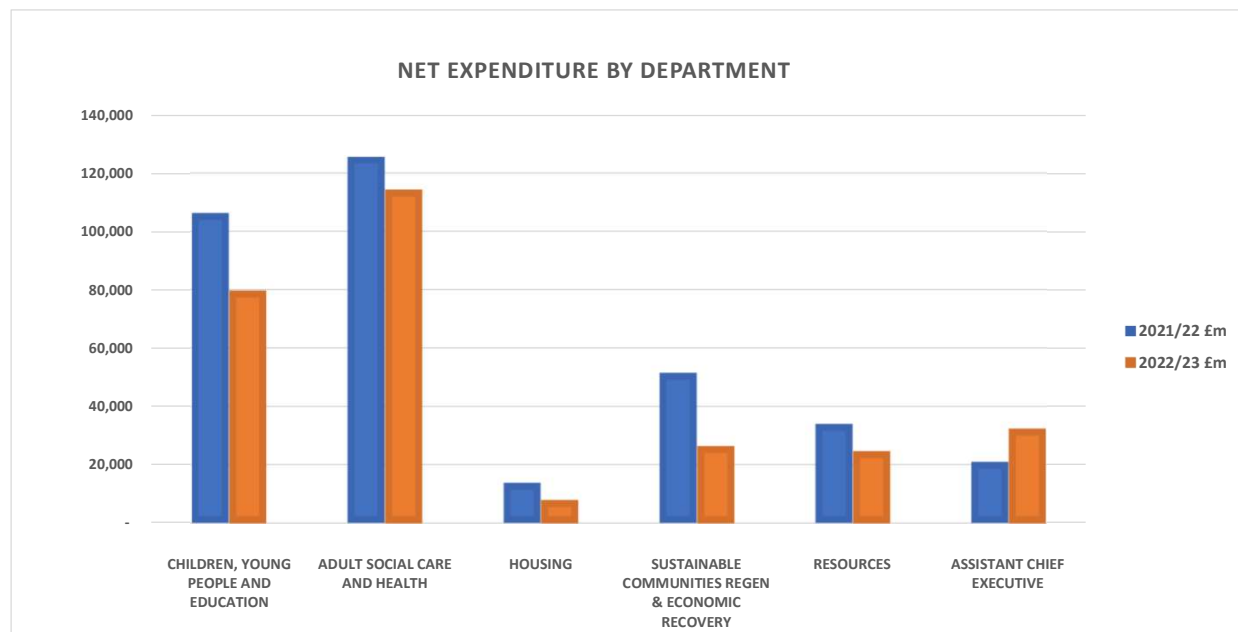
**GROSS EXPENDITURE BY DEPARTMENT
2022-23**



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

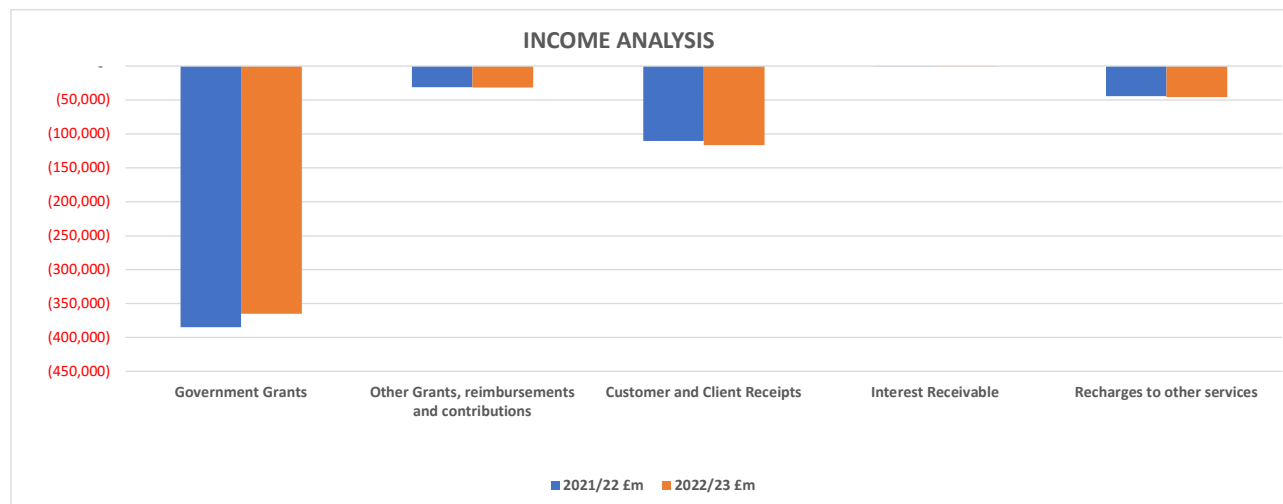
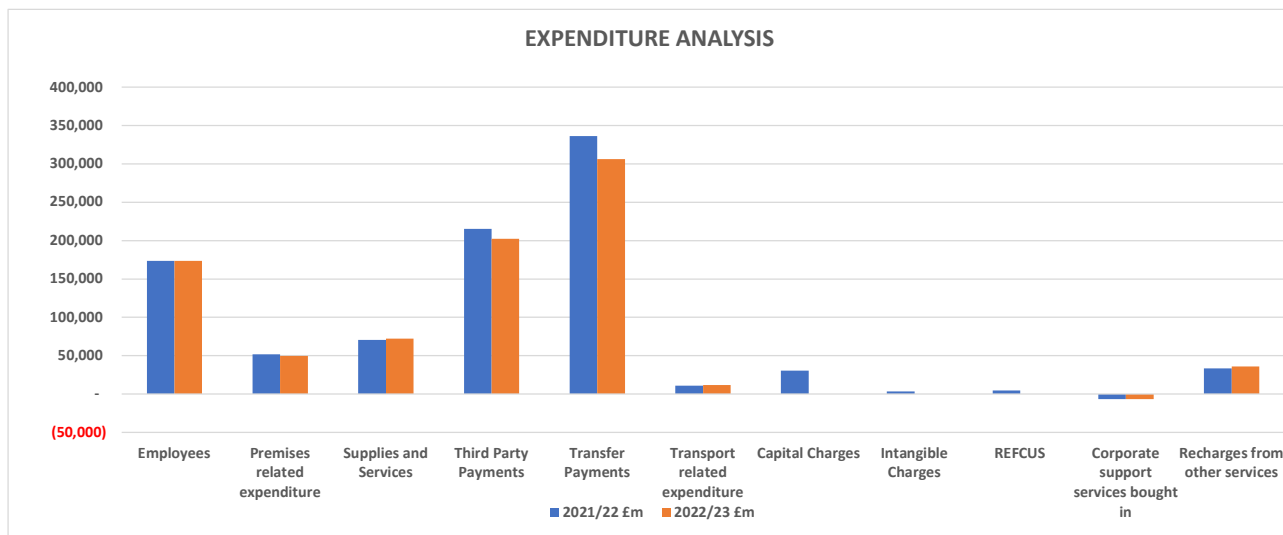
DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E)
		Inflation (B) £000's	Other (C) £000's		
SERVICE BUDGETS					
CHILDREN, YOUNG PEOPLE AND EDUCATION	106,150	-	(26,467)	79,683	(25)
ADULT SOCIAL CARE AND HEALTH	125,488	-	(11,273)	114,216	(9)
HOUSING	13,793	-	(5,765)	8,027	(42)
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	51,399	-	(24,933)	26,466	(49)
RESOURCES	33,910	-	(9,123)	24,787	(27)
ASSISTANT CHIEF EXECUTIVE	20,891	-	11,587	32,478	55
NET COST OF SERVICES	351,631	-	(65,974)	285,657	(19)



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E)
	2021/22	Inflation	Other	2022/23	
	(A) £000's	(B) £000's	(C) £000's	(D) £000's	
EXPENDITURE					
Employees	173,383	-	(175)	173,208	(0)
Premises related expenditure	51,834	-	(2,250)	49,584	(4)
Supplies and Services	70,521	-	1,604	72,124	2
Third Party Payments	214,959	-	(12,915)	202,044	(6)
Transfer Payments	336,055	-	(29,803)	306,252	(9)
Transport related expenditure	10,981	-	606	11,587	6
Capital Charges	30,507	-	(30,507)	-	(100)
Intangible Charges	3,035	-	(3,035)	-	(100)
REFCUS	4,574	-	(4,574)	-	(100)
Corporate support services bought in	(6,705)	-	-	(6,705)	-
Recharges from other services	33,161	-	2,607	35,768	8
TOTAL EXPENDITURE	922,304	-	(78,442)	843,862	(9)
INCOME					
Government Grants	(384,877)	-	20,142	(364,735)	(5)
Other Grants, reimbursements and contributions	(31,223)	-	(121)	(31,344)	0
Customer and Client Receipts	(110,333)	-	(6,111)	(116,444)	6
Interest Receivable	(28)	-	-	(28)	-
Recharges to other services	(44,212)	-	(1,442)	(45,654)	3
TOTAL INCOME	(570,673)	-	12,468	(558,205)	(2)
NET EXPENDITURE	351,631	-	(65,974)	285,657	(19)



TOTAL CHILDREN, YOUNG PEOPLE AND EDUCATION

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KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

Service developments across the Directorate in education, children's social care and quality, commissioning and performance improvement aim to sustain the service offer to children, families and schools at reduced cost, whilst continuing to meet statutory responsibilities. We will retain the commitment to the following values that guide us:

- Putting children at the centre of all that we do
- Building and sustaining trusting relationships
- Doing things with children and their families not to them and enabling independence
- Working with the whole family, the school and community
- Making the journey of the child and family as simple as possible
- Intervening as early as possible

The following principles will guide the delivery of this commitment:

- We will support families to keep children and young people safely at home, and make sound decisions to bring children into our care when we need to
- We will develop local provision so more children with Special Education Needs and Disabilities attend Croydon schools, keeping close to their friends and community and relieving the pressure on the Dedicated Schools Grant
- We will get the best possible value for the Croydon pound for placements and packages of care for children and young people, commissioning for cost and quality
- We will continuously challenge ourselves to improve efficiency and reduce the cost of services, improving the business systems and processes needed to enable us to understand our spend and accurately benchmark ourselves against others locally, regionally and nationally.

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	ORIGINAL	% CHANGE
	2020/21 £000	BUDGET 2021/22 £000		BUDGET 2021/22 £000	
Employees	159,266	50,429	49,191	50,463	0
Premises related expenditure	8,781	82	147	106	29
Supplies and Services	51,492	3,991	4,904	4,360	9
Third Party Payments	59,722	62,294	50,517	51,508	(17)
Transfer Payments	153,483	131,725	103,677	114,141	(13)
Transport related expenditure	260	27	4	17	(37)
Capital Charges	7,968	9,334	9,334	-	(100)
Intangible Charges	-	-	-	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	11,116	8,725	8,725	-	(100)
Recharges from other services	10,262	7,643	8,733	8,376	10
TOTAL EXPENDITURE	462,350	274,250	235,232	228,971	(3)
Government Grants	(327,123)	(161,857)	(126,272)	(139,829)	(14)
Other Grants, reimbursements and contributions	(6,512)	(1,028)	(1,352)	(1,642)	60
Customer and Client Receipts	(4,780)	(237)	(1,963)	(2,470)	942
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(3,980)	(4,978)	(4,607)	(5,347)	7
TOTAL INCOME	(342,395)	(168,100)	(134,194)	(149,288)	11
TOTAL NET EXPENDITURE	119,955	106,150	101,038	79,683	(21)
Contributions to / (from) Reserves	(332)	-	-	-	n/a
CURRENT BUDGET	105,683		107,217		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	13,940		(6,179)		

TOP FINANCIAL RISKS 2022/23

The number of unaccompanied asylum seeking children (UASC) and care leavers who were previously unaccompanied children continues to be substantially above the National Transfer Scheme rate of 0.07% of the borough's child population as a consequence of the location of the Home Office Asylum Entry Unit in the borough. This places substantial additional financial pressures on the Council in order to deliver its statutory obligations. Whilst the numbers of under 18s are decreasing the financial pressures are greatest for young people over 18 where direct and indirect service provision costs are not decreasing at the same rate. The Council is continuing to engage in positive dialogue with the DFE, Home Office and DHLUC various government departments to mitigate this financial burden over 2022-24.

Demand for social care services has been depressed as a result of the pandemic, for example the use of in-home carers by families of children with disabilities. However there is no evidence of reduced needs and the services will need to be ready to respond to any upturn in demand.

An increasing population with complex learning needs and parental expectations leads to rising demand and financial pressure on Special Educational Needs fixed budgets including pressure on High Needs Dedicated Schools Grant (DSG) budget, which can't be funded from General Fund reserves. Local Authorities with a DSG deficit are required to submit a DSG Management Plan to the Department for Education. Progress against this plan is reported to both the School Forum and the General Purposes and Audit Committee.

CABINET MEMBER	Cllr Alisa Flemming	Cabinet Member for Children, Young People and Learning
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Deborah Jones	Interim Corporate Director of Children, Young People and Education	60531
Róisín Madden	Interim Director of Children's Social Care	64852
Shelley Davies	Director of Education	88414
Kerry Crichlow	Director of Quality, Policy and Performance Improvement	64802

DIVISION CODE	DIVISION
C1205E	CHILDREN, YOUNG PEOPLE AND EDUCATION
C1210E	CHILDREN'S SOCIAL CARE
C1220E	EDUCATION DIVISION
C1230E	QUALITY, POLICY AND PERFORMANCE IMPROVEMENT

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22 £000's	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
10,039	C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	10,732	-	(10,158)	574	(95)
73,771	C1210E : CHILDREN'S SOCIAL CARE	78,302	-	(10,918)	67,384	(14)
12,486	C1220E : EDUCATION DIVISION	14,069	-	(6,812)	7,257	(48)
4,742	C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	3,047	-	1,421	4,468	47
					-	n/a
101,038	TOTAL NET EXPENDITURE	106,150	-	(26,467)	79,683	(25)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	8.0	6.0	(2.0)
C1210E : CHILDREN'S SOCIAL CARE	566.6	617.8	51.2
C1220E : EDUCATION DIVISION	317.1	262.8	(54.2)
C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	48.0	88.5	40.5
			-
TOTAL FTE STAFF	939.7	975.1	35.4

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children, Young People and Education Directorate staffing has reduced by 2 FTE due to a realignment of staffing budgets.

Children's Social Care staffing has increased by 51.2 FTE due to the decentralisation of business support and the restructure of teams.

Education staffing has reduced by 54.2FTE due to the decentralisation of business support and other staffing realignments to reflect service demands.

Quality, Policy and Performance Improvement staffing has increased by 40.5 FTE due to posts being transferred from services within Children's Social Care Directorate.

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
£000's						
49,191	Employees	50,429	-	34	50,463	0
147	Premises related expenditure	82	-	24	106	29
4,904	Supplies and Services	3,991	-	369	4,360	9
50,517	Third Party Payments	62,294	-	(10,786)	51,508	(17)
103,677	Transfer Payments	131,725	-	(17,584)	114,141	(13)
3,760	Transport related expenditure	27	-	(10)	17	(37)
8,733	Recharges from other services	7,643	-	733	8,376	10
217,173	TOTAL CONTROLLABLE EXPENDITURE	256,191	-	(27,220)	228,971	(11)
(126,272)	Government Grants	(161,857)	-	22,028	(139,829)	(14)
(1,352)	Other Grants, reimbursements and contributions	(1,028)	-	(614)	(1,642)	60
(1,963)	Customer and Client Receipts	(237)	-	(2,233)	(2,470)	942
-	Interest Receivable	-	-	-	-	n/a
(4,607)	Recharges to other services	(4,978)	-	(369)	(5,347)	7
(134,194)	TOTAL CONTROLLABLE INCOME	(168,100)	-	18,812	(149,288)	(11)
82,979	NET CONTROLLABLE COST	88,091	-	(8,408)	79,683	(10)
9,334	Capital Charges	9,334	-	(9,334)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8,725	Corporate support services bought in	8,725	-	(8,725)	-	(100)
18,059	TOTAL NON-CONTROLLABLE EXPENDITURE	18,059	-	(18,059)	-	(100)
101,038	NET COST OF SERVICE	106,150	-	(26,467)	79,683	(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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
101,038	TOTAL NET EXPENDITURE	106,150	-	(26,467)	79,683	(25)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						85
Strategic budget - agreed additional income / savings						(9,557)
Other resource changes						(16,995)
TOTAL OTHER VARIATIONS IN RESOURCE						(26,467)

SERVICE DESCRIPTION

This cost centre is used to charge all administration costs relating to the Directorate.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1202F	CHILDREN, YOUNG PEOPLE AND EDUCATION	10,732	-	(10,158)	574	(95)
	TOTAL NET EXPENDITURE	10,732	-	(10,158)	574	(95)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	8.0	6.0	(2.0)
TOTAL FTE STAFF	8.0	6.0	(2.0)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
447	Employees	903	-	(426)	477	(47)
-	Premises related expenditure	1	-	-	1	-
74	Supplies and Services	54	-	-	54	-
200	Third Party Payments	448	-	(414)	34	(92)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
0	Recharges from other services	7	-	-	7	-
722	TOTAL CONTROLLABLE EXPENDITURE	1,414	-	(840)	574	n/a
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1)	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
721	NET CONTROLLABLE COST	1,414	-	(840)	574	n/a
9,262	Capital Charges	9,262	-	(9,262)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
56	Corporate support services bought in	56	-	(56)	-	(100)
9,318	TOTAL NON-CONTROLLABLE EXPENDITURE	9,318	-	(9,318)	-	n/a
10,039	NET COST OF SERVICE	10,732	-	(10,158)	574	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,039	TOTAL NET EXPENDITURE	10,732	-	(10,158)	574	(95)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						5
<u>Other resource changes</u>						
						(10,163)
TOTAL OTHER VARIATIONS IN RESOURCE						(10,158)

SERVICE: C1202F : CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
447	Employees	903	-	(426)	477	(47)
-	- Premises related expenditure	1	-	-	1	-
74	Supplies and Services	54	-	-	54	-
200	Third Party Payments	448	-	(414)	34	(92)
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
0	Recharges from other services	7	-	-	7	-
722	TOTAL CONTROLLABLE EXPENDITURE	1,414	-	(840)	574	n/a
-	- Government Grants	-	-	-	-	n/a
(1)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(1)	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
721	NET CONTROLLABLE COST	1,414	-	(840)	574	n/a
9,262	Capital Charges	9,262	-	(9,262)	-	(100)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
56	Corporate support services bought in	56	-	(56)	-	(100)
9,318	TOTAL NON-CONTROLLABLE EXPENDITURE	9,318	-	(9,318)	-	n/a
10,039	NET COST OF SERVICE	10,732	-	(10,158)	574	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,039	TOTAL NET EXPENDITURE	10,732	-	(10,158)	574	(95)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						5
Implementation of new senior structures						5
<u>Other resource changes</u>						(158)
Transfer 1 FTE Director to Education Directorate (CYPE 3.3)						(158)
Transfer 1 FTE Director to Quality, Policy and Performance Improvement Directorate (CYPE 4.4)						(158)
Transfer 1 FTE Director to Children's Social Care Directorate (CYPE 2.5)						(400)
Transfer retention budget to Children's Social Care Directorate (CYPE 2.5)						7
Contract inflation						22
Transfer 0.5 FTE Executive Support Officer from Social Work with Children Looked After and Care Leavers (CYPE 2.6)						(9,318)
Removal of capital and corporate charges						(10,163)
TOTAL OTHER VARIATIONS IN RESOURCE						(10,158)

SERVICE DESCRIPTION

Children's Social Care and Early Help fulfils the council's statutory responsibilities to support children in need of help and protection. The legislative framework, of the Children Act 1989, largely defines the functions and responsibilities of the service.

The Early Help service focuses on supporting children and families to prevent the need for social care intervention. Children's Social Care will support children and families through social work services using the Child in Need, Child Protection or Children in Care frameworks including instituting care proceedings under the Children Act 1989.

Our focus is upon supporting families to remain together wherever possible, in recognition that children are best brought up within their birth families or kinship network. If children need to be removed from their birth families, in order to protect them, the service focuses upon ensuring alternative permanent care for children at the earliest possible point and through family connected carers if possible.

The service works closely with other divisions within the council such as Housing and Adults, in order to ensure a joined up approach to service delivery and to support families in a holistic way.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1220F	ACCESS SUPPORT AND INTERVENTION	10,157	-	200	10,357	2
C1232F	SOCIAL WORK WITH FAMILIES AND 0-17 CHILDREN WITH DISABILITIES SERVICE	21,111	-	(1,511)	19,600	(7)
C1236F	CHILDREN'S SOCIAL CARE DIRECTORATE	6,220	-	(4,675)	1,545	(75)
C1240F	SOCIAL WORK WITH CHILDREN LOOKED AFTER AND CARE LEAVERS	39,378	-	(5,262)	34,116	(13)
C1260F	SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	1,436	-	330	1,766	23
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	78,302	-	(10,918)	67,384	(14)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
ACCESS SUPPORT AND INTERVENTION	202.1	220.4	18.3
SOCIAL WORK WITH FAMILIES AND 0-17 CHILDREN WITH DISABILITIES SERVICE	184.5	188.0	3.5
CHILDREN'S SOCIAL CARE DIRECTORATE	6.0	1.0	(5.0)
SOCIAL WORK WITH CHILDREN LOOKED AFTER AND CARE LEAVERS	152.0	182.4	30.4
SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	22.0	26.0	4.0
TOTAL FTE STAFF	566.6	617.8	51.2

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
34,363	Employees	35,712	-	(71)	35,641	(0)
38	Premises related expenditure	76	-	(1)	75	(1)
2,564	Supplies and Services	1,951	-	(180)	1,771	(9)
47,445	Third Party Payments	57,647	-	(9,961)	47,686	(17)
50	Transfer Payments	103	-	10	113	10
58	Transport related expenditure	21	-	(10)	11	(48)
6,944	Recharges from other services	5,867	-	705	6,572	12
91,462	TOTAL CONTROLLABLE EXPENDITURE	101,377	-	(9,508)	91,869	n/a
(17,511)	Government Grants	(23,218)	-	3,359	(19,859)	(14)
(1,039)	Other Grants, reimbursements and contributions	(916)	-	(314)	(1,230)	34
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(3,404)	Recharges to other services	(3,203)	-	(193)	(3,396)	6
(21,953)	TOTAL CONTROLLABLE INCOME	(27,337)	-	2,852	(24,485)	n/a
69,509	NET CONTROLLABLE COST	74,040	-	(6,656)	67,384	n/a
69	Capital Charges	69	-	(69)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,193	Corporate support services bought in	4,193	-	(4,193)	-	(100)
4,262	TOTAL NON-CONTROLLABLE EXPENDITURE	4,262	-	(4,262)	-	n/a
73,771	NET COST OF SERVICE	78,302	-	(10,918)	67,384	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
73,771	TOTAL NET EXPENDITURE	78,302	-	(10,918)	67,384	(14)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						85
<u>Strategic budget - agreed additional income / savings</u>						
						(8,109)
<u>Other resource changes</u>						
						(2,894)
TOTAL OTHER VARIATIONS IN RESOURCE						(10,918)

SERVICE: C1220F : ACCESS SUPPORT AND INTERVENTION

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
11,778	Employees	11,964	-	1,187	13,151	10
25	Premises related expenditure	64	-	-	64	-
344	Supplies and Services	428	-	(185)	243	(43)
449	Third Party Payments	363	-	27	390	7
-	Transfer Payments	-	-	-	-	n/a
18	Transport related expenditure	11	-	-	11	-
137	Recharges from other services	48	-	11	59	23
12,752	TOTAL CONTROLLABLE EXPENDITURE	12,878	-	1,040	13,918	n/a
(1,536)	Government Grants	(1,465)	-	(46)	(1,511)	3
(301)	Other Grants, reimbursements and contributions	(291)	-	(324)	(615)	111
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,143)	Recharges to other services	(1,016)	-	(419)	(1,435)	41
(2,979)	TOTAL CONTROLLABLE INCOME	(2,772)	-	(789)	(3,561)	n/a
9,773	NET CONTROLLABLE COST	10,106	-	251	10,357	n/a
51	Capital Charges	51	-	(51)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
51	TOTAL NON-CONTROLLABLE EXPENDITURE	51	-	(51)	-	n/a
9,824	NET COST OF SERVICE	10,157	-	200	10,357	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,824	TOTAL NET EXPENDITURE	10,157	-	200	10,357	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(185)
Reconfiguration of Early Help Services						(185)
<u>Other resource changes</u>						117
Transfer 1 FTE Head of Service from Children's Social Care Directorate (CYPE 2.5)						307
Transfer 9.41 FTE Business Support from Commissioning and Services to Schools (CYPE 3.6)						12
Contract Inflation						(51)
Removal of capital charges						385
TOTAL OTHER VARIATIONS IN RESOURCE						200

SERVICE: C1232F : SOCIAL WORK WITH FAMILIES AND 0-17 CHILDREN WITH DISABILITIES SERVICE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
10,840	Employees	11,403	-	106	11,509	1
4	Premises related expenditure	3	-	3	6	100
276	Supplies and Services	50	-	8	58	16
6,499	Third Party Payments	10,160	-	(2,428)	7,732	(24)
50	Transfer Payments	75	-	-	75	-
23	Transport related expenditure	10	-	(10)	-	(100)
478	Recharges from other services	218	-	492	710	226
18,170	TOTAL CONTROLLABLE EXPENDITURE	21,919	-	(1,829)	20,090	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(500)	-	10	(490)	(2)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(326)	-	326	-	(100)
-	TOTAL CONTROLLABLE INCOME	(826)	-	336	(490)	n/a
18,170	NET CONTROLLABLE COST	21,093	-	(1,493)	19,600	n/a
18	Capital Charges	18	-	(18)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
18	TOTAL NON-CONTROLLABLE EXPENDITURE	18	-	(18)	-	n/a
18,188	NET COST OF SERVICE	21,111	-	(1,511)	19,600	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,188	TOTAL NET EXPENDITURE	21,111	-	(1,511)	19,600	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review of Children with Disabilities care packages						(124)
Contract savings						(65)
Health contribution to support Children with Disabilities placements						(490)
						(679)
<u>Other resource changes</u>						
Transfer 1 FTE Head of Service from Children's Social Care Directorate (CYPE 2.5)						117
Transfer 11 FTE Business Support from Commissioning and Services to Schools (CYPE 3.6)						465
Transfer residential care budget to Social Work With Children Looked After And Care Leavers (CYPE 2.6)						(993)
Transfer retention budget to Children's Social Care Directorate (CYPE 2.5)						(225)
Transfer 3 FTE to 18-25 Disability Transitions (ASCH 2.8)						(251)
Transfer 2021/22 care packages growth and savings to 18-25 Disability Transitions (ASCH 2.8)						(168)
In year budget realignment						100
Contract inflation						141
Removal of capital charges						(18)
						(832)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,511)

SERVICE: C1236F : CHILDREN'S SOCIAL CARE DIRECTORATE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
322	Employees	597	-	(2,190)	(1,593)	(367)
4	Premises related expenditure	4	-	(4)	-	(100)
685	Supplies and Services	330	-	5	335	2
284	Third Party Payments	20	-	1,065	1,085	5,325
-	Transfer Payments	-	-	10	10	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,644	Recharges from other services	2,515	-	(6)	2,509	(0)
3,939	TOTAL CONTROLLABLE EXPENDITURE	3,466	-	(1,120)	2,346	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,101)	Recharges to other services	(701)	-	(100)	(801)	14
(1,101)	TOTAL CONTROLLABLE INCOME	(701)	-	(100)	(801)	n/a
2,838	NET CONTROLLABLE COST	2,765	-	(1,220)	1,545	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,455	Corporate support services bought in	3,455	-	(3,455)	-	(100)
3,455	TOTAL NON-CONTROLLABLE EXPENDITURE	3,455	-	(3,455)	-	n/a
6,293	NET COST OF SERVICE	6,220	-	(4,675)	1,545	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,293	TOTAL NET EXPENDITURE	6,220	-	(4,675)	1,545	(75)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Improve Practice System Efficiency						(1,450)
Implementation of new senior structures						(96)
						(1,546)
<u>Other resource changes</u>						
Transfer 1 FTE Director from Children, Young People and Education Directorate (CYPE 1.3)						158
Transfer 1 FTE Head of Service to Access, Support and Intervention (CYPE 2.3)						(117)
Transfer 1 FTE Head of Service to Social Work with Families and 0-17 Children with Disabilities Service (CYPE 2.4)						(117)
Transfer 1 FTE Head of Service to Social Work with Children Looked After and Care Leavers (CYPE 2.6)						(117)
Transfer 1 FTE Head of Service to Systemic Clinical Services and Workforce Development (CYPE 2.7)						(117)
Transfer 1 FTE Head of Service to Child Protection and Review (CYPE 4.3)						(117)
Transfer 2021/22 Improve Practice System Efficiency savings from Performance and Business Intelligence (CYPE 4.4)						(1,065)
Transfer retention budget from Social Work with Families and 0-17 Children with Disabilities Service (CYPE 2.4)						223
Transfer retention budget from Social Work with Children Looked After and Care Leavers (CYPE 2.6)						225
Transfer retention budget from Children, Young People and Education Directorate (CYPE 1.3)						400
In year budget realignment						(100)
Transfer third party payments budget from Social Work with Children Looked After and Care Leavers (CYPE 2.6)						1,065
Contract inflation						5
Removal of corporate charges						(3,455)
						(3,129)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,675)

SERVICE: C1240F : SOCIAL WORK WITH CHILDREN LOOKED AFTER AND CARE LEAVERS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
10,078	Employees	10,359	-	499	10,858	5
0	Premises related expenditure	-	-	-	-	n/a
1,045	Supplies and Services	938	-	(11)	927	(1)
40,213	Third Party Payments	47,104	-	(8,625)	38,479	(18)
-	Transfer Payments	28	-	-	28	-
17	Transport related expenditure	-	-	-	-	n/a
3,679	Recharges from other services	3,080	-	208	3,288	7
55,032	TOTAL CONTROLLABLE EXPENDITURE	61,509	-	(7,929)	53,580	n/a
(15,945)	Government Grants	(21,709)	-	3,405	(18,304)	(16)
(613)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,160)	Recharges to other services	(1,160)	-	-	(1,160)	-
(17,718)	TOTAL CONTROLLABLE INCOME	(22,869)	-	3,405	(19,464)	n/a
37,314	NET CONTROLLABLE COST	38,640	-	(4,524)	34,116	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
738	Corporate support services bought in	738	-	(738)	-	(100)
738	TOTAL NON-CONTROLLABLE EXPENDITURE	738	-	(738)	-	n/a
38,052	NET COST OF SERVICE	39,378	-	(5,262)	34,116	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
38,052	TOTAL NET EXPENDITURE	39,378	-	(5,262)	34,116	(13)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Children Looked After Placements - fund Demographic and Cost Pressures						85
						85
<u>Strategic budget - agreed additional income / savings</u>						
Review of Children Looked After Placements						(4,739)
Review Support for Young People where Appeal Rights Exhausted						(560)
Additional Staying Put Grant Income						(400)
						(5,699)
<u>Other resource changes</u>						
Transfer 1 FTE Head of Service from Children's Social Care Directorate (CYPE 2.5)						117
Transfer 21.86 FTE Business Support from Commissioning and Services to Schools (CYPE 3.6)						627
Transfer 0.5 FTE Executive Support Officer to Children, Young People & Education Directorate (CYPE 1.3)						(22)
Transfer residential care budget from Social Work with Families and 0-17 Children with Disabilities Service (CYPE 2.4)						993
Transfer retention budget to Children's Social Care Directorate (CYPE 2.5)						(223)
Transfer third party payments budget to Children's Social Care Directorate (CYPE 2.5)						(1,065)
Contract inflation						663
Removal of corporate charges						(738)
						352
TOTAL OTHER VARIATIONS IN RESOURCE						(5,262)

SERVICE: C1260F : SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,345	Employees	1,389	-	327	1,716	24
5	Premises related expenditure	5	-	-	5	-
213	Supplies and Services	205	-	3	208	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
6	Recharges from other services	6	-	-	6	-
1,569	TOTAL CONTROLLABLE EXPENDITURE	1,605	-	330	1,935	n/a
(30)	Government Grants	(44)	-	-	(44)	-
(125)	Other Grants, reimbursements and contributions	(125)	-	-	(125)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(155)	TOTAL CONTROLLABLE INCOME	(169)	-	-	(169)	n/a
1,414	NET CONTROLLABLE COST	1,436	-	330	1,766	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,414	NET COST OF SERVICE	1,436	-	330	1,766	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,414	TOTAL NET EXPENDITURE	1,436	-	330	1,766	23
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer 1 FTE Head of Service from Children's Social Care Directorate (CYPE 2.5)						117
Transfer 3 FTE Policy and Practice Improvement Consultants to Child Protection and Review (CYPE 4.3)						(192)
Transfer Children and Adolescent Mental Health Services (CAMHS) budget from Commissioning and Procurement (RES 7.5)						402
Contract inflation						3
						330
TOTAL OTHER VARIATIONS IN RESOURCE						330

SERVICE DESCRIPTION

School Place Planning, Admissions and Early Years Education

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 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. The sufficiency Team ensures that there are sufficient childcare places 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 with nursery provision, childminders (funded childminders are accredited to deliver the free entitlement on behalf of the local authority), out of school clubs and holiday clubs to secure sufficient early years education places for three and four year olds, as well as disadvantaged two year olds.

Early Years, Parenting and Parent Infant Partnership Service

This team is also responsible for delivering the Children's Centre services.

Education Services

The service has responsibility for the delivery of our traded services and education partnership, plus statutory functions including Not in Education, Employment, or Training (NEET) tracking and support (under consultation), 16-19 student places and standards in schools, school governance and the commissioning of a range of education services such as alternative provision, pupil tracking and monitoring, education management systems. The service also delivers a wide range of traded services to schools, including: IT, HR, finance, educational psychology, school improvement, CPD, safeguarding, governance & clerking, teacher recruitment, plus facilitating sales of wider council services to schools, e.g. pensions, occupational health and insurance. Management of the Education and SPOC business support hubs. Functions include the local authority statutory functions in relation to intervention in underperforming schools; the Virtual School for looked after children; Standing Advisory Council for Religious Education (SACRE) and Croydon Music and Arts.

Access to Education

This team ensures the Council meets its statutory duties, including leadership of the education of children looked after. They devise, in consultation with external partners, the key strategic school improvement priorities, alongside Education services area 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. Functions include the local authority statutory functions in relation to 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.

25 SEND Service

The aim of the service is to provide for children with Special Educational Needs and Disabilities to allow them to 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. The service has undertaken various SEND strategies and now considering extending the locality model (An additional sum devolved to clusters of mainstream schools to support development of capacity for predictable needs, set at a level that can be sustained and generalised) borough wide due to its successful implementation so far.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1205F	EDUCATION DIVISION SUMMARY	4,439	-	(4,281)	158	(96)
C1210F	0-25 SEND SERVICE SPECIAL EDUCATION GF	1,756	-	(265)	1,491	(15)
C1215F	ADMISSIONS	53	-	41	94	77
C1222F	COMMISSIONING AND SERVICES TO SCHOOLS	4,751	-	(2,118)	2,633	(45)
C1224F	ACCESS TO EDUCATION	406	-	-	406	-
C1217F	EARLY YEARS TEAM AND CHILDREN CENTRES	2,633	-	(158)	2,475	(6)
C1255F	EARLY YEARS	31	-	(31)	-	(100)
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
	TOTAL NET EXPENDITURE	14,069	-	(6,812)	7,257	(48)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
EDUCATION DIVISION SUMMARY	-	1.0	1.0
0-25 SEND SERVICE SPECIAL EDUCATION GF	10.3	12.8	2.5
EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	19.5	17.0	(2.5)
COMMISSIONING AND SERVICES TO SCHOOLS	153.6	66.6	(87.1)
ACCESS TO EDUCATION	24.0	51.0	27.0
EARLY YEARS TEAM AND CHILDREN CENTRES	80.0	80.9	0.9
EARLY YEARS	4.0	7.9	3.9
	25.7	25.7	
TOTAL FTE STAFF	317.1	262.8	(54.2)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
9,728	Employees	9,584	-	(547)	9,037	(6)
102	Premises related expenditure	(1)	-	25	24	(2,500)
1,959	Supplies and Services	2,859	-	(533)	2,326	(19)
2,807	Third Party Payments	3,973	-	(297)	3,676	(7)
4,810	Transfer Payments	32,805	-	882	33,687	3
(50)	Transport related expenditure	4	-	-	4	-
1,483	Recharges from other services	1,715	-	-	1,715	-
20,839	TOTAL CONTROLLABLE EXPENDITURE	50,939	-	(470)	50,469	n/a
(9,944)	Government Grants	(39,822)	-	193	(39,629)	(0)
(229)	Other Grants, reimbursements and contributions	(22)	-	(300)	(322)	1,364
(1,963)	Customer and Client Receipts	(237)	-	(2,233)	(2,470)	942
-	Interest Receivable	-	-	-	-	n/a
(659)	Recharges to other services	(1,231)	-	440	(791)	(36)
(12,795)	TOTAL CONTROLLABLE INCOME	(41,312)	-	(1,900)	(43,212)	n/a
8,044	NET CONTROLLABLE COST	9,627	-	(2,370)	7,257	n/a
3	Capital Charges	3	-	(3)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,439	Corporate support services bought in	4,439	-	(4,439)	-	(100)
4,442	TOTAL NON-CONTROLLABLE EXPENDITURE	4,442	-	(4,442)	-	n/a
12,486	NET COST OF SERVICE	14,069	-	(6,812)	7,257	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,486	TOTAL NET EXPENDITURE	14,069	-	(6,812)	7,257	(48)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
TOTAL OTHER VARIATIONS IN RESOURCE						(6,812)

SERVICE: C1205F : EDUCATION DIVISION SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
73	Employees	-	-	158	158	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
85	Recharges from other services	-	-	-	-	n/a
158	TOTAL CONTROLLABLE EXPENDITURE	-	-	158	158	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
158	NET CONTROLLABLE COST	-	-	158	158	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
4,439	Corporate support services bought in	4,439	-	(4,439)	-	(100)
4,439	TOTAL NON-CONTROLLABLE EXPENDITURE	4,439	-	(4,439)	-	n/a
4,597	NET COST OF SERVICE	4,439	-	(4,281)	158	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,597	TOTAL NET EXPENDITURE	4,439	-	(4,281)	158	(96)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer 1 FTE Director from Children, Young People and Education Directorate (CYPE 1.3)						158
Removal of corporate charges						(4,439)
						(4,281)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,281)

SERVICE: C1210F : 0-25 SEND SERVICE SPECIAL EDUCATION GF

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
754	Employees	527	-	-	527	-
1	Premises related expenditure	(8)	-	-	(8)	-
360	Supplies and Services	92	-	89	181	97
-	Third Party Payments	57	-	-	57	-
1,030	Transfer Payments	1,030	-	3	1,033	0
-	Transport related expenditure	-	-	-	-	n/a
230	Recharges from other services	353	-	-	353	-
2,375	TOTAL CONTROLLABLE EXPENDITURE	2,051	-	92	2,143	n/a
(295)	Government Grants	(295)	-	(57)	(352)	19
(1)	Other Grants, reimbursements and contributions	-	-	(300)	(300)	n/a
9	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(100)	Recharges to other services	-	-	-	-	n/a
(387)	TOTAL CONTROLLABLE INCOME	(295)	-	(357)	(652)	n/a
1,988	NET CONTROLLABLE COST	1,756	-	(265)	1,491	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,988	NET COST OF SERVICE	1,756	-	(265)	1,491	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,988	TOTAL NET EXPENDITURE	1,756	-	(265)	1,491	(15)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Health contribution to support SEND assessments						(300)
Reduce Non-Statutory Education Functions						(60)
						(360)
<u>Other resource changes</u>						
Contract inflation						288
Transfer contract inflation to Early Years, School Place Planning and Admissions (CYPE 3.5)						(41)
Transfer contract inflation to Commissioning and Services to Schools (CYPE 3.6)						(73)
Transfer contract inflation to Early Years Team and Children Centres (CYPE 3.10)						(82)
Transfer 1 FTE Business Support from Commissioning and Services to Schools (CYPE 3.6)						3
						95
TOTAL OTHER VARIATIONS IN RESOURCE						(265)

SERVICE: C1215F : EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
921	Employees	957	-	-	957	-
-	Premises related expenditure	6	-	-	6	-
52	Supplies and Services	96	-	-	96	-
(0)	Third Party Payments	261	-	41	302	16
-	Transfer Payments	-	-	2,824	2,824	n/a
-	Transport related expenditure	-	-	-	-	n/a
91	Recharges from other services	89	-	-	89	-
1,064	TOTAL CONTROLLABLE EXPENDITURE	1,409	-	2,865	4,274	n/a
(998)	Government Grants	(998)	-	(1,799)	(2,797)	180
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(89)	Customer and Client Receipts	(151)	-	(1,025)	(1,176)	679
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(207)	-	-	(207)	-
(1,087)	TOTAL CONTROLLABLE INCOME	(1,356)	-	(2,824)	(4,180)	n/a
(23)	NET CONTROLLABLE COST	53	-	41	94	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(23)	NET COST OF SERVICE	53	-	41	94	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(23)	TOTAL NET EXPENDITURE	53	-	41	94	77
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer contract inflation from 0-25 SEND Service Special Education General Fund (CYPE 3.4)						41
						41
TOTAL OTHER VARIATIONS IN RESOURCE						41

SERVICE: C1222F : COMMISIONING AND SERVICES TO SCHOOLS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,516	Employees	4,753	-	(665)	4,088	(14)
1	Premises related expenditure	1	-	-	1	-
256	Supplies and Services	1,011	-	(637)	374	(63)
188	Third Party Payments	208	-	(48)	160	(23)
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	-	-	-	-	n/a
285	Recharges from other services	36	-	-	36	-
5,252	TOTAL CONTROLLABLE EXPENDITURE	6,009	-	(1,350)	4,659	n/a
(248)	Government Grants	(249)	-	-	(249)	-
(22)	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
(1,744)	Customer and Client Receipts	(19)	-	(1,208)	(1,227)	6,358
-	Interest Receivable	-	-	-	-	n/a
(503)	Recharges to other services	(968)	-	440	(528)	(45)
(2,516)	TOTAL CONTROLLABLE INCOME	(1,258)	-	(768)	(2,026)	n/a
2,735	NET CONTROLLABLE COST	4,751	-	(2,118)	2,633	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
2,735	NET COST OF SERVICE	4,751	-	(2,118)	2,633	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,735	TOTAL NET EXPENDITURE	4,751	-	(2,118)	2,633	(45)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Non-Statutory Education Functions						(133)
Staffing review						(65)
Increase in fees and charges						(5)
						(203)
<u>Other resource changes</u>						
Transfer contract inflation from 0-25 SEND Service Special Education General Fund (CYPE 3.4)						73
Transfer 9.41 FTE Business Support to Access, Support and Intervention (CYPE 2.3)						(307)
Transfer 11 FTE Business Support to Social Work with Families and 0-17 Children with Disabilities Service (CYPE 2.4)						(465)
Transfer 21.86 FTE Business Support to Social Work with Children Looked After and Care Leavers (CYPE 2.6)						(628)
Transfer 1 FTE Business Support to 0-25 SEND Service DSG Block (CYPE 3.8)						(3)
Transfer 16 FTE Business Support to Child Protection and Review (CYPE 4.3)						(542)
Transfer 1 FTE Business Support to 18-25 Disability Transitions (ASCH 2.8)						(38)
Fees and charges Adjustment						(5)
						(1,915)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,118)

SERVICE: C1224F : ACCESS TO EDUCATION

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,197	Employees	1,867	-	-	1,867	-
0	Premises related expenditure	-	-	-	-	n/a
1,072	Supplies and Services	706	-	-	706	-
936	Third Party Payments	1,323	-	-	1,323	-
3,648	Transfer Payments	3,978	-	-	3,978	-
(55)	Transport related expenditure	3	-	-	3	-
678	Recharges from other services	609	-	-	609	-
8,476	TOTAL CONTROLLABLE EXPENDITURE	8,486	-	-	8,486	n/a
(7,930)	Government Grants	(8,013)	-	-	(8,013)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(140)	Customer and Client Receipts	(67)	-	-	(67)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(8,070)	TOTAL CONTROLLABLE INCOME	(8,080)	-	-	(8,080)	n/a
406	NET CONTROLLABLE COST	406	-	-	406	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
406	NET COST OF SERVICE	406	-	-	406	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
406	TOTAL NET EXPENDITURE	406	-	-	406	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C1217F : EARLY YEARS TEAM AND CHILDREN CENTRES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,062	Employees	1,322	-	(40)	1,282	(3)
100	Premises related expenditure	-	-	25	25	n/a
219	Supplies and Services	142	-	15	157	11
1,664	Third Party Payments	1,383	-	(158)	1,225	(11)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
112	Recharges from other services	-	-	-	-	n/a
3,158	TOTAL CONTROLLABLE EXPENDITURE	2,847	-	(158)	2,689	n/a
(352)	Government Grants	(158)	-	-	(158)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
1	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(56)	Recharges to other services	(56)	-	-	(56)	-
(407)	TOTAL CONTROLLABLE INCOME	(214)	-	-	(214)	n/a
2,751	NET CONTROLLABLE COST	2,633	-	(158)	2,475	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
2,751	NET COST OF SERVICE	2,633	-	(158)	2,475	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,751	TOTAL NET EXPENDITURE	2,633	-	(158)	2,475	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Review Children's Centres Delivery Model						(240)
						(240)
<u>Other resource changes</u>						
Transfer contract inflation from 0-25 SEND Service Special Education General Fund (CYPE 3.4)						82
						82
TOTAL OTHER VARIATIONS IN RESOURCE						(158)

SERVICE: C1255F : EARLY YEARS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
205	Employees	158	-	-	158	-
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	812	-	-	812	-
18	Third Party Payments	741	-	(132)	609	(18)
132	Transfer Payments	27,797	-	(1,945)	25,852	(7)
-	Transport related expenditure	1	-	-	1	-
1	Recharges from other services	628	-	-	628	-
356	TOTAL CONTROLLABLE EXPENDITURE	30,137	-	(2,077)	28,060	n/a
(122)	Government Grants	(30,109)	-	2,049	(28,060)	(7)
(206)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(328)	TOTAL CONTROLLABLE INCOME	(30,109)	-	2,049	(28,060)	n/a
28	NET CONTROLLABLE COST	28	-	(28)	-	n/a
3	Capital Charges	3	-	(3)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
3	TOTAL NON-CONTROLLABLE EXPENDITURE	3	-	(3)	-	n/a
31	NET COST OF SERVICE	31	-	(31)	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
31	TOTAL NET EXPENDITURE	31	-	(31)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Non-Statutory Education Functions						(28)
						(28)
<u>Other resource changes</u>						
Removal of capital charges						(3)
						(3)
TOTAL OTHER VARIATIONS IN RESOURCE						(31)

SERVICE DESCRIPTION

The Quality, Commissioning and Performance Improvement division is responsible for driving the continuous improvement of services through effective performance management, business intelligence, quality assurance, practice improvement and systems and payments processes across the children, young people and education department.

The division will work across the directorate to support, challenge and enable front line practitioners across Education, Early Help and Children's Social Care to deliver high quality, safe, cost-effective services that achieve the best outcomes for Children, Young People and their families, ensuring consistency and compliance with the council's corporate procedures, competencies and values.

The division will lead on children's commissioning and procurement across the department, working closely with service leads to ensure best value is obtained from public money and that commissioned services deliver excellent outcomes for the resources available, now and in the future.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1270F	CHILD PROTECTION AND REVIEW	2,619	-	635	3,254	24
C1275F	PERFORMANCE AND BUSINESS INTELLIGENCE	428	-	786	1,214	184
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	3,047	-	1,421	4,468	47

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
CHILD PROTECTION AND REVIEW	39.0	59.0	20.0
PERFORMANCE AND BUSINESS INTELLIGENCE	9.0	29.5	20.5
TOTAL FTE STAFF	48.0	88.5	40.5

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,652	Employees	4,230	-	1,078	5,308	25
6	Premises related expenditure	6	-	-	6	-
308	Supplies and Services	(873)	-	1,082	209	(124)
65	Third Party Payments	226	-	(114)	112	(50)
-	Transfer Payments	-	-	-	-	n/a
(5)	Transport related expenditure	1	-	-	1	-
306	Recharges from other services	54	-	28	82	52
5,332	TOTAL CONTROLLABLE EXPENDITURE	3,644	-	2,074	5,718	n/a
-	Government Grants	-	-	-	-	n/a
(83)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(544)	Recharges to other services	(544)	-	(616)	(1,160)	113
(627)	TOTAL CONTROLLABLE INCOME	(634)	-	(616)	(1,250)	n/a
4,705	NET CONTROLLABLE COST	3,010	-	1,458	4,468	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
37	Corporate support services bought in	37	-	(37)	-	(100)
37	TOTAL NON-CONTROLLABLE EXPENDITURE	37	-	(37)	-	n/a
4,742	NET COST OF SERVICE	3,047	-	1,421	4,468	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,742	TOTAL NET EXPENDITURE	3,047	-	1,421	4,468	47
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
TOTAL OTHER VARIATIONS IN RESOURCE						1,421

SERVICE: **C1270F : CHILD PROTECTION AND REVIEW**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,370	Employees	2,700	-	920	3,620	34
6	Premises related expenditure	6	-	-	6	-
284	Supplies and Services	190	-	17	207	9
65	Third Party Payments	226	-	(114)	112	(50)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
105	Recharges from other services	54	-	28	82	52
3,830	TOTAL CONTROLLABLE EXPENDITURE	3,177	-	851	4,028	n/a
-	Government Grants	-	-	-	-	n/a
(83)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(468)	Recharges to other services	(468)	-	(216)	(684)	46
(551)	TOTAL CONTROLLABLE INCOME	(558)	-	(216)	(774)	n/a
3,279	NET CONTROLLABLE COST	2,619	-	635	3,254	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
3,279	NET COST OF SERVICE	2,619	-	635	3,254	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,279	TOTAL NET EXPENDITURE	2,619	-	635	3,254	24
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Contract savings						(6)
Capitalisation of Children and Families Systems Team staff costs						(216)
						(222)
<u>Other resource changes</u>						
Transfer 1 FTE Head of Service from Children's Social Care Directorate (CYPE 2.5)						117
Transfer 3 FTE Policy and Practice Improvement Consultants from Systemic Clinical Services and Workforce Development (CYPE 2.7)						192
Transfer 16 FTE Business Support from Commissioning and Services to Schools (CYPE 3.6)						542
Contract inflation						6
						857
TOTAL OTHER VARIATIONS IN RESOURCE						635

SERVICE: C1275F : PERFORMANCE AND BUSINESS INTELLIGENCE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,283	Employees	1,530	-	158	1,688	10
0	Premises related expenditure	-	-	-	-	n/a
24	Supplies and Services	(1,063)	-	1,065	2	(100)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
(6)	Transport related expenditure	-	-	-	-	n/a
201	Recharges from other services	-	-	-	-	n/a
1,502	TOTAL CONTROLLABLE EXPENDITURE	467	-	1,223	1,690	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(76)	Recharges to other services	(76)	-	(400)	(476)	526
(76)	TOTAL CONTROLLABLE INCOME	(76)	-	(400)	(476)	n/a
1,426	NET CONTROLLABLE COST	391	-	823	1,214	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
37	Corporate support services bought in	37	-	(37)	-	(100)
37	TOTAL NON-CONTROLLABLE EXPENDITURE	37	-	(37)	-	n/a
1,463	NET COST OF SERVICE	428	-	786	1,214	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,463	TOTAL NET EXPENDITURE	428	-	786	1,214	184
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(400)
Refocus Public Health funding						(400)
<u>Other resource changes</u>						158
Transfer 1 FTE Director from Children, Young People and Education Directorate (CYPE 1.3)						1,065
Transfer 2021/22 Improve Practice System Efficiency savings to Children's Social Care (CYPE 2.5)						(37)
Removal of corporate charges						1,186
TOTAL OTHER VARIATIONS IN RESOURCE						786

SERVICE DESCRIPTION

1) The main funding for schools 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 institutions (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) Education establishments are broken down into the following categories and numbers:
 i) PVI's - (note settings close and open throughout the year)
 ii) Child minders (note child minders join and leave throughout the year)
 iii) Nursery and early years centres - 5
 iv) Primary Schools – (Maintained, Academies and 2 free schools)
 v) Secondary Schools – (5 Maintained and 17 Academies)
 vi) Special Schools - 7 schools
 vii) Pupil Referral Units (PRUs)
 Note numbers above are projected as at December 2021 and are subject to change due to academy conversions.

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

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

The overall 2022/23 indicative DSG allocation for Croydon Council is £391.581m. The breakdown is as follows:
 Mainstream Academies - £209.893m
 Maintained LA Schools Block - £73.305m
 High Needs Block - £75.268m
 Early Years Block - £27.813m
 CSS Block - £5.302m

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET "2021/22" (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET "2022/23" (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2040E	Dedicated Schools Grant - Primary and Secondary	91,036	-	(19,689)	71,347	(22)
C2040E	Dedicated Schools Grant - Growth	1,735	-	223	1,958	13
C2040E	Dedicated Schools Grant - Central Schools Services Block	6,046	-	(744)	5,302	(12)
C1220E	Dedicated Schools Grant - High Needs	67,644	-	7,624	75,268	11
C1220E	Dedicated Schools Grant - Early Years	30,109	-	(2,296)	27,813	(8)
C1220E	Dedicated Schools Grant after ESFA recoupment & deductions	(196,570)	-	14,882	(181,688)	(8)
	TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET "2021/22" FTE STAFF	ORIGINAL BUDGET "2022/23" FTE STAFF	CHANGE IN FTE FTE STAFF
The budgets are delegated information on staffing levels are held at school level	N/A	N/A	N/A
TOTAL FTE STAFF	-	-	-

**CHILDREN, FAMILIES & EDUCATION
SCHOOLS BUDGET
DEDICATED SCHOOLS BUDGET**

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C2040E

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Schools					
-						
69,492	Primary	69,492	-	(18,216)	51,276	(26)
21,544	Secondary	21,544	-	(1,473)	20,071	(7)
1,735	Dedicated Schools Grant - Growth	1,735	-	223	1,958	13
6,046	Central Schools Services Block	6,046	-	(744)	5,302	(12)
-		-			-	
98,817	TOTAL EXPENDITURE	98,817	-	(20,210)	78,607	(20)
-						
(91,036)	Dedicated Schools Grant - Primary and Secondary	(91,036)	-	19,689	(71,347)	(22)
(1,735)	Dedicated Schools Grant - Growth	(1,735)	-	(223)	(1,958)	13
(6,046)	Dedicated Schools Grant - Central Schools Services Block	(6,046)	-	744	(5,302)	(12)
-		-	-	-	-	n/a
(98,817)	TOTAL INCOME	(98,817)	-	20,210	(78,607)	(20)
-						
-	NET EXPENDITURE	-	-	-	-	n/a

TOTAL ADULT SOCIAL CARE AND HEALTH

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SERVICE SUBJECTIVE SUMMARY : ADULT SAFEGUARDING AND QUALITY ASSURANCE	ASCH 2.10-C1426F
SERVICE SUBJECTIVE SUMMARY : LIFE SERVICES	ASCH 2.11-C1440F
DIVISION: ADULT SOCIAL CARE POLICY AND IMPROVEMENT	
DIVISION SUMMARY : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	ASCH 3.1-C1420E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 3.2-C1420E
SERVICE SUBJECTIVE SUMMARY : ADULT SOCIAL CARE BUSINESS AND SERVICE COMPLIANCE	ASCH 3.3-C1422F
SERVICE SUBJECTIVE SUMMARY : ADULT SOCIAL CARE IMPROVEMENT	ASCH 3.4-C1430F

KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

The newly formed Adult Social Care and Health Directorate, comprises of the Adult Social Care Operational Division and the Strategic Commissioning, Policy and Improvement Division.

Our vision is to enable people to live in a place they call home, with the people and things that they love and doing the things that matter to them in communities which look out for one another.

Our core directorate priorities are to:

- Develop our Resident Voice, and fulfil all our statutory responsibilities ensuring that our adults are supported and those at risk of abuse or neglect are safe.
- Deliver a balanced budget, achieving our savings targets, implementing managing demand principles and processes, strong commissioning and market management; and moving activity and expenditure to the targets in our strategy.
- Ensure health and care integration is successful and proportionate, and that it aligns to the Council's objectives for its budgets and our residents.
- We work in collaboration with a range of statutory and non-statutory partners to ensure people's finances are maximised, their housing, care and support needs are met; with our support where this is needed. We will also continue to improve and integrate services where this makes sense for residents and continue our long term ambition to reduce inequalities across the Borough.

Our biggest asset is our committed workforce and we will continue to invest in them to deliver high quality services.

A difference in the coming year and over the course of the medium term financial strategy will be the impact of the Government's two key white papers listed below. Each has financial and operational considerations for services, providers and residents.

- Integration white paper - 'joining up care for people, places and populations' (published 09 February 2022).
- ASC reform white paper - 'people at the heart of care' (published December 2021).

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	35,218	28,689	29,060	31,144	9
Premises related expenditure	587	212	167	217	2
Supplies and Services	22,971	3,486	3,451	4,174	20
Third Party Payments	123,107	99,983	108,749	103,576	4
Transfer Payments	23,086	23,919	23,630	11,697	(51)
Transport related expenditure	188	63	418	110	75
Capital Charges	252	252	242	-	(100)
Intangible Charges	-	-	-	-	n/a
REFCUS	-	-	-	-	n/a
Corporate support services bought in	8,126	4,664	4,664	-	(100)
Recharges from other services	12,201	8,162	8,267	8,135	(0)
TOTAL EXPENDITURE	225,736	169,429	178,646	159,053	(11)
Government Grants	(1,209)	(1,044)	(1,047)	(1,990)	91
Other Grants, reimbursements and contributions	(37,685)	(21,325)	(27,001)	(18,337)	(14)
Customer and Client Receipts	(42,597)	(17,693)	(17,616)	(19,292)	9
Interest Receivable	(2)	-	-	-	n/a
Recharges to other services	(14,768)	(3,879)	(5,659)	(5,219)	35
TOTAL INCOME	(96,261)	(43,941)	(51,323)	(44,838)	(13)
TOTAL NET EXPENDITURE	129,475	125,488	127,323	114,215	(10)
Contributions to / (from) Reserves	(3,922)	-	-	-	n/a
CURRENT BUDGET	127,351		127,351		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(1,798)		(28)		

TOP FINANCIAL RISKS 2022/23

Immediate and long term effects of Covid on demand and on the provider market

Non-achievement of adult social care transformation and efficiencies due to complex interdependencies

Market sustainability

- Increased costs to prevent provider failure
- Increased costs for re-provision of services following provider withdrawal from the market or provider failure
- current and future provision of long-term supported housing and for short-term provision for people with support needs

Demand

- Demand led pressures increases the financial commitment significantly
- Increase in demand for services by people previously funded by the NHS for Continuing Health Care or Transforming Care and Covid
- Increase of people funding their own care depleting resources and coming under national thresholds

TOTAL ADULT SOCIAL CARE AND HEALTH

DIRECTORATE SUMMARY

CABINET MEMBER

Cllr Janet Campbell	Cabinet Member for Families, Health & Social Care
Cllr Stephen Mann	Deputy Cabinet Member for Families, Health & Social Care

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Annette McPartland	Corporate Director Adult Social Care and Health	13344
Simon Robson	Interim Director - Operations	62321
Bianca Byrne	Interim Director of Adults Strategic Commissioning, Policy & Improvement	50180

DIVISION CODE	DIVISION
C1405E	TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY
C1410E	ADULT SOCIAL CARE OPERATIONS
C1420E	ADULT SOCIAL CARE POLICY AND IMPROVEMENT

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22 £000's	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
7,688	C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE	11,202	-	(8,519)	2,683	(76)
114,295	C1410E : ADULT SOCIAL CARE OPERATIONS	108,847	-	(1,723)	107,124	(2)
5,340	C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	5,439	-	(1,031)	4,408	(19)
127,323	TOTAL NET EXPENDITURE	125,488	-	(11,273)	114,215	(9)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	6.8	6.8	-
C1410E : ADULT SOCIAL CARE OPERATIONS	511.8	529.8	18.0
C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	57.4	116.7	59.3
TOTAL FTE STAFF	576.0	653.3	77.3

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

- (1) Adult Social Care Operations: 18 FTE's, moving of Transitions Service from Children's Department.
 (2) Adult Social Care Policy and Improvement: 59.3 FTE's
 (i) Business and Service Compliance -Changes in Corporate Restructure - 53.28 FTE's - Financial Assessments 21.67, Front Door 23.39, Deputyship and Appointeeship 8.22
 (ii)Adult Social Care Improvement - Staffing Review - 6 FTE's

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,060	Employees	28,689	-	2,455	31,144	9
167	Premises related expenditure	212	-	5	217	2
3,451	Supplies and Services	3,486	-	689	4,174	20
108,749	Third Party Payments	99,983	-	3,593	103,576	4
23,630	Transfer Payments	23,919	-	(12,222)	11,697	(51)
417,871	Transport related expenditure	63	-	47	110	75
8,267	Recharges from other services	8,162	-	(27)	8,135	(0)
173,740	TOTAL CONTROLLABLE EXPENDITURE	164,513	-	(5,460)	159,053	(3)
(1,047)	Government Grants	(1,044)	-	(946)	(1,990)	91
(27,001)	Other Grants, reimbursements and contributions	(21,325)	-	2,988	(18,337)	(14)
(17,616)	Customer and Client Receipts	(17,693)	-	(1,599)	(19,292)	9
-	Interest Receivable	-	-	-	-	n/a
(5,659)	Recharges to other services	(3,879)	-	(1,340)	(5,219)	35
(51,323)	TOTAL CONTROLLABLE INCOME	(43,941)	-	(897)	(44,838)	2
122,417	NET CONTROLLABLE COST	120,572	-	(6,357)	114,215	(5)
242	Capital Charges	252	-	(252)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,664	Corporate support services bought in	4,664	-	(4,664)	-	(100)
4,906	TOTAL NON-CONTROLLABLE EXPENDITURE	4,916	-	(4,916)	-	(100)
127,323	NET COST OF SERVICE	125,488	-	(11,273)	114,215	(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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
127,323	TOTAL NET EXPENDITURE	125,488	-	(11,273)	114,215	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						8,545
Strategic budget - agreed additional income / savings						(16,389)
Other resource changes						(3,429)
TOTAL OTHER VARIATIONS IN RESOURCE						(11,274)

SERVICE DESCRIPTION

The Adult Social Care Directorate 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 their carers. 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 is integration, this has been delivered through the ICN+model.

Our priority is to support residents and their families with care and support needs to provide services for the most vulnerable. This has to be done within the available budget.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1410F	ADULT SOCIAL CARE AND HEALTH DIRECTORATE	11,202	-	(8,519)	2,683	(76)
					-	
					-	
					-	
					-	
					-	
					-	
					-	
	TOTAL NET EXPENDITURE	11,202	-	(8,519)	2,683	(76)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
ADULT SOCIAL CARE AND HEALTH DIRECTORATE	6.8	6.8	-
TOTAL FTE STAFF	6.8	6.8	-

DIVISION: C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
784	Employees	901	-	(42)	859	(5)
-	Premises related expenditure	-	-	-	-	n/a
166	Supplies and Services	153	-	1,387	1,540	907
9,978	Third Party Payments	5,500	-	(3,505)	1,995	(64)
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
65	Recharges from other services	56	-	-	56	-
10,993	TOTAL CONTROLLABLE EXPENDITURE	6,610	-	(2,160)	4,450	n/a
-	Government Grants	-	-	-	-	n/a
(7,897)	Other Grants, reimbursements and contributions	-	-	(1,387)	(1,387)	n/a
0	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(380)	Recharges to other services	(380)	-	-	(380)	-
(8,277)	TOTAL CONTROLLABLE INCOME	(380)	-	(1,387)	(1,767)	n/a
2,716	NET CONTROLLABLE COST	6,230	-	(3,547)	2,683	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,972	Corporate support services bought in	4,972	-	(4,972)	-	(100)
4,972	TOTAL NON-CONTROLLABLE EXPENDITURE	4,972	-	(4,972)	-	n/a
7,688	NET COST OF SERVICE	11,202	-	(8,519)	2,683	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,688	TOTAL NET EXPENDITURE	11,202	-	(8,519)	2,683	(76)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Care Package Inflation Above Corporate Allowance						1,387
Growth to replace Public Health Funding						380
						1,767
<u>Strategic budget - agreed additional income / savings</u>						
Removal of growth to replace Public Health Funding						(1,387)
Senior Management Restructure						(42)
Refocusing Public Health Funding						(380)
						(1,809)
<u>Other resource changes</u>						
Removed Corporate Recharges (EXP)						(4,972)
Permanent Virement to Cover Block Contract to Older People Commissioning (ASCH 2.6)						(406)
Permanent Virement to Provider Service (ASCH 2.5)						(380)
Permanent Virement to Older People Health Partnership income (ASCH 2.7)						(4,000)
Permanent Virement for inflation pending distribution (FPS005)						1,433
Permanent Virement -Staffing (ASCH 2.11)						(152)
						(8,477)
TOTAL OTHER VARIATIONS IN RESOURCE						(8,519)

SERVICE: **C1410F : ADULT SOCIAL CARE AND HEALTH DIRECTORATE**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
784	Employees	901	-	(42)	859	(5)
-	Premises related expenditure	-	-	-	-	n/a
166	Supplies and Services	153	-	1,387	1,540	907
9,978	Third Party Payments	5,500	-	(3,505)	1,995	(64)
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
65	Recharges from other services	56	-	-	56	-
10,993	TOTAL CONTROLLABLE EXPENDITURE	6,610	-	(2,160)	4,450	n/a
-	Government Grants	-	-	-	-	n/a
(7,897)	Other Grants, reimbursements and contributions	-	-	(1,387)	(1,387)	n/a
0	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(380)	Recharges to other services	(380)	-	-	(380)	-
(8,277)	TOTAL CONTROLLABLE INCOME	(380)	-	(1,387)	(1,767)	n/a
2,716	NET CONTROLLABLE COST	6,230	-	(3,547)	2,683	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,972	Corporate support services bought in	4,972	-	(4,972)	-	(100)
4,972	TOTAL NON-CONTROLLABLE EXPENDITURE	4,972	-	(4,972)	-	n/a
7,688	NET COST OF SERVICE	11,202	-	(8,519)	2,683	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,688	TOTAL NET EXPENDITURE	11,202	-	(8,519)	2,683	(76)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Care Package Inflation Above Corporate Allowance						1,387
Growth to replace Public Health Funding						380
						1,767
<u>Strategic budget - agreed additional income / savings</u>						
Removal of growth to replace Public Health Funding						(1,387)
Senior Management Restructure						(42)
Refocusing Public Health Funding						(380)
						(1,809)
<u>Other resource changes</u>						
Removed Corporate Recharges (EXP)						(4,972)
Permanent Virement to Cover Block Contract to Older People Commissioning (ASCH 2.6)						(406)
Permanent Virement to Provider Service (ASCH 2.5)						(380)
Permanent Virement to Older People Health Partnership income (ASCH 2.7)						(4,000)
Permanent Virement for inflation pending distribution (FPS005)						1,433
Permanent Virement - Staffing (ASCH 2.11)						(152)
						(8,477)
TOTAL OTHER VARIATIONS IN RESOURCE						(8,519)

SERVICE DESCRIPTION

Social Care is an essential part of the fabric of our society. Social Care at its best enables and transforms peoples' lives whether they need support with mental health, because of physical disabilities, learning disabilities, or because they are becoming older and in need of additional support.

Social Care supports people to work, to socialise, to care and support family members and to play an active role in their communities and, when necessary, protects people to keep them safe from harm. To achieve this, we must target our offer and be precise in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence. Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1414F	18-65 DISABILITY	49,413	-	(4,577)	44,836	(9)
C1415F	ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	9,405	-	(327)	9,078	(3)
C1416F	PROVIDER SERVICES	7,058	-	121	7,179	2
C1417F	OBC COMMISSIONING	5,894	-	(348)	5,546	(6)
C1418F	LOCALITIES	23,221	-	2,544	25,765	11
C1419F	18-25 DISABILITY TRANSITIONS	9,533	-	367	9,900	4
C1424F	COMMUNITY EQUIPMENT SERVICE	(478)	-	345	(133)	(72)
C1426F	ADULT SAFEGUARDING AND QUALITY ASSURANCE	2,782	-	-	2,782	-
C1440F	LIFE SERVICES	2,019	-	152	2,171	8
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	108,847	-	(1,723)	107,124	(2)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
18-65 DISABILITY	58.4	58.4	-
ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	64.5	64.5	-
PROVIDER SERVICES	217.6	217.6	-
OBC COMMISSIONING	-	-	-
LOCALITIES	132.3	113.3	(19.0)
18-25 DISABILITY TRANSITIONS	-	18.0	18.0
COMMUNITY EQUIPMENT SERVICE	-	-	-
ADULT SAFEGUARDING AND QUALITY ASSURANCE	39.0	39.0	-
LIFE SERVICES	-	19.0	19.0
TOTAL FTE STAFF	511.8	529.8	18.0

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
23,672	Employees	23,798	-	1,344	25,142	6
167	Premises related expenditure	212	-	5	217	2
2,145	Supplies and Services	1,345	-	207	1,551	15
97,570	Third Party Payments	94,170	-	6,319	100,489	7
23,564	Transfer Payments	23,919	-	(12,222)	11,697	(51)
417	Transport related expenditure	63	-	47	110	75
612	Recharges from other services	586	-	(27)	559	(5)
148,147	TOTAL CONTROLLABLE EXPENDITURE	144,092	-	(4,327)	139,765	n/a
(1,047)	Government Grants	(1,044)	-	-	(1,044)	-
(11,385)	Other Grants, reimbursements and contributions	(13,988)	-	4,375	(9,613)	(31)
(17,329)	Customer and Client Receipts	(17,420)	-	(1,586)	(19,006)	9
-	Interest Receivable	-	-	-	-	n/a
(4,025)	Recharges to other services	(2,737)	-	(241)	(2,978)	9
(33,786)	TOTAL CONTROLLABLE INCOME	(35,189)	-	2,548	(32,641)	n/a
114,361	NET CONTROLLABLE COST	108,903	-	(1,779)	107,124	n/a
242	Capital Charges	252	-	(252)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(308)	Corporate support services bought in	(308)	-	308	-	(100)
(66)	TOTAL NON-CONTROLLABLE EXPENDITURE	(56)	-	56	-	n/a
114,295	NET COST OF SERVICE	108,847	-	(1,723)	107,124	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
114,295	TOTAL NET EXPENDITURE	108,847	-	(1,723)	107,124	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund projected Demographic and Cost Pressures						5,268
Growth to fund Cost in Block Contracts						264
						5,532
<u>Strategic budget - agreed additional income / savings</u>						
Baseline and stretch savings - Operational Budget						(10,784)
Savings -Fees and Charges Review						(441)
Review of Contracts - Outcomes Based Commissioning						(586)
Income from Block Contract- Beds released to self funders						(264)
Savings Review of Children with Disabilities Care Packages						(260)
						(12,335)
<u>Other resource changes</u>						
Permanent Virement from Directorate (ASCH 1.2)						380
Removed Assets Depreciation Charges						(252)
Permanent Virement to cover Block Contract to Older People Commissioning (ASCH 1.3)						406
Permanent Virement to Older People Health Partnership income (ASCH 1.2)						3,999
Virement Budget Realignment of Business Support salaries from Children With Disabilities Department - CYPE 3.6						38
Virement Budget Realignment of Transition salaries from Children With Disabilities Department - CYPE 2.4						251
Virement Budget Realignment of Growth and Savings from Children With Disabilities Department -CYPE 2.4						168
Removed Corporate Recharges (Income)						308
Permanent Virement - Staffing (ASCH 1.3)						152
Additional Fees and Charges						(369)
						5,081
TOTAL OTHER VARIATIONS IN RESOURCE						(1,723)

SERVICE: C1414F : 18-65 DISABILITY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,149	Employees	2,485	-	824	3,309	33
-	Premises related expenditure	-	-	-	-	n/a
41	Supplies and Services	11	-	(3)	8	(27)
35,034	Third Party Payments	36,482	-	6,306	42,788	17
19,211	Transfer Payments	19,203	-	(11,488)	7,715	(60)
3	Transport related expenditure	4	-	1	5	25
112	Recharges from other services	116	-	(6)	110	(5)
57,549	TOTAL CONTROLLABLE EXPENDITURE	58,301	-	(4,366)	53,935	n/a
(979)	Government Grants	(979)	-	-	(979)	-
(3,362)	Other Grants, reimbursements and contributions	(3,362)	-	-	(3,362)	-
(2,549)	Customer and Client Receipts	(4,547)	-	(211)	(4,758)	5
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(6,890)	TOTAL CONTROLLABLE INCOME	(8,888)	-	(211)	(9,099)	n/a
50,659	NET CONTROLLABLE COST	49,413	-	(4,577)	44,836	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
50,659	NET COST OF SERVICE	49,413	-	(4,577)	44,836	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
50,659	TOTAL NET EXPENDITURE	49,413	-	(4,577)	44,836	(9)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund projected Demographic and Cost Pressures						1,219
						1,219
<u>Strategic budget - agreed additional income / savings</u>						
Baseline and stretch savings - Disabilities Operational Budget						(5,584)
Savings -Fees and Charges Review						(116)
						(5,700)
<u>Other resource changes</u>						
Additional Fees and Charges						(96)
						(96)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,577)

SERVICE: C1415F : ADULT MENTAL HEALTH AND SUBSTANCE MISUSE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,813	Employees	3,136	-	-	3,136	-
-	Premises related expenditure	-	-	-	-	n/a
14	Supplies and Services	16	-	-	16	-
10,461	Third Party Payments	8,058	-	(343)	7,715	(4)
210	Transfer Payments	569	-	16	585	3
24	Transport related expenditure	26	-	-	26	-
12	Recharges from other services	12	-	0	12	3
13,534	TOTAL CONTROLLABLE EXPENDITURE	11,817	-	(327)	11,490	n/a
(68)	Government Grants	(65)	-	-	(65)	-
(2,805)	Other Grants, reimbursements and contributions	(1,169)	-	-	(1,169)	-
(297)	Customer and Client Receipts	(505)	-	-	(505)	-
-	Interest Receivable	-	-	-	-	n/a
(982)	Recharges to other services	(673)	-	-	(673)	-
(4,152)	TOTAL CONTROLLABLE INCOME	(2,412)	-	-	(2,412)	n/a
9,381	NET CONTROLLABLE COST	9,405	-	(327)	9,078	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
9,381	NET COST OF SERVICE	9,405	-	(327)	9,078	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,381	TOTAL NET EXPENDITURE	9,405	-	(327)	9,078	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund projected demographic and cost pressures						630
						630
<u>Strategic budget - agreed additional income / savings</u>						
Baseline and stretch savings - Mental Health Operational Budget						(934)
Savings -Fees and Charges Review						(12)
						(946)
<u>Other resource changes</u>						
Additional Fees and Charges						(11)
						(11)
TOTAL OTHER VARIATIONS IN RESOURCE						(327)

SERVICE: C1416F : PROVIDER SERVICES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
7,203	Employees	7,622	-	79	7,701	1
163	Premises related expenditure	211	-	5	216	2
74	Supplies and Services	(400)	-	150	(250)	(38)
3,485	Third Party Payments	1,423	-	(18)	1,405	(1)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	6	-	(4)	2	(67)
386	Recharges from other services	396	-	(21)	375	(5)
11,313	TOTAL CONTROLLABLE EXPENDITURE	9,258	-	191	9,449	n/a
-	Government Grants	-	-	-	-	n/a
(145)	Other Grants, reimbursements and contributions	(75)	-	(80)	(155)	107
(2,961)	Customer and Client Receipts	(1,278)	-	(3)	(1,281)	0
-	Interest Receivable	-	-	-	-	n/a
(1,546)	Recharges to other services	(1,049)	-	215	(834)	(20)
(4,652)	TOTAL CONTROLLABLE INCOME	(2,402)	-	132	(2,270)	n/a
6,660	NET CONTROLLABLE COST	6,856	-	323	7,179	n/a
202	Capital Charges	202	-	(202)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
202	TOTAL NON-CONTROLLABLE EXPENDITURE	202	-	(202)	-	n/a
6,862	NET COST OF SERVICE	7,058	-	121	7,179	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,862	TOTAL NET EXPENDITURE	7,058	-	121	7,179	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings -Fees and Charges Review						(31)
						(31)
<u>Other resource changes</u>						
Permanent Virement from Directorate (ASCH 1.2)						380
Removed Assets Depreciation Charges						(202)
Additional Fees and Charges						(26)
						152
TOTAL OTHER VARIATIONS IN RESOURCE						121

SERVICE: C1417F : OBC COMMISSIONING

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
44	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
1,269	Supplies and Services	1,272	-	-	1,272	-
7,458	Third Party Payments	7,641	-	670	8,311	9
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
8,773	TOTAL CONTROLLABLE EXPENDITURE	8,913	-	670	9,583	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,455)	Customer and Client Receipts	(3,030)	-	(992)	(4,022)	33
-	Interest Receivable	-	-	-	-	n/a
(15)	Recharges to other services	(15)	-	-	(15)	-
(2,470)	TOTAL CONTROLLABLE INCOME	(3,045)	-	(992)	(4,037)	n/a
6,303	NET CONTROLLABLE COST	5,868	-	(322)	5,546	n/a
26	Capital Charges	26	-	(26)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
26	TOTAL NON-CONTROLLABLE EXPENDITURE	26	-	(26)	-	n/a
6,329	NET COST OF SERVICE	5,894	-	(348)	5,546	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,329.00	TOTAL NET EXPENDITURE	5,894	-	(348)	5,546	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund Cost in Block Contracts						264
						264
<u>Strategic budget - agreed additional income / savings</u>						
Review of Contracts - Outcomes Based Commissioning						(586)
Income from Block Contract- Beds released to self funders						(264)
Savings -Fees and Charges Review						(77)
						(927)
<u>Other resource changes</u>						
Permanent Virement to cover Block Contract to Older People Commissioning (ASCH 1.3)						406
Removed Assets Depreciation Charges						(26)
Additional Fees and Charges						(65)
						315
TOTAL OTHER VARIATIONS IN RESOURCE						(348)

SERVICE: C1418F : LOCALITIES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,561	Employees	4,561	-	1	4,562	0
0	Premises related expenditure	-	-	-	-	n/a
11	Supplies and Services	11	-	1	11	5
34,861	Third Party Payments	34,502	-	(1,810)	32,692	(5)
1,094	Transfer Payments	1,098	-	711	1,809	65
24	Transport related expenditure	24	-	-	24	-
42	Recharges from other services	3	-	-	3	-
40,593	TOTAL CONTROLLABLE EXPENDITURE	40,199	-	(1,098)	39,101	n/a
-	Government Grants	-	-	-	-	n/a
(4,177)	Other Grants, reimbursements and contributions	(8,632)	-	4,455	(4,177)	(52)
(8,363)	Customer and Client Receipts	(7,356)	-	(347)	(7,703)	5
-	Interest Receivable	-	-	-	-	n/a
(1,455)	Recharges to other services	(1,000)	-	(456)	(1,456)	46
(13,995)	TOTAL CONTROLLABLE INCOME	(16,988)	-	3,652	(13,336)	n/a
26,598	NET CONTROLLABLE COST	23,211	-	2,554	25,765	n/a
-	Capital Charges	10	-	(10)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	10	-	(10)	-	n/a
26,598	NET COST OF SERVICE	23,221	-	2,544	25,765	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
26,598	TOTAL NET EXPENDITURE	23,221	-	2,544	25,765	11
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund projected Demographic and Cost Pressures						2,599
						2,599
<u>Strategic budget - agreed additional income / savings</u>						
Baseline and stretch savings - Older People Operational Budget						(3,700)
Savings -Fees and Charges Review						(187)
						(3,887)
<u>Other resource changes</u>						
Permanent Virement to Older People Health Partnership income (ASCH 1.2)						3,999
Remove Asset Depreciation Charges						(10)
Additional Fees and Charges						(156)
						3,833
TOTAL OTHER VARIATIONS IN RESOURCE						2,544

SERVICE: C1419F : 18-25 DISABILITY TRANSITIONS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
981	Employees	665	-	289	954	43
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
6,199	Third Party Payments	6,031	-	1,514	7,545	25
3,049	Transfer Payments	3,049	-	(1,461)	1,588	(48)
0	Transport related expenditure	-	-	50	50	n/a
0	Recharges from other services	-	-	-	-	n/a
10,229	TOTAL CONTROLLABLE EXPENDITURE	9,745	-	392	10,137	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(226)	Customer and Client Receipts	(226)	-	(11)	(237)	5
-	Interest Receivable	-	-	-	-	n/a
(27)	Recharges to other services	-	-	-	-	n/a
(253)	TOTAL CONTROLLABLE INCOME	(226)	-	(11)	(237)	n/a
9,976	NET CONTROLLABLE COST	9,519	-	381	9,900	n/a
14	Capital Charges	14	-	(14)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
14	TOTAL NON-CONTROLLABLE EXPENDITURE	14	-	(14)	-	n/a
9,990	NET COST OF SERVICE	9,533	-	367	9,900	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,990	TOTAL NET EXPENDITURE	9,533	-	367	9,900	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund projected demographic and cost pressures						761
						761
<u>Strategic budget - agreed additional income / savings</u>						
Savings Review of Children with Disabilities Care Packages						(260)
Baseline savings - Transitions Operational Budget						(566)
Savings - Fees and Charges Review						(6)
						(832)
<u>Other resource changes</u>						
Removed Assets Depreciation Charges						(14)
Virement Transfer 1 FTE Business Support from Commissioning and Services to Schools - CYPE 3.6						38
Virement Transfer 11 FTE from Social Work with Families and 0-17 Children with Disabilities - CYPE 2.4						251
Virement Transfer 2021/22 care packages growth and savings from Social Work with Families and						168
Additional Fees and Charges						(5)
						438
TOTAL OTHER VARIATIONS IN RESOURCE						367

SERVICE: C1424F : COMMUNITY EQUIPMENT SERVICE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	308	-	-	308	-
3	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	-	-	59	59	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
297	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
308	TOTAL CONTROLLABLE EXPENDITURE	308	-	59	367	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(478)	Customer and Client Receipts	(478)	-	(22)	(500)	5
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(478)	TOTAL CONTROLLABLE INCOME	(478)	-	(22)	(500)	n/a
(170)	NET CONTROLLABLE COST	(170)	-	37	(133)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(308)	Corporate support services bought in	(308)	-	308	-	(100)
(308)	TOTAL NON-CONTROLLABLE EXPENDITURE	(308)	-	308	-	n/a
(478)	NET COST OF SERVICE	(478)	-	345	(133)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(478)	TOTAL NET EXPENDITURE	(478)	-	345	(133)	(72)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth to fund Demographic and Inflation Pressures						59
						59
<u>Strategic budget - agreed additional income / savings</u>						
Savings -Fees and Charges Review						(12)
						(12)
<u>Other resource changes</u>						
Removed Corporate Recharges (Income)						308
Additional Fees and Charges						(10)
						298
TOTAL OTHER VARIATIONS IN RESOURCE						345

SERVICE: C1426F : ADULT SAFEGUARDING AND QUALITY ASSURANCE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,179	Employees	2,431	-	-	2,431	-
-	Premises related expenditure	1	-	-	1	-
505	Supplies and Services	379	-	-	379	-
40	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
68	Transport related expenditure	3	-	-	3	-
58	Recharges from other services	58	-	-	58	-
2,850	TOTAL CONTROLLABLE EXPENDITURE	2,872	-	-	2,872	n/a
-	Government Grants	-	-	-	-	n/a
(68)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(68)	TOTAL CONTROLLABLE INCOME	(90)	-	-	(90)	n/a
2,782	NET CONTROLLABLE COST	2,782	-	-	2,782	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
2,782	NET COST OF SERVICE	2,782	-	-	2,782	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,782	TOTAL NET EXPENDITURE	2,782	-	-	2,782	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C1440F : LIFE SERVICES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,741	Employees	2,589	-	152	2,741	6
-	Premises related expenditure	-	-	-	-	n/a
224	Supplies and Services	56	-	-	56	-
33	Third Party Payments	33	-	-	33	-
-	Transfer Payments	-	-	-	-	n/a
(0)	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	1	-	-	1	-
2,999	TOTAL CONTROLLABLE EXPENDITURE	2,679	-	152	2,831	n/a
-	Government Grants	-	-	-	-	n/a
(828)	Other Grants, reimbursements and contributions	(660)	-	-	(660)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(828)	TOTAL CONTROLLABLE INCOME	(660)	-	-	(660)	n/a
2,171	NET CONTROLLABLE COST	2,019	-	152	2,171	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
2,171	NET COST OF SERVICE	2,019	-	152	2,171	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,171	TOTAL NET EXPENDITURE	2,019	-	152	2,171	8
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Permanent Virement - Staffing (ASCH 1.3)						152
						152
TOTAL OTHER VARIATIONS IN RESOURCE						152

SERVICE DESCRIPTION

In delivering and commissioning services we want to achieve the best value and the most cost-effective means of delivering high quality. This will be achieved through rigorous application of each stage of the commissioning cycle. This is important, not just because local authorities are receiving less funding from government to provide care, but also because most people using support services contribute to the cost, and many thousands of people in Croydon fund their own care entirely. We have a regulatory role to ensure that the quality of the market is also good for people who self-fund and those who are placed in Croydon by other authorities or organisations.

The improvement service is focussed on enabling the Directorate to analyse, plan and deliver the business development and improvement plan. This includes Directorate strategic governance and assurance to internal and external functions. It also enables proposals, monitoring and implementation of growth, cost of care, savings, fees and charges and capital investment.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1422F	ADULT SOCIAL CARE BUSINESS AND SERVICE COMPLIAN	3,636	-	248	3,884	7
C1430F	ADULT SOCIAL CARE IMPROVEMENT	1,803	-	(1,280)	523	(71)
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	5,439	-	(1,032)	4,407	(19)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
ADULT SOCIAL CARE BUSINESS AND SERVICE COMPLIANCE	46.4	99.7	53.3
ADULT SOCIAL CARE IMPROVEMENT	11.0	17.0	6.0
TOTAL FTE STAFF	57.4	116.7	59.3

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,604	Employees	3,990	-	1,153	5,143	29
-	Premises related expenditure	-	-	-	-	n/a
1,141	Supplies and Services	1,988	-	(905)	1,083	(46)
1,201	Third Party Payments	313	-	779	1,092	249
66	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
7,589	Recharges from other services	7,520	-	-	7,520	-
14,600	TOTAL CONTROLLABLE EXPENDITURE	13,811	-	1,027	14,838	n/a
-	Government Grants	-	-	(946)	(946)	n/a
(7,718)	Other Grants, reimbursements and contributions	(7,337)	-	-	(7,337)	-
(287)	Customer and Client Receipts	(273)	-	(13)	(286)	5
-	Interest Receivable	-	-	-	-	n/a
(1,254)	Recharges to other services	(762)	-	(1,100)	(1,862)	144
(9,259)	TOTAL CONTROLLABLE INCOME	(8,372)	-	(2,059)	(10,431)	n/a
5,340	NET CONTROLLABLE COST	5,439	-	(1,032)	4,407	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
5,340	NET COST OF SERVICE	5,439	-	(1,032)	4,407	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,340	TOTAL NET EXPENDITURE	5,439	-	(1,032)	4,407	(19)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Financial Assessments Improvements						300
Market Sustainability / Fair Cost of Care Grant						946
<u>Strategic budget - agreed additional income / savings</u>						
Saving - Restructure in Gateway Services						(12)
Savings - Fees and Charges Review						(7)
Market Sustainability / Fair Cost of Care Grant						(946)
Innovation Budget Reduction						(180)
Capitalise Savings Project Management Costs						(1,100)
<u>Other resource changes</u>						
Permanent Virements- Staffing 2021/22						(27)
Additional Fees and Charges						(6)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,032)

SERVICE: C1422F : ADULT SOCIAL CARE BUSINESS AND SERVICE COMPLIANCE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,784	Employees	3,857	-	261	4,118	7
-	Premises related expenditure	-	-	-	-	n/a
477	Supplies and Services	485	-	-	485	-
565	Third Party Payments	146	-	-	146	-
66	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
189	Recharges from other services	203	-	-	203	-
5,081	TOTAL CONTROLLABLE EXPENDITURE	4,691	-	261	4,952	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
(287)	Customer and Client Receipts	(273)	-	(13)	(286)	5
-	Interest Receivable	-	-	-	-	n/a
(1,254)	Recharges to other services	(762)	-	-	(762)	-
(1,541)	TOTAL CONTROLLABLE INCOME	(1,055)	-	(13)	(1,068)	n/a
3,539	NET CONTROLLABLE COST	3,636	-	248	3,884	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
3,539	NET COST OF SERVICE	3,636	-	248	3,884	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,539	TOTAL NET EXPENDITURE	3,636	-	248	3,884	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Financial Assessments Improvements						300
						300
<u>Strategic budget - agreed additional income / savings</u>						
Saving - Restructure in Gateway Services						(12)
Savings - Fees and Charges Review						(7)
						(19)
<u>Other resource changes</u>						
Permanent Virements - Staffing 2021/22						(27)
Additional Fees and Charges						(6)
						(33)
TOTAL OTHER VARIATIONS IN RESOURCE						248

SERVICE: C1430F : ADULT SOCIAL CARE IMPROVEMENT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
820	Employees	133	-	892	1,025	671
-	Premises related expenditure	-	-	-	-	n/a
664	Supplies and Services	1,503	-	(905)	598	(60)
635	Third Party Payments	167	-	779	946	466
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
7,400	Recharges from other services	7,317	-	-	7,317	-
9,519	TOTAL CONTROLLABLE EXPENDITURE	9,120	-	766	9,886	n/a
-	Government Grants	-	-	(946)	(946)	n/a
(7,718)	Other Grants, reimbursements and contributions	(7,317)	-	-	(7,317)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(1,100)	(1,100)	n/a
(7,718)	TOTAL CONTROLLABLE INCOME	(7,317)	-	(2,046)	(9,363)	n/a
1,801	NET CONTROLLABLE COST	1,803	-	(1,280)	523	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,801	NET COST OF SERVICE	1,803	-	(1,280)	523	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,801	TOTAL NET EXPENDITURE	1,803	-	(1,280)	523	(71)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Market Sustainability / Fair Cost of Care Grant						946
						946
<u>Strategic budget - agreed additional income / savings</u>						
Market Sustainability / Fair Cost of Care Grant						(946)
Innovation Budget Reduction						(180)
Capitalise Savings Project Management Costs						(1,100)
						(2,226)
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(1,280)

HOUSING

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KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

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

- 1) Develop new strategies for tackling homelessness and procuring temporary accommodation in order to better prevent homelessness and deliver financial saving
- 2) Promote independent living for vulnerable people
- 3) Promote better and fair access to housing services

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	9,098	8,310	8,154	8,128	(2)
Premises related expenditure	23,958	35,639	24,722	35,710	0
Supplies and Services	5,885	10	2,328	(299)	(3,090)
Third Party Payments	18,122	4,917	17,730	4,692	(5)
Transfer Payments	1,215	100	1,499	103	3
Transport related expenditure	4	6	8	5	(17)
Capital Charges	160	187	187	-	(100)
Intangible Charges	17	17	17	-	(100)
REFCUS	-	2,900	2,900	-	(100)
Corporate support services bought in	3,533	2,408	2,408	-	(100)
Recharges from other services	184	(17)	174	(193)	1,035
TOTAL EXPENDITURE	62,176	54,477	60,127	48,146	(20)
Government Grants	(9,111)	(7,395)	(10,765)	(7,422)	0
Other Grants, reimbursements and contributions	(278)	(320)	(267)	(189)	(41)
Customer and Client Receipts	(28,670)	(28,239)	(28,617)	(28,109)	(0)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(5,780)	(4,730)	(4,268)	(4,398)	(7)
TOTAL INCOME	(43,839)	(40,684)	(43,916)	(40,118)	(9)
TOTAL NET EXPENDITURE	18,337	13,793	16,210	8,028	(50)
Contributions to / (from) Reserves	-	-	-	-	n/a
CURRENT BUDGET	14,319		14,319		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	4,018		1,891		

TOP FINANCIAL RISKS 2022/23

- 1) Outcome of Government consultations impacting on use of receipts from Right to Buy sales and Social Housing green papers
- 2) Water collection charges court case ongoing with potential claims for overpaid rates dating back to 2002. LBC retains a provision of £3.03m

CABINET MEMBER

Cllr Patricia Hay-Justice

Cabinet Member for Homes

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
David Padfield	Interim Corporate Director Housing	50133
Yvonne Murray	Director of Housing- Resident Engagement & Allocations	61576
Stephen Tate	Director of Housing- Estates & Improvement	47446

DIVISION CODE	DIVISION
C1305E	RESIDENT ENGAGEMENT AND ALLOCATIONS
C1310E	ESTATES AND IMPROVEMENT
C1340E	HOUSING BALANCE SHEET - GF
C1350E	HOUSING SUSPENSE AND HOLDING ACCOUNTS - GF
C1360E	HOUSING OBSOLETE CODES

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22 £000's	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
16,123 88	C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS C1310E : ESTATES AND IMPROVEMENT	13,727 66	- -	(5,765) -	7,962 66	(42) -
					-	n/a
					-	n/a
					-	n/a
					-	n/a
16,211	TOTAL NET EXPENDITURE	13,793	-	(5,765)	8,028	(42)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS	155.8	155.4	(0.4)
C1310E : ESTATES AND IMPROVEMENT	9.0	9.0	-
			-
			-
			-
TOTAL FTE STAFF	164.8	164.4	(0.4)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

--

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
£000's						
8,154	Employees	8,310	-	(182)	8,128	(2)
24,722	Premises related expenditure	35,639	-	71	35,710	0
2,328	Supplies and Services	10	-	(309)	(299)	(3,090)
17,730	Third Party Payments	4,917	-	(225)	4,692	(5)
1,499	Transfer Payments	100	-	3	103	3
7,501	Transport related expenditure	6	-	(1)	5	(17)
174	Recharges from other services	(17)	-	(176)	(193)	1,035
54,615	TOTAL CONTROLLABLE EXPENDITURE	48,965	-	(819)	48,146	(2)
(10,765)	Government Grants	(7,395)	-	(27)	(7,422)	0
(267)	Other Grants, reimbursements and contributions	(320)	-	131	(189)	(41)
(28,616)	Customer and Client Receipts	(28,239)	-	130	(28,109)	(0)
-	Interest Receivable	-	-	-	-	n/a
(4,268)	Recharges to other services	(4,730)	-	332	(4,398)	(7)
(43,916)	TOTAL CONTROLLABLE INCOME	(40,684)	-	566	(40,118)	(1)
10,699	NET CONTROLLABLE COST	8,281	-	(253)	8,028	(3)
0						
187	Capital Charges	187	-	(187)	-	(100)
17	Intangible Charges	17	-	(17)	-	(100)
2,900	REFCUS	2,900	-	(2,900)	-	(100)
2,408	Corporate support services bought in	2,408	-	(2,408)	-	(100)
5,512	TOTAL NON-CONTROLLABLE EXPENDITURE	5,512	-	(5,512)	-	(100)
16,211	NET COST OF SERVICE	13,793	-	(5,765)	8,028	(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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,211	TOTAL NET EXPENDITURE	13,793	-	(5,765)	8,028	(42)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						2,100
Strategic budget - agreed additional income / savings						(2,859)
Other resource changes						(5,006)
TOTAL OTHER VARIATIONS IN RESOURCE						(5,765)

SERVICE DESCRIPTION**Emergency Accommodation**

Carries out the council statutory function under the homeless reduction act. Their duties include the prevention of homelessness and where that is not possible finding alternative solutions and accommodation for homeless residents. The service also provides emergency accommodation for homeless households until longer term accommodation can be found. The service takes over 3,000 application per year.

Temporary Accommodation and 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 and social home buy). 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 Solutions

Responsible for the housing and transfer registers, and allocation of social housing (including registered social landlords). It promotes home ownership (right to buy and social home buy). 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 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 or enforcement.

Resident involvement

Responsible for meeting legal & regulatory requirement to involve council tenants and leaseholders in monitoring and scrutinising Croydon's housing services. Involvement and scrutiny activities includes a number of active panels, including health and safety, complaints, leaseholder, scrutiny, performance monitoring group and tenant and leaseholder panel. The team also consult with residents over major works and improvement programmes. They communicate with residents in a range of ways including mystery shopping, neighbourhood voice and face to face engagement across estates. They also obtain and review performance data and work with Acuity to monitor customer satisfaction across Croydon Housing services. This team also produce communication for residents, including Open House, the magazine for Croydon tenants and leaseholders, on a quarterly basis.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1310F	RESIDENT ENGAGEMENT AND ALLOCATIONS	3,118	-	(3,276)	(158)	(105)
C1320F	ALLOCATIONS, LETTINGS AND INCOME COLLECTION	322	-	71	393	22
C1324F	HOMELESSNESS AND ASSESSMENTS	10,287	-	(2,560)	7,727	(25)
	TOTAL NET EXPENDITURE	13,727	-	(5,765)	7,962	(42)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
RESIDENT ENGAGEMENT AND ALLOCATIONS DIRECTORATE	3.1	2.5	(0.6)
ALLOCATIONS, LETTINGS AND INCOME COLLECTION	37.6	36.4	(1.2)
HOMELESSNESS AND ASSESSMENTS	115.1	116.5	1.4
TOTAL FTE STAFF	155.8	155.4	(0.4)

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
7,830	Employees	7,685	-	(112)	7,573	(1)
24,722	Premises related expenditure	35,639	-	71	35,710	0
2,328	Supplies and Services	10	-	(309)	(299)	(3,090)
17,713	Third Party Payments	4,917	-	(225)	4,692	(5)
1,499	Transfer Payments	100	-	3	103	3
7	Transport related expenditure	6	-	(1)	5	(17)
165	Recharges from other services	(26)	-	(176)	(202)	677
54,264	TOTAL CONTROLLABLE EXPENDITURE	48,331	-	(749)	47,582	n/a
(10,765)	Government Grants	(7,395)	-	(27)	(7,422)	0
(267)	Other Grants, reimbursements and contributions	(320)	-	131	(189)	(41)
(28,599)	Customer and Client Receipts	(28,239)	-	130	(28,109)	(0)
-	Interest Receivable	-	-	-	-	n/a
(4,023)	Recharges to other services	(4,162)	-	262	(3,900)	(6)
(43,653)	TOTAL CONTROLLABLE INCOME	(40,116)	-	496	(39,620)	n/a
10,611	NET CONTROLLABLE COST	8,215	-	(253)	7,962	n/a
187	Capital Charges	187	-	(187)	-	(100)
17	Intangible Charges	17	-	(17)	-	(100)
2,900	REFCUS	2,900	-	(2,900)	-	(100)
2,408	Corporate support services bought in	2,408	-	(2,408)	-	(100)
5,512	TOTAL NON-CONTROLLABLE EXPENDITURE	5,512	-	(5,512)	-	n/a
16,123	NET COST OF SERVICE	13,727	-	(5,765)	7,962	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,123	TOTAL NET EXPENDITURE	13,727	-	(5,765)	7,962	(42)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
HSG Gro 01 EA/TA Pressures						2,000
HSG Gro 02 Resident Engagement & Tenancy Services						100
						2,100
<u>Strategic budget - agreed additional income / savings</u>						
Senior Management Restructure						(6)
Additional Savings Fees and Charges Review						(22)
HWA Sav 01 Reduction of Welfare Rights						(88)
HWA Sav 13 Reduction in Placements & Accommodation NRPF						(100)
HWA Sav 15 Croydon Discretionary Support Reduction in Service						(7)
HWA Sav 16 Croydon Discretionary Support Deletion of Service						(7)
HWA Sav 18 Restructure in Gateway Services						(9)
HSG Sav 01 Maximising Prevention						(578)
HSG Sav 02 Maximising Speed of Decisions						(101)
HSG Sav 03 Housing Supply Use of LA Stock						(163)
HSG Sav 04 Repurposing of Sheltered Housing Stock						(158)
HSG Sav 05 Housing Supply Stock Under Occupancy						(77)
HSG Sav 06 Empty Properties						(96)
HSG Sav 07 EA/TA Evictions						(193)
HSG Sav 08 Long Term Voids						(103)
HSG Sav 09 TA Leasing Schemes						(138)
HSG Sav 10 Housing Supply Pipeline Maximisation						(80)
HSG Sav 11 Contract Reviews						(250)
HSG Sav 12 Staffing Review						(225)
HSG Sav 13 Income Maximisation Rent Collection						(240)
HSG Sav 14 Housing Benefit Maximisation						(100)
HSG Sav 15 Capitalise Resident Engagement & Tenancy Services						(100)
						(2,841)
<u>Other resource changes</u>						
Agreed Permanent Virements 2021/22						526
Removed Assets Depreciation Charges						(187)
Removed REFCUS Written Out						(2,900)
Removed Intangibles Amortisation						(17)
Removed Corporate Recharges (Exp)						(2,408)
Budget Alignment with ACE (ACE 2.5 - C1516F)						(20)
Additional Savings Fees and Charges Review						(18)
						(5,024)
TOTAL OTHER VARIATIONS IN RESOURCE						(5,765)

SERVICE: C1310F : RESIDENT ENGAGEMENT AND ALLOCATIONS DIRECTORATE

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
202	Employees	244	-	(77)	167	(32)
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	(579)	-	354	(225)	(61)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
26	Recharges from other services	24	-	(24)	-	(100)
233	TOTAL CONTROLLABLE EXPENDITURE	(311)	-	253	(58)	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(158)	Recharges to other services	(198)	-	98	(100)	(49)
(158)	TOTAL CONTROLLABLE INCOME	(198)	-	98	(100)	n/a
75	NET CONTROLLABLE COST	(509)	-	351	(158)	n/a
187	Capital Charges	187	-	(187)	-	(100)
17	Intangible Charges	17	-	(17)	-	(100)
2,900	REFCUS	2,900	-	(2,900)	-	(100)
523	Corporate support services bought in	523	-	(523)	-	(100)
3,627	TOTAL NON-CONTROLLABLE EXPENDITURE	3,627	-	(3,627)	-	n/a
3,702	NET COST OF SERVICE	3,118	-	(3,276)	(158)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,702	TOTAL NET EXPENDITURE	3,118	-	(3,276)	(158)	(105)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
HSG Gro 01 EA/TA Pressures						579
HSG Gro 02 Resident Engagement & Tenancy Services						100
						679
<u>Strategic budget - agreed additional income / savings</u>						
HSG Sav 12 Staffing Review						(225)
HSG Sav 15 Capitalise Resident Engagement & Tenancy Services						(100)
Senior Management Restructure						(6)
						(331)
<u>Other resource changes</u>						
Removed Assets Depreciation Charges						(187)
Removed REFCUS Written Out						(2,900)
Removed Intangibles Amortisation						(17)
Removed Corporate Recharges (Exp)						(523)
Budget Alignment within Directorate						3
						(3,624)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,276)

SERVICE: C1320F : ALLOCATIONS, LETTINGS AND INCOME COLLECTION

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,721	Employees	1,797	-	(101)	1,696	(6)
19	Premises related expenditure	78	-	(65)	13	(83)
2	Supplies and Services	76	-	(63)	13	(83)
212	Third Party Payments	212	-	2	214	1
3	Transfer Payments	-	-	3	3	n/a
2	Transport related expenditure	2	-	1	3	50
15	Recharges from other services	9	-	(2)	7	(22)
1,974	TOTAL CONTROLLABLE EXPENDITURE	2,174	-	(225)	1,949	n/a
-	Government Grants	-	-	-	-	n/a
(266)	Other Grants, reimbursements and contributions	(320)	-	131	(189)	(41)
(365)	Customer and Client Receipts	(493)	-	116	(377)	(24)
-	Interest Receivable	-	-	-	-	n/a
(1,000)	Recharges to other services	(1,039)	-	49	(990)	(5)
(1,631)	TOTAL CONTROLLABLE INCOME	(1,852)	-	296	(1,556)	n/a
343	NET CONTROLLABLE COST	322	-	71	393	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
343	NET COST OF SERVICE	322	-	71	393	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
343	TOTAL NET EXPENDITURE	322	-	71	393	22
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Savings Fees and Charges Review						(22)
						(22)
<u>Other resource changes</u>						
Agreed Permanent Virements 2021/22						50
Budget Alignment within Directorate						61
Additional Savings Fees and Charges Review						(18)
						93
TOTAL OTHER VARIATIONS IN RESOURCE						71

SERVICE: C1324F : HOMELESSNESS AND ASSESSMENTS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
5,907	Employees	5,644	-	66	5,710	1
24,703	Premises related expenditure	35,561	-	136	35,697	0
2,320	Supplies and Services	513	-	(600)	(87)	(117)
17,501	Third Party Payments	4,705	-	(227)	4,478	(5)
1,496	Transfer Payments	100	-	-	100	-
5	Transport related expenditure	4	-	(2)	2	(50)
124	Recharges from other services	(59)	-	(150)	(209)	254
52,057	TOTAL CONTROLLABLE EXPENDITURE	46,468	-	(777)	45,691	n/a
(10,765)	Government Grants	(7,395)	-	(27)	(7,422)	0
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(28,233)	Customer and Client Receipts	(27,746)	-	14	(27,732)	(0)
-	Interest Receivable	-	-	-	HOU 1.5-C13	n/a
(2,865)	Recharges to other services	(2,925)	-	115	(2,810)	(4)
(41,864)	TOTAL CONTROLLABLE INCOME	(38,066)	-	102	(37,964)	n/a
10,192	NET CONTROLLABLE COST	8,402	-	(675)	7,727	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,885	Corporate support services bought in	1,885	-	(1,885)	-	(100)
1,885	TOTAL NON-CONTROLLABLE EXPENDITURE	1,885	-	(1,885)	-	n/a
12,077	NET COST OF SERVICE	10,287	-	(2,560)	7,727	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
12,077	TOTAL NET EXPENDITURE	10,287	-	(2,560)	7,727	(25)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
HSG Gro 01 EA/TA Pressures						1,421
						1,421
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 01 Reduction of Welfare Rights						(88)
HWA Sav 13 Reduction in Placements & Accommodation NRPF						(100)
HWA Sav 15 Croydon Discretionary Support Reduction in Service						(7)
HWA Sav 16 Croydon Discretionary Support Deletion of Service						(7)
HWA Sav 18 Restructure in Gateway Services						(9)
HSG Sav 01 Maximising Prevention						(578)
HSG Sav 02 Maximising Speed of Decisions						(101)
HSG Sav 03 Housing Supply Use of LA Stock						(163)
HSG Sav 04 Repurposing of Sheltered Housing Stock						(158)
HSG Sav 05 Housing Supply Stock Under Occupancy						(77)
HSG Sav 06 Empty Properties						(96)
HSG Sav 07 EA/TA Evictions						(193)
HSG Sav 08 Long Term Voids						(103)
HSG Sav 09 TA Leasing Schemes						(138)
HSG Sav 10 Housing Supply Pipeline Maximisation						(80)
HSG Sav 11 Contract Reviews						(250)
HSG Sav 13 Income Maximisation Rent Collection						(240)
HSG Sav 14 Housing Benefit Maximisation						(100)
						(2,488)
<u>Other resource changes</u>						
Agreed Permanent Virements 2021/22						476
Removed Corporate Recharges (Exp)						(1,885)
Budget Alignment within Directorate						(64)
Budget Alignment with ACE (ACE 2.5 - C1516F)						(20)
						(1,493)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,560)

SERVICE DESCRIPTION

Asset Planning and Capital Delivery

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.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1305F	RESPONSIVE REPAIRS, PLANNED MAINTENANCE AND SAFETY	-	-	-	-	n/a
C1330F	ASSET PLANNING AND CAPITAL DELIVERY	66	-	-	66	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
	TOTAL NET EXPENDITURE	66	-	-	66	-

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
RESPONSIVE REPAIRS, PLANNED MAINTENANCE AND SAFETY	-	-	-
ASSET PLANNING AND CAPITAL DELIVERY	9.0	9.0	-
TOTAL FTE STAFF	9.0	9.0	-

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
323	Employees	625	-	(70)	555	(11)
-	Premises related expenditure	-	-	-	-	n/a
0	Supplies and Services	-	-	-	-	n/a
17	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	9	-	-	9	-
351	TOTAL CONTROLLABLE EXPENDITURE	634	-	(70)	564	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(18)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(245)	Recharges to other services	(568)	-	70	(498)	(12)
(263)	TOTAL CONTROLLABLE INCOME	(568)	-	70	(498)	n/a
88	NET CONTROLLABLE COST	66	-	-	66	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
88	NET COST OF SERVICE	66	-	-	66	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
88	TOTAL NET EXPENDITURE	66	-	-	66	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Employees budget						(70)
Realigning -Recharges to other services						70
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C1305F : RESPONSIVE REPAIRS, PLANNED MAINTENANCE AND SAFETY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
0	Supplies and Services	-	-	-	-	n/a
17	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
18	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(18)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(18)	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
0	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
0	NET COST OF SERVICE	-	-	-	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
0	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C1330F : ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
323	Employees	625	-	(70)	555	(11)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	9	-	-	9	-
333	TOTAL CONTROLLABLE EXPENDITURE	634	-	(70)	564	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(245)	Recharges to other services	(568)	-	70	(498)	(12)
(245)	TOTAL CONTROLLABLE INCOME	(568)	-	70	(498)	n/a
88	NET CONTROLLABLE COST	66	-	-	66	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
88	NET COST OF SERVICE	66	-	-	66	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
88	TOTAL NET EXPENDITURE	66	-	-	66	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction in Employees budget						(70)
Realigning -Recharges to other services						70
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY

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SERVICE SUBJECTIVE SUMMARY : HIGHWAYS AND PARKING SERVICES	SCRER 2.4-C1120F
SERVICE SUBJECTIVE SUMMARY : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING	SCRER 2.5-C1125F
SERVICE SUBJECTIVE SUMMARY : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOODS DIVISION	SCRER 2.6-C1130F
SERVICE SUBJECTIVE SUMMARY : INDEPENDENT TRAVEL SERVICE TEAM	SCRER 2.7-C1140F
DIVISION: CULTURE AND COMMUNITY SAFETY DIVISION	
DIVISION SUMMARY : CULTURE AND COMMUNITY SAFETY DIVISION	SCRER 3.1-C1130E
SERVICE SUBJECTIVE SUMMARY : CULTURE AND COMMUNITY SAFETY DIVISION	SCRER 3.2-C1130E
SERVICE SUBJECTIVE SUMMARY : CULTURE, LEISURE AND LIBRARIES	SCRER 3.3-C1150F
SERVICE SUBJECTIVE SUMMARY : MUSIC AND ARTS DIVISION	SCRER 3.4-C1155F
SERVICE SUBJECTIVE SUMMARY : VIOLENCE REDUCTION NETWORK DIVISION	SCRER 3.5-C1160F
DIVISION: PLANNING AND SUSTAINABLE REGENERATION DIVISION	
DIVISION SUMMARY : PLANNING AND SUSTAINABLE REGENERATION DIVISION	SCRER 4.1-C1140E
SERVICE SUBJECTIVE SUMMARY : PLANNING AND SUSTAINABLE REGENERATION DIVISION	SCRER 4.2-C1140E
SERVICE SUBJECTIVE SUMMARY : SPATIAL PLANNING SUMMARY	SCRER 4.3-C1165F
SERVICE SUBJECTIVE SUMMARY : STRATEGIC TRANSPORT	SCRER 4.4-C1170F
SERVICE SUBJECTIVE SUMMARY : BUILDING CONTROL SUMMARY	SCRER 4.5-C1180F
SERVICE SUBJECTIVE SUMMARY : DEVELOPMENT MANAGEMENT	SCRER 4.6-C1185F
SERVICE SUBJECTIVE SUMMARY : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	SCRER 4.7-C1190F
SERVICE SUBJECTIVE SUMMARY : EMPLOYMENT SKILLS	SCRER 4.8-C1192F
SERVICE SUBJECTIVE SUMMARY : GROWTH AND REGENERATION	SCRER 4.9-C1195F
SERVICE SUBJECTIVE SUMMARY : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	SCRER 4.10-C1198F

KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

Across all areas is the cross cutting theme to better manage demand and promote more efficient and targeted service delivery. The priorities are to:
 Develop sustainable communities, planning and sustainable regeneration policies and strategies including action on climate change.
 Creating district centres that are vibrant, well-used places where people and businesses want to be.
 Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
 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.
 Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
 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 vibrant destination for visitors which is attractive to investors now and in the future.
 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.
 Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.
 Ensure the borough has a cultural and arts offer to be proud of for all residents and communities, including pathways to culture for young people through Croydon Music and Arts; prepare for the London Borough of Culture 2023.
 Lead the borough's work to tackle violence against young people and violence against women and girls to reduce crime and make Croydon a safer borough

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	41,273	38,850	34,298	37,049	(5)
Premises related expenditure	3,962	2,335	3,147	2,047	(12)
Supplies and Services	81,238	41,172	45,940	41,283	0
Third Party Payments	19,325	5,814	4,902	6,801	17
Transfer Payments	239	271	340	271	-
Transport related expenditure	10,065	10,581	12,803	11,214	6
Capital Charges	17,710	15,629	15,629	-	(100)
Intangible Charges	274	274	274	-	(100)
REFCUS	(5)	1,098	1,098	-	(100)
Corporate support services bought in	6,679	3,440	3,440	-	(100)
Recharges from other services	6,249	3,856	6,611	5,418	41
TOTAL EXPENDITURE	187,009	123,320	128,484	104,083	(19)
Government Grants	(12,857)	(9,654)	(13,576)	(10,085)	4
Other Grants, reimbursements and contributions	(50,636)	(4,051)	(6,817)	(5,179)	28
Customer and Client Receipts	(32,680)	(47,313)	(38,565)	(51,834)	10
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(11,278)	(10,903)	(9,324)	(10,519)	(4)
TOTAL INCOME	(107,451)	(71,921)	(68,283)	(77,617)	14
TOTAL NET EXPENDITURE	79,558	51,399	60,201	26,466	(56)
Contributions to / (from) Reserves	(353)	-	-	-	n/a
CURRENT BUDGET	65,663		52,231		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	13,542		7,970		

TOP FINANCIAL RISKS 2022/23

- 1) SCRER department generates significant levels of income, particularly within the Planning and Strategic Transport and Sustainable Communities divisions. The socio-economic conditions post covid are creating an uncertain environment on which these income levels are predicated with fewer major applications, declining town centres and high streets and a reduction in commuting. This could lead to budget pressures across income generating teams and a reduction in the Growth Zone programme.
- 2) The Sustainability and Climate Emergency priority will require a significant reduction in carbon emissions through levers such as extending the roll out of ECVPs and promoting active travel initiatives. This may lead to reductions in parking income.
- 3) COVID restrictions in 2021 meant we saw a continued loss of parking income due to downturn in footfall/traffic within the borough. Despite restrictions lifting the income has not significantly improved, and this reflects the societal change where working patterns have now changed on a semi-permanent basis (COVID restrictions requiring increased working from home) and the shift to accessing retail and other services online. In addition we have been met with delays in implementing the Healthy Neighbourhood and School Streets programmes, which has also impacted our ability to recover enforcement income. This means that there is a risk that parking income target for 2022/23 will not be met.
- 4) The planning process is under increasing scrutiny from residents and members who are unhappy with the quantum of development undertaken in the borough, this is leading to increased challenges at all stages of the process with increased objections, litigation, complaints, appeals and enforcement activity for the LPA as well as the wider council, (legal, demo services, consultee teams) this increased workload is not budgeted for.
- 5) A number of services in the directorate are sensitive to inflation, particularly related to rising fuel/energy prices that could cause pressures for suppliers and/or service delivery.
- 6) There are a number of new legislative requirements that affect a number of services and place new burdens on the council. These include new life and limb requirements for building control post following the Grenfell tragedy; and the new Protect duty as part of our counter terrorism responsibilities.

TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY

DIRECTORATE SUMMARY

CABINET MEMBER	Cllr Muhammad Ali	Cabinet Member for Sustainable Communities Regeneration and Economic Recovery
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Sarah Hayward	Executive Director of Sustainable Communities Regeneration and Economic Recovery	62176
Steve Iles	Director - Sustainable Communities	52821
Heather Cheesbrough	Director - Planning and Sustainable Regeneration	65599
Kristian Aspanall	Director - Culture and Community Safety	

DIVISION CODE	DIVISION
C1110E	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY
C1120E	SUSTAINABLE COMMUNITIES
C1130E	CULTURE AND COMMUNITY SAFETY DIVISION
C1140E	PLANNING AND SUSTAINABLE REGENERATION DIVISION

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22 £000's	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(347)	C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC	(167)	-	(119)	(286)	71
47,234	C1120E : SUSTAINABLE COMMUNITIES	36,963	-	(15,253)	21,710	(41)
11,204	C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	12,213	-	(7,562)	4,651	(62)
2,111	C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	2,390	-	(1,999)	391	(84)
					-	n/a
					-	n/a
					-	n/a
60,202	TOTAL NET EXPENDITURE	51,399	-	(24,933)	26,466	(49)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	15.6	14.8	(0.8)
C1120E : SUSTAINABLE COMMUNITIES	426.9	437.4	10.5
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	132.3	116.0	(16.3)
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	195.8	172.0	(23.8)
	-	-	-
	-	-	-
	-	-	-
TOTAL FTE STAFF	770.6	740.2	(30.4)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Sustainable Communities Directorate

A reduction in the Place directorate team Business Support Team of **0.8 FTE**

Sustainable Communities

The projected increase in volumes associated with additional ANPR Enforcement initiative we have allowed for additional **10 FTEs**

SEN Transport Service created a driver 0.5 FTE and a driver assistant 0.9 FTE a total of **1.5 FTE**

A restructure of the Environmental Service and Sustainable Neighbourhood Operation team yielded a reduction of **2 FTE**

An additional post was created in the Environment Health Trading Standards and Licensing Team **1 FTE**

Culture and Community Safety

In line with the Medium Term Financial Strategy the Library Service reduced the structure by **15 FTE's**

The Violence Reduction Network service reduced Senior Manager Posts of **1.3 FTE's**

Planning Sustainable and Regeneration

The restructure and streamline of the Spatial Planning Team resulted in a reduction **9 FTE's**

The restructure and merger of Growth Zone and Regeneration teams resulted in a reduction of **2 FTE's**

A restructure of the Adult Education team resulted in a reduction of **14.8 FTE's**

The Development Management Team created additional posts to deliver the departmental needs **2 FTE's**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
34,298	Employees	38,850	-	(1,801)	37,049	(5)
3,147	Premises related expenditure	2,335	-	(288)	2,047	(12)
45,941	Supplies and Services	41,172	-	111	41,283	0
4,902	Third Party Payments	5,814	-	987	6,801	17
340	Transfer Payments	271	-	-	271	-
12,803	Transport related expenditure	10,581	-	633	11,214	6
6,611	Recharges from other services	3,856	-	1,562	5,418	41
108,044	TOTAL CONTROLLABLE EXPENDITURE	102,879	-	1,204	104,083	1
(13,576)	Government Grants	(9,654)	-	(431)	(10,085)	4
(6,817)	Other Grants, reimbursements and contributions	(4,051)	-	(1,128)	(5,179)	28
(38,565)	Customer and Client Receipts	(47,313)	-	(4,521)	(51,834)	10
-	Interest Receivable	-	-	-	-	n/a
(9,324)	Recharges to other services	(10,903)	-	384	(10,519)	(4)
(68,283)	TOTAL CONTROLLABLE INCOME	(71,921)	-	(5,696)	(77,617)	8
39,761	NET CONTROLLABLE COST	30,958	-	(4,492)	26,466	(15)
15,629	Capital Charges	15,629	-	(15,629)	-	(100)
274	Intangible Charges	274	-	(274)	-	(100)
1,098	REFCUS	1,098	-	(1,098)	-	(100)
3,440	Corporate support services bought in	3,440	-	(3,440)	-	(100)
20,441	TOTAL NON-CONTROLLABLE EXPENDITURE	20,441	-	(20,441)	-	(100)
60,202	NET COST OF SERVICE	51,399	-	(24,933)	26,466	(49)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
60,202	TOTAL NET EXPENDITURE	51,399	-	(24,933)	26,466	(49)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						7,364
Strategic budget - agreed additional income / savings						(12,396)
Other resource changes						(19,902)
TOTAL OTHER VARIATIONS IN RESOURCE						(24,934)

SERVICE DESCRIPTION

The focus of this directorate is to ensure the safe and effective delivery of the vital regulatory duties the Council has in terms of planning, licensing, highways and parking services, independent travel, and environmental health; to safeguard vulnerable people at risk of violence and anti-social behaviour, to develop new strategic and sustainable regeneration proposals, drive the economic recovery of the borough post covid and offer skills development opportunities for local people, to also safeguard and manage the public realm and the many beautiful parks and open spaces in the borough and to develop the Council's cultural offer for the Borough of Culture 2023, including the museum, libraries, music and arts and leisure service.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1110F	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	(167)	-	(119)	(286)	71
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	(167)	-	(119)	(286)	71

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
C1110F : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	15.6	14.8	(0.8)
TOTAL FTE STAFF	15.6	14.8	(0.8)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
719	Employees	821	-	(552)	269	(67)
(160)	Premises related expenditure	(155)	-	-	(155)	-
18	Supplies and Services	57	-	1	58	2
162	Third Party Payments	181	-	-	181	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
43	Recharges from other services	59	-	-	59	-
783	TOTAL CONTROLLABLE EXPENDITURE	963	-	(551)	412	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(698)	Recharges to other services	(698)	-	-	(698)	-
(698)	TOTAL CONTROLLABLE INCOME	(698)	-	-	(698)	n/a
85	NET CONTROLLABLE COST	265	-	(551)	(286)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(432)	Corporate support services bought in	(432)	-	432	-	(100)
(432)	TOTAL NON-CONTROLLABLE EXPENDITURE	(432)	-	432	-	n/a
(347)	NET COST OF SERVICE	(167)	-	(119)	(286)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(347)	TOTAL NET EXPENDITURE	(167)	-	(119)	(286)	71
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(552)
Implementation of new senior structures						(552)
<u>Other resource changes</u>						1
Minor Variations						432
Reduction/ Reallocation of Corporate support services bought in						433
TOTAL OTHER VARIATIONS IN RESOURCE						(119)

SERVICE: C1110F : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
719	Employees	821	-	(552)	269	(67)
(160)	Premises related expenditure	(155)	-	-	(155)	-
18	Supplies and Services	57	-	1	58	2
162	Third Party Payments	181	-	-	181	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
43	Recharges from other services	59	-	-	59	-
783	TOTAL CONTROLLABLE EXPENDITURE	963	-	(551)	412	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(698)	Recharges to other services	(698)	-	-	(698)	-
(698)	TOTAL CONTROLLABLE INCOME	(698)	-	-	(698)	n/a
85	NET CONTROLLABLE COST	265	-	(551)	(286)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(432)	Corporate support services bought in	(432)	-	432	-	(100)
(432)	TOTAL NON-CONTROLLABLE EXPENDITURE	(432)	-	432	-	n/a
(347)	NET COST OF SERVICE	(167)	-	(119)	(286)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(347)	TOTAL NET EXPENDITURE	(167)	-	(119)	(286)	71
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(552)
Implementation of new senior structures						(552)
<u>Other resource changes</u>						1
Minor Variations						432
Reduction/ Reallocation of Corporate support services bought in						433
TOTAL OTHER VARIATIONS IN RESOURCE						(119)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE DESCRIPTION

The **Sustainable Communities Division** is made up of Highways & Parking Services, Environment and Waste management, Parks and Open Spaces, Environmental Health, Trading Standards & Licensing, and Independent Travel Services.

Highways & Parking Service
 - Highways Services ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage and flood management. The Service fulfils the statutory obligation to provide the role of Traffic Manager and, as a consequence, monitor all highway related works across the borough to coordinate and minimise the delay and disruption to road users. The Service is also responsible for the implementation of highway improvements, provides a road safety service which covers both preventative measures such as educational and physical measures on the highway and provides assistance to the School Travel Planning team.
 - Parking Services are responsible for ensuring the free movement of traffic and availability of parking around the Borough. This includes on-street parking spaces, car parks and various parking permits. The Parking team is also responsible for enforcement of parking regulations and Blue Badges. Parking Services are improving the environment (air quality) for residents by introducing emissions based permits and paid for parking. The School Streets scheme is improving the environment (air quality and safety) around schools and is improving punctuality while increasing the number of children who walk to school.

Environmental services - This service has three core functions Environmental Services, Neighbourhood Operations and Parks and Open Spaces
 - **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 and commercial waste and recycling. The SLWP operate the Household Reuse and Recycling Centre and street cleansing contracts.
 - **The Parks and Open Spaces team** oversee and manage the green spaces contract, they are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside We are committed to ensuring our parks and open spaces are sustainable and can be enjoyed by current and future generations, this includes investing in our allotments. We are working with partners to get our communities more active to improve their health and wellbeing - we are investing in sport and leisure facilities and working closely with our sporting partners on initiatives and facilities.
 - **The Neighbourhood Services** - This team focuses on the environmental crime, low level Anti-Social Behaviour, highway offences, licensing enforcement and unauthorised encampments. The service carries out joint patrols and operations with Police and other agencies. Whilst the service is largely 'essential but non statutory', it has two statutory function in the Abandon Vehicle Service (AVS) and the Dog Warden.

Environmental Health, Trading Standards and Licensing Team
 - **The Environmental Health Service** includes the food safety, health and safety, public events safety, pollution control and private sector housing functions, which covers the regulation of housing standards & conditions in the private rented sector and also the issuing of licenses and enforcement in respect of HMO's and other privately rented properties (when there is a selective licensing scheme.). 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. This requires the regular, risk based inspection of food premises throughout the borough. Health and Safety secures the health, safety and welfare of people in those work places where the local authority is the designated enforcement agency. The team also conduct annual legionella assessments. Public Events Safety incorporates the Council's responsibility to issue and monitor the General Safety Certificate at Selhurst Park Stadium and to manage the SAG process in respect of public events (including large scale music events) in the borough. Pollution Control deals with a range of environmental pollution matters including air quality/pollution, contaminated land and nuisance, for example noise (i.e., noisy neighbours) and odour pollution.
 - **Trading Standards** ensure that Croydon residents and businesses are protected from illegal and unfair trade practices, including business scams and door step crime. They also deal extensively with counterfeit products and product safety matters (unsafe products) and the sale of age restricted products, such as knives.
 - **The Licensing Service** 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 Service also visit premises to ensure compliance with the terms of licenses and any conditions attached to them. The team generates income from all licenses processed. In addition, the Service progresses contested applications through the committee process and is responsible for drafting and publishing policy in respect of licensing matters.
Independent Travel Service - Creating a single integrated travel service for eligible children and adults, reducing reliance on statutory services and increasing longer term independence

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105F	SUSTAINABLE COMMUNITIES DIRECTORATE	3,808	-	(3,543)	265	(93)
C1120F	HIGHWAYS AND PARKING SERVICES	(13,317)	-	(11,142)	(24,459)	84
C1125F	ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS	512	-	565	1,077	110
C1130F	ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	33,935	-	(3,637)	30,298	(11)
C1140F	INDEPENDENT TRAVEL SERVICE TEAM	12,025	-	2,504	14,529	21
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	36,963	-	(15,253)	21,710	(41)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1105F : SUSTAINABLE COMMUNITIES DIRECTORATE	-	-	-
C1120F : HIGHWAYS AND PARKING SERVICES	155.8	165.8	10.0
C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS	73.9	74.9	1.0
C1130F : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	119.0	117.0	(2.0)
C1140F : INDEPENDENT TRAVEL SERVICE TEAM	78.2	79.7	1.5
TOTAL FTE STAFF	426.9	437.4	10.5

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
17,197	Employees	20,594	-	(75)	20,519	(0)
2,816	Premises related expenditure	2,004	-	(288)	1,716	(14)
35,870	Supplies and Services	33,198	-	(370)	32,828	(1)
3,606	Third Party Payments	3,815	-	1,138	4,953	30
340	Transfer Payments	271	-	-	271	-
12,793	Transport related expenditure	10,564	-	634	11,198	6
1,243	Recharges from other services	694	-	1,154	1,848	166
73,865	TOTAL CONTROLLABLE EXPENDITURE	71,140	-	2,193	73,333	n/a
(61)	Government Grants	-	-	-	-	n/a
(3,381)	Other Grants, reimbursements and contributions	(3,091)	-	(134)	(3,225)	4
(33,013)	Customer and Client Receipts	(40,614)	-	(3,823)	(44,437)	9
-	Interest Receivable	-	-	-	-	n/a
(3,815)	Recharges to other services	(4,111)	-	150	(3,961)	(4)
(40,270)	TOTAL CONTROLLABLE INCOME	(47,816)	-	(3,807)	(51,623)	n/a
33,595	NET CONTROLLABLE COST	23,324	-	(1,614)	21,710	n/a
10,323	Capital Charges	10,323	-	(10,323)	-	(100)
274	Intangible Charges	274	-	(274)	-	(100)
768	REFCUS	768	-	(768)	-	(100)
2,274	Corporate support services bought in	2,274	-	(2,274)	-	(100)
13,639	TOTAL NON-CONTROLLABLE EXPENDITURE	13,639	-	(13,639)	-	n/a
47,234	NET COST OF SERVICE	36,963	-	(15,253)	21,710	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
47,234	TOTAL NET EXPENDITURE	36,963	-	(15,253)	21,710	(41)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Highways Maintenance Growth						1,000
Environment Services and Sustainable Neighbourhood Division- Top up Contract Inflation						617
Landlord licensing scheme - loss of income						3,062
Environment Services and Sustainable Neighbourhood Division-Property Growth / Waste Growth and New Government Charge						693
Environment Services and Sustainable Neighbourhood Division-Additional Season Workers budget Ground Maintenance						360
Growth In SEN Expenditure due to Increasing Pupil Numbers						1,313
						7,045
<u>Strategic budget - agreed additional income / savings</u>						
ANPR Camera Enforcement						(3,180)
Phase two of the staffing review						(90)
Review of street lighting - variable lighting policy						(417)
Remove school crossing patrol						(50)
Parking charges increase (10p / 30mins)						(650)
Pay and Display Machines						(300)
Fees and charges						(111)
Revised Landlord Licensing Scheme						(2,300)
Independent Travel In Year Optimisation Savings						(20)
Environment Services and Sustainable Neighbourhood Division						(83)
Reviewing Provision of Household Refuse and Recycling Centres						(100)
Reviewing of bin charging policy						(50)
Charging managing agents for contaminated waste removal						(95)
Review and reduction of the Neighbourhood Operations						(950)
Review of clinical waste(clinical offensive)						(30)
Private Sector Environmental Enforcement						(250)
Trees and Woodlands						(25)
SLWP Waste Disposal - Energy Recovery Facility						(150)
Cease Specialist Nursery Transport						(57)
Adult Travel assistance - joint review						(150)
Bus Re-Tender Contract Savings						(120)
						(9,178)
<u>Other resource changes</u>						
Reduction/ Reallocation of Corporate support services bought in						(2,274)
Centralised Capital Budgets						(10,323)
Centralised Intangible Budgets						(274)
Centralised REFUS Budgets						(768)
Budget Realignments Between Services						(1)
21-22 Contract Inflation In Year Virement						683
21-22 Fees and Charges In Year Transfer						(163)
						(13,120)
TOTAL OTHER VARIATIONS IN RESOURCE						(15,253)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1105F : SUSTAINABLE COMMUNITIES DIRECTORATE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
147	Employees	151	-	-	151	-
-	- Premises related expenditure	-	-	-	-	n/a
26	Supplies and Services	(284)	-	-	(284)	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
398	Recharges from other services	398	-	-	398	-
571	TOTAL CONTROLLABLE EXPENDITURE	265	-	-	265	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
571	NET CONTROLLABLE COST	265	-	-	265	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
3,543	Corporate support services bought in	3,543	-	(3,543)	-	(100)
3,543	TOTAL NON-CONTROLLABLE EXPENDITURE	3,543	-	(3,543)	-	n/a
4,114	NET COST OF SERVICE	3,808	-	(3,543)	265	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,114	TOTAL NET EXPENDITURE	3,808	-	(3,543)	265	(93)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Reduction/ Reallocation of Corporate support services bought in						(3,543)
						(3,543)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,543)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1120F : HIGHWAYS AND PARKING SERVICES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
6,724	Employees	8,111	-	(119)	7,992	(1)
1,651	Premises related expenditure	1,313	-	(399)	914	(30)
4,485	Supplies and Services	3,696	-	63	3,759	2
3,130	Third Party Payments	3,289	-	1,138	4,427	35
0	Transfer Payments	-	-	-	-	n/a
43	Transport related expenditure	268	-	(265)	3	(99)
405	Recharges from other services	15	-	511	526	3,407
16,437	TOTAL CONTROLLABLE EXPENDITURE	16,692	-	929	17,621	n/a
-	Government Grants	-	-	-	-	n/a
(2,483)	Other Grants, reimbursements and contributions	(2,384)	-	(69)	(2,453)	3
(28,016)	Customer and Client Receipts	(33,592)	-	(4,214)	(37,806)	13
-	Interest Receivable	-	-	-	-	n/a
(1,666)	Recharges to other services	(1,646)	-	(175)	(1,821)	11
(32,165)	TOTAL CONTROLLABLE INCOME	(37,622)	-	(4,458)	(42,080)	n/a
(15,728)	NET CONTROLLABLE COST	(20,930)	-	(3,529)	(24,459)	n/a
7,453	Capital Charges	7,453	-	(7,453)	-	(100)
160	Intangible Charges	160	-	(160)	-	(100)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
7,613	TOTAL NON-CONTROLLABLE EXPENDITURE	7,613	-	(7,613)	-	n/a
(8,115)	NET COST OF SERVICE	(13,317)	-	(11,142)	(24,459)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(8,115)	TOTAL NET EXPENDITURE	(13,317)	-	(11,142)	(24,459)	84
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Highways Maintenance Growth						1,000
Environment Services and Sustainable Neighbourhood Division- Top up Contract Inflation						103
						1,103
<u>Strategic budget - agreed additional income / savings</u>						
ANPR Camera Enforcement						(3,180)
Phase two of 15% staff savings						(90)
Review of street lighting - variable lighting policy						(417)
Remove school crossing patrol						(50)
Parking charges increase (10p / 30mins)						(650)
Pay and Display Machines						(300)
Fees and charges						(32)
						(4,719)
<u>Other resource changes</u>						
Centralised Capital Budgets						(7,453)
Centralised Intangible Budgets						(160)
21-22 Contract Inflation In Year Virement						114
21-22 Fees and Charges In Year Transfer						(27)
						(7,526)
TOTAL OTHER VARIATIONS IN RESOURCE						(11,142)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,203	Employees	3,688	-	(227)	3,461	(6)
139	Premises related expenditure	152	-	-	152	-
371	Supplies and Services	143	-	238	381	166
137	Third Party Payments	136	-	-	136	-
-	Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	1	-	-	1	-
95	Recharges from other services	53	-	-	53	-
3,962	TOTAL CONTROLLABLE EXPENDITURE	4,173	-	11	4,184	n/a
(41)	Government Grants	-	-	-	-	n/a
(129)	Other Grants, reimbursements and contributions	(138)	-	-	(138)	-
(1,229)	Customer and Client Receipts	(3,438)	-	616	(2,822)	(18)
-	Interest Receivable	-	-	-	-	n/a
(281)	Recharges to other services	(147)	-	-	(147)	-
(1,679)	TOTAL CONTROLLABLE INCOME	(3,723)	-	616	(3,107)	n/a
2,282	NET CONTROLLABLE COST	450	-	627	1,077	n/a
-	Capital Charges	-	-	-	-	n/a
62	Intangible Charges	62	-	(62)	-	(100)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
62	TOTAL NON-CONTROLLABLE EXPENDITURE	62	-	(62)	-	n/a
2,344	NET COST OF SERVICE	512	-	565	1,077	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,344	TOTAL NET EXPENDITURE	512	-	565	1,077	110
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Landlord licensing scheme - loss of income						3,062
22-23 Contract Inflation						6
						3,068
<u>Strategic budget - agreed additional income / savings</u>						
Revised Landlord Licensing Scheme						(2,300)
Fees and Charges						(79)
						(2,379)
<u>Other resource changes</u>						
Centralised Intangible Budget						(62)
Minor Variation						(1)
21-22 Contract Inflation In Year Virement						6
21-22 Fees and Charges In Year Transfer						(67)
						(124)
TOTAL OTHER VARIATIONS IN RESOURCE						565

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1130F : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOODS DIVISION

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,471	Employees	5,683	-	363	6,046	6
920	Premises related expenditure	428	-	222	650	52
30,930	Supplies and Services	29,595	-	(665)	28,930	(2)
236	Third Party Payments	286	-	-	286	-
-	Transfer Payments	-	-	-	-	n/a
107	Transport related expenditure	47	-	61	108	130
341	Recharges from other services	228	-	30	258	13
37,004	TOTAL CONTROLLABLE EXPENDITURE	36,267	-	11	36,278	n/a
(21)	Government Grants	-	-	-	-	n/a
(473)	Other Grants, reimbursements and contributions	(273)	-	(65)	(338)	24
(3,768)	Customer and Client Receipts	(3,584)	-	(225)	(3,809)	6
-	Interest Receivable	-	-	-	-	n/a
(1,658)	Recharges to other services	(2,158)	-	325	(1,833)	(15)
(5,920)	TOTAL CONTROLLABLE INCOME	(6,015)	-	35	(5,980)	n/a
31,085	NET CONTROLLABLE COST	30,252	-	46	30,298	n/a
2,870	Capital Charges	2,870	-	(2,870)	-	(100)
45	Intangible Charges	45	-	(45)	-	(100)
768	REFCUS	768	-	(768)	-	(100)
-	Corporate support services bought in	-	-	-	-	n/a
3,683	TOTAL NON-CONTROLLABLE EXPENDITURE	3,683	-	(3,683)	-	n/a
34,768	NET COST OF SERVICE	33,935	-	(3,637)	30,298	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
34,768	TOTAL NET EXPENDITURE	33,935	-	(3,637)	30,298	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
21-22 Contract Inflation- Refuse Collection and Waste Disposal						418
Property Growth / Waste Growth and New Government Charge						693
Additional Season Workers budget Ground Maintenance						360
Top up Contract Inflation						377
						1,848
<u>Strategic budget - agreed additional income / savings</u>						
Environment Services and Sustainable Neighbourhood Division Fees and Charges						(83)
Reviewing Provision of Household Refuse and Recycling Centres						(100)
Reviewing of bin charging policy						(50)
Charging managing agents for contaminated waste removal						(95)
Review and reduction of the Neighbourhood Operations						(950)
Review of clinical waste(clinical v Offensive)						(30)
Private Sector Environmental Enforcement						(250)
Trees and Woodlands						(25)
SLWP Waste Disposal - Energy Recovery Facility						(150)
						(1,733)
<u>Other resource changes</u>						
Centralised Capital Budgets						(2,870)
Centralised Intangible Budgets						(45)
Centralised REFCUS Budgets						(768)
21-22 Contract Inflation In Year Virement						418
21-22 Fees and Charges In Year Transfer						(69)
						(3,334)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,219)

DIVISION: C1120E : SUSTAINABLE COMMUNITIES

SERVICE: C1140F : INDEPENDENT TRAVEL SERVICE TEAM

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,654	Employees	2,961	-	(92)	2,869	(3)
106	Premises related expenditure	111	-	(111)	-	(100)
58	Supplies and Services	48	-	(6)	42	(13)
104	Third Party Payments	104	-	-	104	-
340	Transfer Payments	271	-	-	271	-
12,626	Transport related expenditure	10,248	-	838	11,086	8
3	Recharges from other services	-	-	613	613	n/a
15,891	TOTAL CONTROLLABLE EXPENDITURE	13,743	-	1,242	14,985	n/a
-	Government Grants	-	-	-	-	n/a
(296)	Other Grants, reimbursements and contributions	(296)	-	-	(296)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(210)	Recharges to other services	(160)	-	-	(160)	-
(506)	TOTAL CONTROLLABLE INCOME	(456)	-	-	(456)	n/a
15,385	NET CONTROLLABLE COST	13,287	-	1,242	14,529	n/a
-	Capital Charges	-	-	-	-	n/a
7	Intangible Charges	7	-	(7)	-	(100)
-	REFCUS	-	-	-	-	n/a
(1,269)	Corporate support services bought in	(1,269)	-	1,269	-	(100)
(1,262)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,262)	-	1,262	-	n/a
14,123	NET COST OF SERVICE	12,025	-	2,504	14,529	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
14,123	TOTAL NET EXPENDITURE	12,025	-	2,504	14,529	21
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth In SEN Expenditure due to Increasing Pupil Numbers						1,313
Environment Services and Sustainable Neighbourhood Division- Top up Contract Inflation						131
						1,444
<u>Strategic budget - agreed additional income / savings</u>						
Cease Specialist Nursery Transport						(57)
Adult Travel assistance - joint review						(150)
Bus Re-Tender Contract Savings						(120)
Independent Travel In Year Optimisation Savings						(20)
						(347)
<u>Other resource changes</u>						
Reduction/ Reallocation of Corporate support services bought in						1,269
Centralised Intangible Budgets						(7)
21-22 Contract Inflation In Year Virement						145
						1,407
TOTAL OTHER VARIATIONS IN RESOURCE						2,504

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE DESCRIPTION

Culture and Community Safety is made up of Culture, Leisure and Libraries; the Violence Reduction Network; and Croydon Music and Arts.

Culture, Leisure and Libraries covers:

- libraries, museum and archives
- culture and the arts
- leisure centres, sports and physical activities

Croydon's cultural offer is an important part of the borough's regeneration. We have placed culture at the heart of regeneration with the refurbishment of the Fairfield Halls, Croydon's largest cultural venue, and our commitment to deliver London Borough of Culture 2023. We will continue to work with BH Live, promoters, artists and producers to ensure that Fairfield Halls delivers an exciting, varied and inclusive cultural programme. We have an established and growing cultural calendar of events with Pride and Mela just two of the major events that take place in Croydon; our cultural calendar will continue to build over the coming years peaking in 2023 for the London's Borough of Culture. We are committed to building the capacity of our cultural sector partners to deliver a great offer for Croydon and to bring in national programming and producing partners to work with us in the run up to 2023. As part of the London Borough of Culture we will embed a legacy that creates jobs and employment opportunities within Croydon and helps grow our creative industries. We are firmly establishing libraries as key community venues connecting communities and providing information, cultural activities and other services and work with a wide range of partners to support Croydon's heritage. Following the public consultation in 2021 we have committed to keeping all 13 of Croydon's libraries open and reducing the hours of operation to deliver key savings, and this new timetable will be implemented in Spring 2022. This will include greater access to libraries on Saturdays as a result of the public feedback.

We are in the process of re-accreditation and refresh for our Museum and Archives services set against the developing and changing role of the Croydon Clocktower as a more integrated cultural, learning and community hub. We are working with partners to get our communities more active to improve their health and wellbeing - we are investing in sport and leisure facilities and working closely with our sporting partners on initiatives and facilities. We are expanding the gym facilities at Monk's Hill Leisure centre to provide greater access to equipment for residents. Following Covid we are working with our providers to return to and exceed pre-Covid attendance levels at all our facilities.

Community Safety - the Violence Reduction Network (VRN) was created at the beginning of October 2019. It is the council's lead service for tackling crime and disorder and making Croydon Safer, and works closely with the Police on a daily basis. It encompasses a range of operational services as well as policy and analytic capacities to be able to look strategically at the causes of violence in the borough and develop intervention that prevent violence. It also delivers the council's Community Safety function, including its statutory duty to reduce crime and disorder under the Crime and Disorder Act. The use of data on a population basis is what's commonly called a public health approach to reducing violence. The operational services are Anti-Social Behaviour, Prevent, Domestic Abuse and CCTV. There are then two small teams which provide strategic policy support and data, intelligence and analysis to help respond to violence and reduce it in the borough. They also provide practical support on some operational issues and co-ordinate governance of the work. In addition there is a performance and intelligence team which will provide the analytic underpinning of our approach to reducing violence.

The VRN approach recognises that reducing violence is a whole borough responsibility. The council can play a leading role, but core to the approach will be bringing a range of partners together to develop and test ideas to reduce violence. Partners including other statutory partners like health, the police and schools, as well as businesses, community organisations and individuals in the borough.

Croydon Music and Arts (CMA) works with children and young people in Croydon to have access to creative opportunities. CMA is the lead organisation for Croydon's Cultural Education Partnership and Music Education Hub. The service delivers music education through all of Croydon's schools, with the aim of amplifying young people's voices and enhancing their lives. Culture is a key element of our long-term approach to reducing violence and improving safety in the borough, and CMA is an essential part of that approach. CMA is funded through a mixture of grants and external awards, and not through council funding.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1150F	CULTURE, LEISURE AND LIBRARIES	10,596	-	(6,905)	3,691	(65)
C1155F	MUSIC AND ARTS DIVISION	-	-	(20)	(20)	n/a
C1160F	VIOLENCE REDUCTION NETWORK DIVISION	1,617	-	(637)	980	(39)
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	12,213	-	(7,562)	4,651	(62)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1150F : CULTURE, LEISURE AND LIBRARIES	77.7	62.7	(15.0)
C1155F : MUSIC AND ARTS DIVISION	15.9	15.9	-
C1160F : VIOLENCE REDUCTION NETWORK DIVISION	38.7	37.4	(1.3)
TOTAL FTE STAFF	132.3	116.0	(16.3)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
5,655	Employees	5,800	-	(653)	5,147	(11)
442	Premises related expenditure	452	-	-	452	-
2,866	Supplies and Services	2,595	-	340	2,935	13
510	Third Party Payments	1,808	-	(151)	1,657	(8)
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	5	-	-	5	-
1,099	Recharges from other services	326	-	537	863	165
10,573	TOTAL CONTROLLABLE EXPENDITURE	10,986	-	73	11,059	n/a
(1,221)	Government Grants	(1,010)	-	(431)	(1,441)	43
(2,541)	Other Grants, reimbursements and contributions	(931)	-	(994)	(1,925)	107
(537)	Customer and Client Receipts	(566)	-	(143)	(709)	25
-	Interest Receivable	-	-	-	-	n/a
(1,254)	Recharges to other services	(2,450)	-	117	(2,333)	(5)
(5,553)	TOTAL CONTROLLABLE INCOME	(4,957)	-	(1,451)	(6,408)	n/a
5,020	NET CONTROLLABLE COST	6,029	-	(1,378)	4,651	n/a
4,827	Capital Charges	4,827	-	(4,827)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,357	Corporate support services bought in	1,357	-	(1,357)	-	(100)
6,184	TOTAL NON-CONTROLLABLE EXPENDITURE	6,184	-	(6,184)	-	n/a
11,204	NET COST OF SERVICE	12,213	-	(7,562)	4,651	n/a
		0	0	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,204	TOTAL NET EXPENDITURE	12,213	-	(7,562)	4,651	(62)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Fairfield Halls Management Fee						193
22-23Contract Inflation						59
						252
<u>Strategic budget - agreed additional income / savings</u>						
Restructure of Libraries team						(504)
New gym in Monks Hill Leisure Centre						(90)
Close Purley Leisure Centre						(50)
Reduce existing Leisure management fee						(510)
Reduction in Books, Publications and Resources						(300)
Minor variation						(2)
Fees and charges						(11)
Merge Parks and Green Spaces						(80)
Night Time Noise Reduction Service						(28)
Merger of Management Functions in Place						(100)
Violence Reduction Network Division						(1)
						(1,676)
<u>Other resource changes</u>						
Centralised Capital Budgets						(4,827)
Reduction/ Reallocation of Corporate support services bought in Budgets						(1,357)
Transfer budgets between Libraries and Museums						57
Minor Variations						(1)
21-22 Fees and Charges In Year Transfer						(11)
						(6,139)
TOTAL OTHER VARIATIONS IN RESOURCE						(7,563)

SERVICE: **C1150F : CULTURE, LEISURE AND LIBRARIES**

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D)	% CHANGE € %
			Inflation (B)	* Other (C)		
£000's		£000's	£000's	£000's	£000's	
2,570	Employees	2,663	-	(503)	2,160	(19)
373	Premises related expenditure	366	-	-	366	-
2,078	Supplies and Services	1,934	-	(193)	1,741	(10)
-	- Third Party Payments	1,632	-	(367)	1,265	(22)
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	4	-	-	4	-
110	Recharges from other services	81	-	-	81	-
5,131	TOTAL CONTROLLABLE EXPENDITURE	6,680	-	(1,063)	5,617	n/a
-	- Government Grants	-	-	-	-	n/a
(1,002)	- Other Grants, reimbursements and contributions	(857)	-	-	(857)	-
(89)	- Customer and Client Receipts	(49)	-	(92)	(141)	188
-	- Interest Receivable	-	-	-	-	n/a
(83)	- Recharges to other services	(927)	-	(1)	(928)	0
(1,174)	TOTAL CONTROLLABLE INCOME	(1,833)	-	(93)	(1,926)	n/a
3,957	NET CONTROLLABLE COST	4,847	-	(1,156)	3,691	n/a
4,585	Capital Charges	4,585	-	(4,585)	-	(100)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
1,164	Corporate support services bought in	1,164	-	(1,164)	-	(100)
5,749	TOTAL NON-CONTROLLABLE EXPENDITURE	5,749	-	(5,749)	-	n/a
9,706	NET COST OF SERVICE	10,596	-	(6,905)	3,691	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,706	TOTAL NET EXPENDITURE	10,596	-	(6,905)	3,691	(65)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Fairfield Halls Management Fee						193
21-22 Contract Inflation						51
						244
<u>Strategic budget - agreed additional income / savings</u>						
Restructure of libraries team						(504)
New gym in Monks Hill Leisure Centre						(90)
Close Purley Leisure Centre						(50)
Reduce existing Leisure management fee						(510)
Reduction in Books, Publications and Resources						(300)
Minor variation						(2)
						(1,456)
<u>Other resource changes</u>						
Centralised Capital Charges						(4,585)
Reduction/ Reallocation of Corporate support services bought in						(1,164)
Transfer budgets between Libraries and Museums						57
21-22 Fees and Charges In Year Transfer						(1)
						(5,693)
TOTAL OTHER VARIATIONS IN RESOURCE						(6,905)

SERVICE: **C1155F : MUSIC AND ARTS DIVISION**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
977	Employees	1,074	-	-	1,074	-
68	Premises related expenditure	78	-	-	78	-
181	Supplies and Services	271	-	-	271	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
17	Recharges from other services	30	-	-	30	-
1,244	TOTAL CONTROLLABLE EXPENDITURE	1,454	-	-	1,454	n/a
(547)	Government Grants	(910)	-	-	(910)	-
(260)	Other Grants, reimbursements and contributions	(54)	-	-	(54)	-
(420)	Customer and Client Receipts	(490)	-	(20)	(510)	4
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(1,227)	TOTAL CONTROLLABLE INCOME	(1,454)	-	(20)	(1,474)	n/a
17	NET CONTROLLABLE COST	-	-	(20)	(20)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
17	NET COST OF SERVICE	-	-	(20)	(20)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17.236	TOTAL NET EXPENDITURE	-	-	(20)	(20)	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(11)
22-23 Fees and charges						(11)
<u>Other resource changes</u>						(9)
21-22 Fees and Charges In Year Transfer						(9)
TOTAL OTHER VARIATIONS IN RESOURCE						(20)

SERVICE: **C1160F : VIOLENCE REDUCTION NETWORK DIVISION**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,108	Employees	2,063	-	(150)	1,913	(7)
1	Premises related expenditure	8	-	-	8	-
607	Supplies and Services	390	-	533	923	137
510	Third Party Payments	176	-	216	392	123
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
972	Recharges from other services	215	-	537	752	250
4,198	TOTAL CONTROLLABLE EXPENDITURE	2,852	-	1,136	3,988	n/a
(674)	Government Grants	(100)	-	(431)	(531)	431
(1,279)	Other Grants, reimbursements and contributions	(20)	-	(994)	(1,014)	4,970
(28)	Customer and Client Receipts	(27)	-	(31)	(58)	115
-	Interest Receivable	-	-	-	-	n/a
(1,171)	Recharges to other services	(1,523)	-	118	(1,405)	(8)
(3,153)	TOTAL CONTROLLABLE INCOME	(1,670)	-	(1,338)	(3,008)	n/a
1,046	NET CONTROLLABLE COST	1,182	-	(202)	980	n/a
242	Capital Charges	242	-	(242)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
193	Corporate support services bought in	193	-	(193)	-	(100)
435	TOTAL NON-CONTROLLABLE EXPENDITURE	435	-	(435)	-	n/a
1,481	NET COST OF SERVICE	1,617	-	(637)	980	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,481	TOTAL NET EXPENDITURE	1,617	-	(637)	980	(39)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 Contract inflation - Violence Reduction Network Reduction						8
						8
<u>Strategic budget - agreed additional income / savings</u>						
Merge Parks and Green Spaces						(80)
Night Time Noise Reduction Service						(28)
Merger of Management Functions in Place						(100)
Violence Reduction Network Division						(1)
						(209)
<u>Other resource changes</u>						
Centralised Capital Budgets						(242)
Reduction/ Reallocation of Corporate support services bought in Budgets						(193)
21-22 Fees and Charges In Year Transfer						(1)
						(436)
TOTAL OTHER VARIATIONS IN RESOURCE						(637)

SERVICE DESCRIPTION

The **Planning & Sustainable Regeneration** Division comprises Building Control, Development Management, Spatial Planning, Growth, Regeneration, Strategic Transport & Employment Skills & Economic Development.

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 (and waste 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 provide 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, including the borough's conservation area appraisals and management plans. Place making also undertake a number of income generation commissions, particularly related to the design of public realm and town centre regeneration.

The **Growth Zone** Team in 2022/23 will oversee the implementation of the 'Delivering the Growth Zone 2022/23' Cabinet Report approved on 21/02/22. Link below for ease of reference.
<https://democracy.croydon.gov.uk/documents/s35885/Cabinet%20Report-%20Delivering%20the%20Growth%20Zone.docx.pdf>

The report sets out high level details of a proposed Growth Zone capital programme of £5.7m for financial year 2022/23 (£4m assignment to 22/23 and retention of a forecast £1.7m 21/22 underspend). The report sets out indicative budgets for each of the Growth Zone Sub Groups.

The focus for 2022/23 is the Place and Public Realm Sub Group and Culture Sub Group to support the delivery of live and mature public realm projects such as Minster Green and Borough of Culture.

The focus for the **Regeneration** Team in 2022/23 will be the Kenley Good Growth funded programme, the South Norwood Good Growth and Historic England Heritage Action Zone funded programme, and subject to external funding availability to support resource levels, a number of location and project specific elements of regeneration could be progressed.

The **Strategic Transport Service** is responsible for developing transport policy and translating local priorities, regional policies and external funding into delivery plans and programmes. The Service had been delivering much of the Growth Zone Transport Infrastructure e.g. 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 network of cycling and walking routes. It had also been managing delivery of London's largest Liveable Neighbourhood programme. The GZ Transport Programme and the TfL funded Local Implementation Plan Programme (including the Liveable Neighbourhood Programme) were all brought swiftly to a managed halt in Summer 2020. The Service was shrunk as a result. The Head of Service and one other Service member have since been focused on delivering the erratically funded London Streetspace Plan programme. The Service develops the Plan and associated programme 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.

The **Employment, Skills and Economy** Team enables and supports the conditions for sustainable economic growth in the borough, developing an environment that encourages business to invest in our district centres and to employ local people with the right skills. The service encompass the following functions:
 Employment and Investment - 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 and external partners to enable business support that enables economic recovery;
 Employment and Skills - linking our unemployed residents into jobs created by regeneration and growth through Croydon Works and other pathways to work initiatives;
 Adult Learning - 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), ensuring that our schools and colleges are equipping their students with the skills and attitudes that employers want. In 2021/22 there will be a review of the capital charges CALAT incurs for using Council properties, which could result in an increase or decrease to those charges made;
 Economic development partnerships - local programming of activities in order to generate interest and kick-start socio-economic development programmes in district centres and high streets.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2021/22	Inflation	Other	2022/23	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C1165F	SPATIAL PLANNING SUMMARY	628	-	(492)	136	(78)
C1170F	STRATEGIC TRANSPORT	285	-	2	287	1
C1180F	BUILDING CONTROL SUMMARY	(29)	-	(56)	(85)	193
C1185F	DEVELOPMENT MANAGEMENT	12	-	(309)	(297)	(2,575)
C1190F	EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	(182)	-	(375)	(557)	206
C1192F	EMPLOYMENT SKILLS	152	-	-	152	-
C1195F	GROWTH AND REGENERATION	1,113	-	(581)	532	(52)
C1198F	ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	411	-	(188)	223	(46)
	TOTAL NET EXPENDITURE	2,390	-	(1,999)	391	(84)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2021/22	2022/23	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1165F : SPATIAL PLANNING SUMMARY	22.5	13.5	(9.0)
C1170F : STRATEGIC TRANSPORT	10.0	10.5	0.5
C1180F : BUILDING CONTROL SUMMARY	21.0	21.0	-
C1185F : DEVELOPMENT MANAGEMENT	52.0	54.0	2.0
C1190F : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	62.8	48.0	(14.8)
C1192F : EMPLOYMENT SKILLS	5.4	5.4	-
C1195F : GROWTH AND REGENERATION	15.1	12.6	(2.5)
C1198F : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	7.0	7.0	-
TOTAL FTE STAFF	195.8	172.0	(23.8)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
10,726	Employees	11,635	-	(521)	11,114	(4)
49	Premises related expenditure	34	-	-	34	-
7,186	Supplies and Services	5,322	-	140	5,462	3
624	Third Party Payments	10	-	-	10	-
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	12	-	(1)	11	(8)
4,227	Recharges from other services	2,777	-	(129)	2,648	(5)
22,822	TOTAL CONTROLLABLE EXPENDITURE	19,790	-	(511)	19,279	n/a
(12,294)	Government Grants	(8,644)	-	-	(8,644)	-
(895)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(5,015)	Customer and Client Receipts	(6,133)	-	(555)	(6,688)	9
-	Interest Receivable	-	-	-	-	n/a
(3,557)	Recharges to other services	(3,644)	-	117	(3,527)	(3)
(21,761)	TOTAL CONTROLLABLE INCOME	(18,450)	-	(438)	(18,888)	n/a
1,060	NET CONTROLLABLE COST	1,340	-	(949)	391	n/a
479	Capital Charges	479	-	(479)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	(330)	-	(100)
241	Corporate support services bought in	241	-	(241)	-	(100)
1,050	TOTAL NON-CONTROLLABLE EXPENDITURE	1,050	-	(1,050)	-	n/a
2,110	NET COST OF SERVICE	2,390	-	(1,999)	391	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,110	TOTAL NET EXPENDITURE	2,390	-	(1,999)	391	(84)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						67
						67
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Spatial Planning (Local Plan Team and Place Making Team)						(484)
Increase in Pre Planning Applications						(66)
Fees and charges						(142)
Streamlined Regeneration Team						(51)
Amalgamation of Spatial planning team and Regeneration team						(57)
Economic Development Team Streamlined service						(190)
						(990)
<u>Other resource changes</u>						
Budget Realignments transfer from Corporate						5
Transfer budgets between Employment skills and Economic development						19
Minor variation						1
Centralised REFCUS Budgets						(330)
Centralised Capital Budget						(479)
Reduction/ Reallocation of Corporate support services bought in Budgets						(241)
21-22 Contract Inflation In Year Virement						67
21-22 Fees and Charges In Year Transfer						(118)
						(1,076)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,999)

SERVICE: **C1165F : SPATIAL PLANNING SUMMARY**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,177	Employees	1,169	-	(484)	685	(41)
-	- Premises related expenditure	-	-	-	-	n/a
53	Supplies and Services	12	-	-	12	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
1,232	TOTAL CONTROLLABLE EXPENDITURE	1,181	-	(484)	697	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(97)	Customer and Client Receipts	(52)	-	(2)	(54)	4
-	- Interest Receivable	-	-	-	-	n/a
(515)	Recharges to other services	(507)	-	-	(507)	-
(612)	TOTAL CONTROLLABLE INCOME	(559)	-	(2)	(561)	n/a
620	NET CONTROLLABLE COST	622	-	(486)	136	n/a
6	Capital Charges	6	-	(6)	-	(100)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
6	TOTAL NON-CONTROLLABLE EXPENDITURE	6	-	(6)	-	n/a
626	NET COST OF SERVICE	628	-	(492)	136	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
626	TOTAL NET EXPENDITURE	628	-	(492)	136	(78)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduce Spatial Planning (Local Plan Team and Place Making Team)						(484)
Fees and charges						(1)
						(485)
<u>Other resource changes</u>						
Centralised Capital Budgets						(6)
21-22 Fees and Charges In Year Transfer						(1)
						(7)
TOTAL OTHER VARIATIONS IN RESOURCE						(492)

SERVICE: C1170F : STRATEGIC TRANSPORT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
501	Employees	639	-	38	677	6
-	Premises related expenditure	-	-	-	-	n/a
0	Supplies and Services	67	-	2	69	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	6	-	-	6	-
508	TOTAL CONTROLLABLE EXPENDITURE	712	-	40	752	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(345)	Recharges to other services	(427)	-	(38)	(465)	9
(345)	TOTAL CONTROLLABLE INCOME	(427)	-	(38)	(465)	n/a
163	NET CONTROLLABLE COST	285	-	2	287	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
163	NET COST OF SERVICE	285	-	2	287	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
163	TOTAL NET EXPENDITURE	285	-	2	287	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						1
						1
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Budget Realignments transfer from Corporate						1
						1
TOTAL OTHER VARIATIONS IN RESOURCE						2

SERVICE: C1180F : BUILDING CONTROL SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,000	Employees	1,239	-	88	1,327	7
-	Premises related expenditure	-	-	-	-	n/a
30	Supplies and Services	88	-	2	90	2
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	2	-	-	2	-
1,101	Recharges from other services	1,133	-	-	1,133	-
2,136	TOTAL CONTROLLABLE EXPENDITURE	2,462	-	90	2,552	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(747)	Customer and Client Receipts	(1,358)	-	(146)	(1,504)	11
-	Interest Receivable	-	-	-	-	n/a
(1,134)	Recharges to other services	(1,133)	-	-	(1,133)	-
(1,881)	TOTAL CONTROLLABLE INCOME	(2,491)	-	(146)	(2,637)	n/a
255	NET CONTROLLABLE COST	(29)	-	(56)	(85)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
255	NET COST OF SERVICE	(29)	-	(56)	(85)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
255	TOTAL NET EXPENDITURE	(29)	-	(56)	(85)	193
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						1
						1
<u>Strategic budget - agreed additional income / savings</u>						
Fees and charges						(32)
						(32)
<u>Other resource changes</u>						
Budget Realignments transfer from Corporate						1
21-22 Fees and Charges In Year Transfer						(26)
						(25)
TOTAL OTHER VARIATIONS IN RESOURCE						(56)

SERVICE: C1185F : DEVELOPMENT MANAGEMENT

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,080	Employees	2,925	-	279	3,204	10
-	Premises related expenditure	-	-	-	-	n/a
129	Supplies and Services	189	-	5	194	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	7	-	(1)	6	(14)
592	Recharges from other services	571	-	(129)	442	(23)
3,804	TOTAL CONTROLLABLE EXPENDITURE	3,692	-	154	3,846	n/a
-	Government Grants	-	-	-	-	n/a
(17)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,737)	Customer and Client Receipts	(3,720)	-	(365)	(4,085)	10
-	Interest Receivable	-	-	-	-	n/a
(200)	Recharges to other services	(50)	-	(8)	(58)	16
(3,954)	TOTAL CONTROLLABLE INCOME	(3,770)	-	(373)	(4,143)	n/a
(149)	NET CONTROLLABLE COST	(78)	-	(219)	(297)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
90	Corporate support services bought in	90	-	(90)	-	(100)
90	TOTAL NON-CONTROLLABLE EXPENDITURE	90	-	(90)	-	n/a
(59)	NET COST OF SERVICE	12	-	(309)	(297)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(59)	TOTAL NET EXPENDITURE	12	-	(309)	(297)	(2,575)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						2
						2
<u>Strategic budget - agreed additional income / savings</u>						
Increase in Pre Planning Applications						(66)
Fees and charges						(86)
						(152)
<u>Other resource changes</u>						
Budget Realignments transfer from Corporate						3
Reduction/ Reallocation of Corporate support services bought in						(90)
21-22 Fees and Charges In Year Transfer						(72)
						(159)
TOTAL OTHER VARIATIONS IN RESOURCE						(309)

SERVICE: **C1190F : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,320	Employees	3,433	-	19	3,452	1
30	Premises related expenditure	34	-	-	34	-
332	Supplies and Services	436	-	127	563	29
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	2	-	-	2	-
989	Recharges from other services	987	-	-	987	-
4,672	TOTAL CONTROLLABLE EXPENDITURE	4,892	-	146	5,038	n/a
(4,456)	Government Grants	(4,053)	-	-	(4,053)	-
-	- Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(434)	Customer and Client Receipts	(1,003)	-	(42)	(1,045)	4
-	- Interest Receivable	-	-	-	-	n/a
(468)	Recharges to other services	(468)	-	-	(468)	-
(5,358)	TOTAL CONTROLLABLE INCOME	(5,553)	-	(42)	(5,595)	n/a
(687)	NET CONTROLLABLE COST	(661)	-	104	(557)	n/a
473	Capital Charges	473	-	(473)	-	(100)
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUS	-	-	-	-	n/a
6	Corporate support services bought in	6	-	(6)	-	(100)
479	TOTAL NON-CONTROLLABLE EXPENDITURE	479	-	(479)	-	n/a
(208)	NET COST OF SERVICE	(182)	-	(375)	(557)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(208)	TOTAL NET EXPENDITURE	(182)	-	(375)	(557)	206
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						60
						60
<u>Strategic budget - agreed additional income / savings</u>						
Fees and charges						(23)
						(23)
<u>Other resource changes</u>						
Centralised Capital budgets						(473)
Reduction/ Reallocation of Corporate support services bought in budgets						(6)
Transfer budgets between Employment skills and Economic development						19
21-22 Contract Inflation In Year Virement						67
21-22 Fees and Charges In Year Transfer						(19)
						(412)
TOTAL OTHER VARIATIONS IN RESOURCE						(375)

SERVICE: **C1192F : EMPLOYMENT SKILLS**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
367	Employees	358	-	-	358	-
-	- Premises related expenditure	-	-	-	-	n/a
6,411	Supplies and Services	4,381	-	-	4,381	-
-	- Third Party Payments	4	-	-	4	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1,344	Recharges from other services	-	-	-	-	n/a
8,122	TOTAL CONTROLLABLE EXPENDITURE	4,743	-	-	4,743	n/a
(7,744)	Government Grants	(4,591)	-	-	(4,591)	-
(165)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(7,909)	TOTAL CONTROLLABLE INCOME	(4,591)	-	-	(4,591)	n/a
213	NET CONTROLLABLE COST	152	-	-	152	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFUCS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
213	NET COST OF SERVICE	152	-	-	152	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
213	TOTAL NET EXPENDITURE	152	-	-	152	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: **C1195F : GROWTH AND REGENERATION**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
870	Employees	1,476	-	(271)	1,205	(18)
20	Premises related expenditure	-	-	-	-	n/a
217	Supplies and Services	92	-	2	94	2
-	- Third Party Payments	2	-	-	2	-
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
191	Recharges from other services	80	-	-	80	-
1,297	TOTAL CONTROLLABLE EXPENDITURE	1,650	-	(269)	1,381	n/a
(94)	Government Grants	-	-	-	-	n/a
(70)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(665)	Recharges to other services	(1,012)	-	163	(849)	(16)
(829)	TOTAL CONTROLLABLE INCOME	(1,012)	-	163	(849)	n/a
468	NET CONTROLLABLE COST	638	-	(106)	532	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
330	REFCUS	330	-	(330)	-	(100)
145	Corporate support services bought in	145	-	(145)	-	(100)
475	TOTAL NON-CONTROLLABLE EXPENDITURE	475	-	(475)	-	n/a
943	NET COST OF SERVICE	1,113	-	(581)	532	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
943	TOTAL NET EXPENDITURE	1,113	-	(581)	532	(52)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contract Inflation						1
						1
<u>Strategic budget - agreed additional income / savings</u>						
Streamlined Regeneration Team						(51)
Amalgamation of Spatial planning team and Regeneration team						(57)
						(108)
<u>Other resource changes</u>						
Reduction/ Reallocation of Corporate support services bought in budgets						(145)
Centralised REFUS budgets						(330)
Minor variation						1
						(474)
TOTAL OTHER VARIATIONS IN RESOURCE						(581)

SERVICE: **C1198F : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT**

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
412	Employees	396	-	(190)	206	(48)
-	- Premises related expenditure	-	-	-	-	n/a
14	Supplies and Services	57	-	2	59	4
624	Third Party Payments	4	-	-	4	-
-	- Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	1	-	-	1	-
-	- Recharges from other services	-	-	-	-	n/a
1,050	TOTAL CONTROLLABLE EXPENDITURE	458	-	(188)	270	n/a
-	- Government Grants	-	-	-	-	n/a
(643)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(230)	- Recharges to other services	(47)	-	-	(47)	-
(873)	TOTAL CONTROLLABLE INCOME	(47)	-	-	(47)	n/a
177	NET CONTROLLABLE COST	411	-	(188)	223	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
177	NET COST OF SERVICE	411	-	(188)	223	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
177	TOTAL NET EXPENDITURE	411	-	(188)	223	(46)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22-23 Contract Inflation						2
						2
<u>Strategic budget - agreed additional income / savings</u>						
Economic Development Team Streamlined service						(190)
						(190)
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(188)

TOTAL RESOURCES

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DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 3.2-C1620E
SERVICE SUBJECTIVE SUMMARY : TREASURY AND PENSIONS	RES 3.3-C1622F
DIVISION: MONITORING OFFICER	
DIVISION SUMMARY : MONITORING OFFICER	RES 4.1-C1625E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 4.2-C1625E
SERVICE SUBJECTIVE SUMMARY : DEMOCRATIC AND SCRUTINY SERVICES	RES 4.3-C1642F
DIVISION: INSURANCE, ANTI-FRAUD AND RISK	
DIVISION SUMMARY : INSURANCE, ANTI-FRAUD AND RISK	RES 5.1-C1630E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 5.2-C1630E
SERVICE SUBJECTIVE SUMMARY : INSURANCE RISK AND CPO SUMMARY	RES 5.3-C1634F
SERVICE SUBJECTIVE SUMMARY : CORPORATE ANTI-FRAUD	RES 5.4-C1636F
DIVISION: LEGAL SERVICES DIVISION	
DIVISION SUMMARY : LEGAL SERVICES DIVISION	RES 6.1-C1640E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 6.2-C1640E
SERVICE SUBJECTIVE SUMMARY : LEGAL SERVICES DIVISION SUMMARY	RES 6.3-C1644F
SERVICE SUBJECTIVE SUMMARY : LITIGATION AND CORPORATE LEGAL	RES 6.4-C1646F
SERVICE SUBJECTIVE SUMMARY : COMMERCIAL AND PROPERTY LEGAL	RES 6.5-C1647F
SERVICE SUBJECTIVE SUMMARY : SOCIAL CARE AND EDUCATION LEGAL	RES 6.6-C1648F
DIVISION: COMMERCIAL INVESTMENT AND CAPITAL DIVISION	
DIVISION SUMMARY : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	RES 7.1-C1690E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 7.2-C1690E
SERVICE SUBJECTIVE SUMMARY : ESTATES, ASSET MANAGEMENT AND FACILITIES	RES 7.3-C1624F
SERVICE SUBJECTIVE SUMMARY : COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	RES 7.4-C1628F
SERVICE SUBJECTIVE SUMMARY : COMMISSIONING AND PROCUREMENT	RES 7.5-C1628F
SERVICE SUBJECTIVE SUMMARY : LIMITED LIABILITY PARTNERSHIPS	RES 7.6-C1630F
DIVISION: INTERNAL AUDIT SERVICE	
DIVISION SUMMARY : INTERNAL AUDIT SERVICE	RES 8.1-C1650E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	RES 8.2-C1650E

KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the council. 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 2021/22 are to;

- Deliver and monitor the Medium Term Financial Strategy (MTFS)
- Continue to enhance the digital performance for Croydon
- Lead on the review of the Resources function, and how it can best support the Council
- Ensure we have excellent performance management arrangements in place for the delivery of our Renewal Plan

FINANCIAL PERFORMANCE

COST CENTRE: C1600D

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	27,394	26,267	26,811	25,680	(2)
Premises related expenditure	21,657	13,502	13,433	11,453	(15)
Supplies and Services	46,530	9,789	16,729	10,246	5
Third Party Payments	9,827	15,634	14,105	15,070	(4)
Transfer Payments	169,613	180,040	164,881	180,040	-
Transport related expenditure	147	255	266	205	(20)
Capital Charges	4,809	4,941	4,941	-	(100)
Intangible Charges	27	27	27	-	(100)
REFCUS	-	-	-	-	n/a
Corporate support services bought in	(13,467)	(5,349)	(5,349)	(7,308)	37
Recharges from other services	2,339	3,732	5,324	3,717	(0)
TOTAL EXPENDITURE	268,876	248,838	241,167	239,103	(1)
Government Grants	(199,766)	(182,609)	(174,169)	(182,609)	-
Other Grants, reimbursements and contributions	(7,948)	(4,170)	(3,560)	(5,219)	25
Customer and Client Receipts	(12,810)	(12,451)	(14,267)	(10,389)	(17)
Interest Receivable	-	(28)	(28)	(28)	-
Recharges to other services	(18,485)	(15,670)	(15,340)	(16,071)	3
TOTAL INCOME	(239,009)	(214,928)	(207,363)	(214,316)	3
TOTAL NET EXPENDITURE	29,867	33,910	33,805	24,787	(27)
Contributions to / (from) Reserves	(4,380)	-	-	-	n/a
CURRENT BUDGET	21,045		35,075		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	4,442		(1,270)		

TOP FINANCIAL RISKS 2022/23

Resources Directorate will play a critical role supporting front line delivery whilst ensuring key Corporate arrangements in relation to Finance, Governance and Legal are strongly adhered to.

Key Risks to be mindful of are:

1. Resource capacity to support an organisation transitioning to Mayoral governed authority
2. Managing Budgets and Savings delivery in line with MTFS targets
3. Getting the organisation ready for the Mayoral Structure and changing all necessary governance arrangements in time
4. Managing corporate assets to balance the need for capital receipts versus using assets in the most efficient manner to promote economic regeneration
5. Carrying out shareholder function on Council Companies and tracking the external risks that could impact business plans
6. Having sufficient finance team capacity and capability to support services and delivery of Renewal Plan

CABINET MEMBER	Cllr Callton Young	Cabinet Member for Resources and Financial Governance
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jane West	Corporate Director Resources	
Dave Phillips	Interim Internal Audit	
Matt Davis	Interim Director of Finance	
John Jones	Interim Monitoring Officer	
Peter Mitchell	Interim Director of Commercial Investment	63138
Doutimi Aseh	Acting Director of Legal Services	61598

DIVISION CODE	DIVISION
C1605E	RESOURCES DIRECTORATE SUMMARY
C1610E	DIRECTOR OF FINANCE
C1620E	PENSIONS DIVISION
C1625E	MONITORING OFFICER
C1630E	INSURANCE, ANTI-FRAUD AND RISK
C1640E	LEGAL SERVICES DIVISION
C1690E	COMMERCIAL INVESTMENT AND CAPITAL DIVISION
C1650E	INTERNAL AUDIT SERVICE

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
307	C1605E : RESOURCES DIRECTORATE SUMMARY	145	-	(7,656)	(7,511)	(5,280)
9,907	C1610E : DIRECTOR OF FINANCE	10,219	-	(1,381)	8,838	(14)
(76)	C1620E : PENSIONS DIVISION	-	-	315	315	n/a
3,781	C1625E : MONITORING OFFICER	3,782	-	(1,704)	2,078	(45)
(82)	C1630E : INSURANCE, ANTI-FRAUD AND RISK	-	-	994	994	n/a
1,348	C1640E : LEGAL SERVICES DIVISION	763	-	(2,476)	(1,713)	(325)
18,605	C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	19,001	-	2,190	21,191	12
14	C1650E : INTERNAL AUDIT SERVICE	-	-	595	595	n/a
33,805	TOTAL NET EXPENDITURE	33,910	-	(9,123)	24,787	(27)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
C1605E : RESOURCES DIRECTORATE SUMMARY	4.0	4.0	-
C1610E : DIRECTOR OF FINANCE	218.4	206.0	(12.4)
C1620E : PENSIONS DIVISION	26.7	26.4	(0.3)
C1625E : MONITORING OFFICER	9.5	9.5	-
C1630E : INSURANCE, ANTI-FRAUD AND RISK	13.8	13.8	0.0
C1640E : LEGAL SERVICES DIVISION	42.5	41.5	(1.0)
C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	171.5	162.2	(9.3)
C1650E : INTERNAL AUDIT SERVICE	1.4	1.4	-
	-	-	-
	-	-	-
TOTAL FTE STAFF	487.8	464.9	(22.9)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Director of Finance reduction of 12.4 FTE is due to MTFS savings in Payments Revenue, Benefits and Debt

Commercial Investment and Capital Division reduction of 9.3 FTE is due to the restructure of the Commissioning & Procurement division (6.3 FTE) and this division has now been disaggregated and will move into the relevant Corporate Director areas from 1 April 2022. The establishment also contributes to achieving the MTFS targets for 22/23 and 23/24. The overall aim of this is to have a commissioning and procurement function to support the Council around its priorities

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
£000's						
26,811	Employees	26,267	-	(587)	25,680	(2)
13,433	Premises related expenditure	13,502	-	(2,049)	11,453	(15)
16,729	Supplies and Services	9,789	-	457	10,246	5
14,105	Third Party Payments	15,634	-	(564)	15,070	(4)
164,881	Transfer Payments	180,040	-	-	180,040	-
266,221	Transport related expenditure	255	-	(50)	205	(20)
5,324	Recharges from other services	3,732	-	(15)	3,717	(0)
241,548	TOTAL CONTROLLABLE EXPENDITURE	249,219	-	(2,808)	246,411	(1)
(174,169)	Government Grants	(182,609)	-	-	(182,609)	-
(3,560)	Other Grants, reimbursements and contributions	(4,170)	-	(1,049)	(5,219)	25
(14,267)	Customer and Client Receipts	(12,451)	-	2,062	(10,389)	(17)
(28)	Interest Receivable	(28)	-	-	(28)	-
(15,340)	Recharges to other services	(15,670)	-	(401)	(16,071)	3
(207,363)	TOTAL CONTROLLABLE INCOME	(214,928)	-	612	(214,316)	(0)
34,186	NET CONTROLLABLE COST	34,291	-	(2,196)	32,095	(6)
4,941	Capital Charges	4,941	-	(4,941)	-	(100)
27	Intangible Charges	27	-	(27)	-	(100)
-	REFCUS	-	-	-	-	n/a
(5,349)	Corporate support services bought in	(5,349)	-	(1,959)	(7,308)	37
(381)	TOTAL NON-CONTROLLABLE EXPENDITURE	(381)	-	(6,927)	(7,308)	1,818
33,805	NET COST OF SERVICE	33,910	-	(9,123)	24,787	(27)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
33,805	TOTAL NET EXPENDITURE	33,910	-	(9,123)	24,787	(27)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						466
Strategic budget - agreed additional income / savings						(3,663)
Other resource changes						(5,926)
TOTAL OTHER VARIATIONS IN RESOURCE						(9,123)

SERVICE DESCRIPTION

This budget holds the costs of the Director of Resources together with other associated support costs

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1610F	RESOURCES DIRECTORATE	145	-	(7,656)	(7,511)	(5,280)
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	145	-	(7,656)	(7,511)	(5,280)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
RESOURCES DIRECTORATE	4.0	4.0	-
TOTAL FTE STAFF	4.0	4.0	-

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
312	Employees	422	-	(625)	(203)	(148)
-	- Premises related expenditure	-	-	-	-	n/a
272	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
584	TOTAL CONTROLLABLE EXPENDITURE	422	-	(625)	(203)	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
584	NET CONTROLLABLE COST	422	-	(625)	(203)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(277)	Corporate support services bought in	(277)	-	(7,031)	(7,308)	2,538
(277)	TOTAL NON-CONTROLLABLE EXPENDITURE	(277)	-	(7,031)	(7,308)	n/a
307	NET COST OF SERVICE	145	-	(7,656)	(7,511)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
307	TOTAL NET EXPENDITURE	145	-	(7,656)	(7,511)	(5,280)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
COR SAV13o:Adecco						(600)
22/23 O/S Form 11:Implementation of new senior structures						(124)
						(724)
<u>Other resource changes</u>						
Transfer from Resources to ACE: Executive Support Officer Post (see ACE 1.3)						(48)
Transfer within Resources (see RES 7.4 and RES 7.5) from Commercial Investment and Capital						147
Corporate support services bought in						(7,031)
						(6,932)
TOTAL OTHER VARIATIONS IN RESOURCE						(7,656)

SERVICE: C1610F : RESOURCES DIRECTORATE

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
312	Employees	422	-	(625)	(203)	(148)
-	- Premises related expenditure	-	-	-	-	n/a
272	Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
584	TOTAL CONTROLLABLE EXPENDITURE	422	-	(625)	(203)	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
584	NET CONTROLLABLE COST	422	-	(625)	(203)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(277)	Corporate support services bought in	(277)	-	(7,031)	(7,308)	2,538
(277)	TOTAL NON-CONTROLLABLE EXPENDITURE	(277)	-	(7,031)	(7,308)	n/a
307	NET COST OF SERVICE	145	-	(7,656)	(7,511)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
307	TOTAL NET EXPENDITURE	145	-	(7,656)	(7,511)	(5,280)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
COR SAV13o:Adecco						(600)
22/23 O/S Form 11:Implementation of new senior structures						(124)
						(724)
<u>Other resource changes</u>						
Transfer from Resources to ACE: Executive Support Officer Post (see ACE 1.3)						(48)
Transfer within Resources (see RES 7.4 and RES 7.5) from Commercial Investment and Capital						147
Corporate support services bought in						(7,031)
						(6,932)
TOTAL OTHER VARIATIONS IN RESOURCE						(7,656)

SERVICE DESCRIPTION

The Finance, Investment and Risk Division consists of;
 The Finance team provides strategic financial support to the organisation. Key functions of the team include financial planning; 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 and Medium Term Financial Strategy. They are also key to the council's financial recovery and delivery of improvement plans.

The Revenues, Benefits, Income and Debt team are responsible for a number of functions including the administration of claims for Housing Benefits. The collection of council tax and business rates and sundry debt from customers. The payment of suppliers and the cash and control function as well as the maintenance of the Land Charges and street naming functions.

During 2021/22 and into 2022/23, the Revenues and Benefits Team have additionally been responsible for the processing payments to businesses for Covid-related business support as well as payments relating to government energy rebates.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1612F	CORPORATE AND TREASURY MANAGEMENT	3,639	-	1,001	4,640	28
C1616F	PAYMENTS, REVENUES, BENEFITS AND DEBT	6,580	-	(2,382)	4,198	(36)
C1618F	HOUSING BENEFITS	-	-	-	-	n/a
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	10,219	-	(1,381)	8,838	(14)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
CORPORATE AND TREASURY MANAGEMENT	47.0	47.0	-
PAYMENTS, REVENUES, BENEFITS AND DEBT	171.4	159.0	(12.4)
HOUSING BENEFITS	-	-	-
TOTAL FTE STAFF	218.4	206.0	(12.4)

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
11,236	Employees	11,093	-	(210)	10,883	(2)
8	Premises related expenditure	-	-	-	-	n/a
7,842	Supplies and Services	3,303	-	696	3,999	21
1,219	Third Party Payments	517	-	(162)	355	(31)
164,881	Transfer Payments	180,040	-	-	180,040	-
8	Transport related expenditure	-	-	-	-	n/a
130	Recharges from other services	22	-	(15)	7	(68)
185,324	TOTAL CONTROLLABLE EXPENDITURE	194,975	-	309	195,284	n/a
(171,300)	Government Grants	(179,740)	-	-	(179,740)	-
(1,342)	Other Grants, reimbursements and contributions	(2,452)	-	(900)	(3,352)	37
(3,730)	Customer and Client Receipts	(3,603)	-	774	(2,829)	(21)
-	Interest Receivable	-	-	-	-	n/a
(609)	Recharges to other services	(525)	-	-	(525)	-
(176,982)	TOTAL CONTROLLABLE INCOME	(186,320)	-	(126)	(186,446)	n/a
8,343	NET CONTROLLABLE COST	8,655	-	183	8,838	n/a
-	Capital Charges	-	-	-	-	n/a
27	Intangible Charges	27	-	(27)	-	(100)
-	REFCUS	-	-	-	-	n/a
1,537	Corporate support services bought in	1,537	-	(1,537)	-	(100)
1,564	TOTAL NON-CONTROLLABLE EXPENDITURE	1,564	-	(1,564)	-	n/a
9,907	NET COST OF SERVICE	10,219	-	(1,381)	8,838	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
9,907	TOTAL NET EXPENDITURE	10,219	-	(1,381)	8,838	(14)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 36: Consolidate Debt Collection						(60)
RES Sav 37: Simpler Council Tax Support Scheme						(250)
RES Sav 38: Automation Of Revenue Processes						(100)
RES Sav 39: Digital By Default For Billing						(120)
RES Sav 40: Ict Savings						(153)
Res Sav 40: ICT Savings						(20)
COR SAV13n: Oxygen Finance Limited						(25)
COR SAV13q: Capita Business Services Ltd						(16)
COR Sav 17: Fees And Charges						(11)
22/23 O/S Form 20: Increase in fees and charges						(58)
						(813)
<u>Other resource changes</u>						
Improvements Budget transferred from Corporate - FPS001						1,000
Contract Inflation						53
Additional Savings Fees and Charges Review						(57)
Corporate support services bought in						(1,537)
Intangible Charges						(27)
						(568)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,381)

SERVICE: C1612F : CORPORATE AND TREASURY MANAGEMENT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
4,548	Employees	3,943	-	200	4,143	5
8	Premises related expenditure	-	-	-	-	n/a
5,020	Supplies and Services	53	-	801	854	1,511
724	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
10,308	TOTAL CONTROLLABLE EXPENDITURE	3,996	-	1,001	4,997	n/a
(4,874)	Government Grants	-	-	-	-	n/a
(77)	Other Grants, reimbursements and contributions	(77)	-	-	(77)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(280)	Recharges to other services	(280)	-	-	(280)	-
(5,231)	TOTAL CONTROLLABLE INCOME	(357)	-	-	(357)	n/a
5,077	NET CONTROLLABLE COST	3,639	-	1,001	4,640	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
5,077	NET COST OF SERVICE	3,639	-	1,001	4,640	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,077	TOTAL NET EXPENDITURE	3,639	-	1,001	4,640	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Improvements Budget transferred from Corporate - FPS001						1,000
Contract Inflation						1
						1,001
TOTAL OTHER VARIATIONS IN RESOURCE						1,001

SERVICE: C1616F : PAYMENTS, REVENUES, BENEFITS AND DEBT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
6,688	Employees	7,150	-	(410)	6,740	(6)
-	Premises related expenditure	-	-	-	-	n/a
1,352	Supplies and Services	1,780	-	(105)	1,675	(6)
495	Third Party Payments	517	-	(162)	355	(31)
0	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
128	Recharges from other services	22	-	(15)	7	(68)
8,666	TOTAL CONTROLLABLE EXPENDITURE	9,469	-	(692)	8,777	n/a
(75)	Government Grants	(75)	-	-	(75)	-
(1,265)	Other Grants, reimbursements and contributions	(530)	-	(900)	(1,430)	170
(3,730)	Customer and Client Receipts	(3,603)	-	774	(2,829)	(21)
-	Interest Receivable	-	-	-	-	n/a
(329)	Recharges to other services	(245)	-	-	(245)	-
(5,400)	TOTAL CONTROLLABLE INCOME	(4,453)	-	(126)	(4,579)	n/a
3,266	NET CONTROLLABLE COST	5,016	-	(818)	4,198	n/a
-	Capital Charges	-	-	-	-	n/a
27	Intangible Charges	27	-	(27)	-	(100)
-	REFCUS	-	-	-	-	n/a
1,537	Corporate support services bought in	1,537	-	(1,537)	-	(100)
1,564	TOTAL NON-CONTROLLABLE EXPENDITURE	1,564	-	(1,564)	-	n/a
4,830	NET COST OF SERVICE	6,580	-	(2,382)	4,198	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,830	TOTAL NET EXPENDITURE	6,580	-	(2,382)	4,198	(36)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						
RES Sav 36: Consolidate Debt Collection						(60)
RES Sav 37: Simpler Council Tax Support Scheme						(250)
RES Sav 38: Automation Of Revenue Processes						(100)
RES Sav 39: Digital By Default For Billing						(120)
RES Sav 40: Ict Savings						(153)
Res Sav 40: ICT Savings						(20)
COR SAV13n: Oxygen Finance Limited						(25)
COR SAV13q: Capita Business Services Ltd						(16)
COR Sav 17: Fees And Charges						(11)
22/23 O/S Form 20: Increase in fees and charges						(58)
						(813)
<u>Other resource changes</u>						
Contract Inflation						52
Additional Savings Fees and Charges Review						(57)
Corporate support services bought in						(1,537)
Intangible Charges						(27)
						(1,569)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,382)

SERVICE: C1618F : HOUSING BENEFITS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
1,470	Supplies and Services	1,470	-	-	1,470	-
-	Third Party Payments	-	-	-	-	n/a
164,881	Transfer Payments	180,040	-	-	180,040	-
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
166,351	TOTAL CONTROLLABLE EXPENDITURE	181,510	-	-	181,510	n/a
(166,351)	Government Grants	(179,665)	-	-	(179,665)	-
-	Other Grants, reimbursements and contributions	(1,845)	-	-	(1,845)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(166,351)	TOTAL CONTROLLABLE INCOME	(181,510)	-	-	(181,510)	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE DESCRIPTION

The Treasury and Pensions service provides the cash management function for the authority; and Investment and administration of the Croydon Pension Fund.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1622F	TREASURY AND PENSIONS	-	-	315	315	n/a
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	-	-	315	315	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
TREASURY AND PENSIONS	26.7	26.4	(0.3)
TOTAL FTE STAFF	26.7	26.4	(0.3)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,363	Employees	1,633	-	(24)	1,609	(1)
-	Premises related expenditure	-	-	-	-	n/a
99	Supplies and Services	108	-	4	112	4
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
1,464	TOTAL CONTROLLABLE EXPENDITURE	1,741	-	(20)	1,721	n/a
-	Government Grants	-	-	-	-	n/a
(1,152)	Other Grants, reimbursements and contributions	(1,363)	-	13	(1,350)	(1)
(61)	Customer and Client Receipts	(50)	-	-	(50)	-
-	Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	(12)	-	6	(6)	(50)
(1,224)	TOTAL CONTROLLABLE INCOME	(1,425)	-	19	(1,406)	n/a
240	NET CONTROLLABLE COST	316	-	(1)	315	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(316)	Corporate support services bought in	(316)	-	316	-	(100)
(316)	TOTAL NON-CONTROLLABLE EXPENDITURE	(316)	-	316	-	n/a
(76)	NET COST OF SERVICE	-	-	315	315	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(76)	TOTAL NET EXPENDITURE	-	-	315	315	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(1)
22/23 O/S Form 20: Increase in fees and charges						(1)
<u>Other resource changes</u>						(1)
Contract Inflation						1
Additional Savings Fees and Charges Review						(1)
Corporate support services bought in						316
						316
TOTAL OTHER VARIATIONS IN RESOURCE						315

SERVICE: C1622F : TREASURY AND PENSIONS

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,363	Employees	1,633	-	(24)	1,609	(1)
-	Premises related expenditure	-	-	-	-	n/a
99	Supplies and Services	108	-	4	112	4
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
1,464	TOTAL CONTROLLABLE EXPENDITURE	1,741	-	(20)	1,721	n/a
-	Government Grants	-	-	-	-	n/a
(1,152)	Other Grants, reimbursements and contributions	(1,363)	-	13	(1,350)	(1)
(61)	Customer and Client Receipts	(50)	-	-	(50)	-
-	Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	(12)	-	6	(6)	(50)
(1,224)	TOTAL CONTROLLABLE INCOME	(1,425)	-	19	(1,406)	n/a
240	NET CONTROLLABLE COST	316	-	(1)	315	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(316)	Corporate support services bought in	(316)	-	316	-	(100)
(316)	TOTAL NON-CONTROLLABLE EXPENDITURE	(316)	-	316	-	n/a
(76)	NET COST OF SERVICE	-	-	315	315	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(76)	TOTAL NET EXPENDITURE	-	-	315	315	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 O/S Form 20: Increase in fees and charges						(1)
						(1)
<u>Other resource changes</u>						
Contract Inflation						1
Additional Savings Fees and Charges Review						(1)
Corporate support services bought in						316
						316
TOTAL OTHER VARIATIONS IN RESOURCE						315

SERVICE DESCRIPTION

The Monitoring Officer is responsible for ensuring the Council acts lawfully and that good governance operates throughout the Council. It is also the Monitoring Officer's responsibility to maintain the Constitution and deal with complaints under the Member Code of Contact

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1642F	DEMOCRATIC AND SCRUTINY SERVICES	3,782	-	(1,704)	2,078	(45)
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	3,782	-	(1,704)	2,078	(45)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
DEMOCRATIC AND SCRUTINY SERVICES	9.5	9.5	-
TOTAL FTE STAFF	9.5	9.5	-

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
662	Employees	641	-	159	800	25
3	Premises related expenditure	6	-	-	6	-
1,391	Supplies and Services	1,399	-	-	1,399	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	6	-	-	6	-
4	Recharges from other services	12	-	-	12	-
2,063	TOTAL CONTROLLABLE EXPENDITURE	2,064	-	159	2,223	n/a
-	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)	TOTAL CONTROLLABLE INCOME	(145)	-	-	(145)	n/a
1,918	NET CONTROLLABLE COST	1,919	-	159	2,078	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,863	Corporate support services bought in	1,863	-	(1,863)	-	(100)
1,863	TOTAL NON-CONTROLLABLE EXPENDITURE	1,863	-	(1,863)	-	n/a
3,781	NET COST OF SERVICE	3,782	-	(1,704)	2,078	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,781	TOTAL NET EXPENDITURE	3,782	-	(1,704)	2,078	(45)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 01:Staff Resourcing in Committee Services						141
						141
<u>Strategic budget - agreed additional income / savings</u>						
COR Sav 17:Fees And Charges						(1)
						(1)
<u>Other resource changes</u>						
Contract Inflation						19
Corporate support services bought in						(1,863)
						(1,844)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,704)

SERVICE: C1642F : DEMOCRATIC AND SCRUTINY SERVICES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
662	Employees	641	-	159	800	25
3	Premises related expenditure	6	-	-	6	-
1,391	Supplies and Services	1,399	-	-	1,399	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	6	-	-	6	-
4	Recharges from other services	12	-	-	12	-
2,063	TOTAL CONTROLLABLE EXPENDITURE	2,064	-	159	2,223	n/a
-	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)	TOTAL CONTROLLABLE INCOME	(145)	-	-	(145)	n/a
1,918	NET CONTROLLABLE COST	1,919	-	159	2,078	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,863	Corporate support services bought in	1,863	-	(1,863)	-	(100)
1,863	TOTAL NON-CONTROLLABLE EXPENDITURE	1,863	-	(1,863)	-	n/a
3,781	NET COST OF SERVICE	3,782	-	(1,704)	2,078	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,781	TOTAL NET EXPENDITURE	3,782	-	(1,704)	2,078	(45)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 01: Staff Resourcing in Committee Services						141
						141
<u>Strategic budget - agreed additional income / savings</u>						
COR Sav 17: Fees And Charges						(1)
						(1)
<u>Other resource changes</u>						
Contract Inflation						19
Corporate support services bought in						(1,863)
						(1,844)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,704)

SERVICE DESCRIPTION

The Insurance team arrange the council's Insurance's and handle self-insured claims made against the council. The Head of Service leads the 9 borough London Insurance Consortium.

The Risk Management team support the council's Corporate Risk Management framework.

The Corporate Anti-Fraud Team investigates allegations of fraud committed against the Council by members of the public, staff, Members, contractors or other parties. Where appropriate it seeks the application of sanctions and uses proceeds of crime legislation to recover funds

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1634F	INSURANCE RISK AND CPO SUMMARY	-	-	694	694	n/a
C1636F	CORPORATE ANTI-FRAUD	-	-	300	300	n/a
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	-	-	994	994	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
INSURANCE RISK AND CPO SUMMARY	4.4	4.4	-
CORPORATE ANTI-FRAUD	9.4	9.4	0.0
TOTAL FTE STAFF	13.8	13.8	0.0

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
743	Employees	853	-	(30)	823	(4)
-	Premises related expenditure	-	-	-	-	n/a
2,095	Supplies and Services	2,353	-	(726)	1,627	(31)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
(15)	Recharges from other services	-	-	-	-	n/a
2,824	TOTAL CONTROLLABLE EXPENDITURE	3,207	-	(756)	2,451	n/a
-	Government Grants	-	-	-	-	n/a
(191)	Other Grants, reimbursements and contributions	(192)	-	102	(90)	(53)
(258)	Customer and Client Receipts	(696)	-	655	(41)	(94)
-	Interest Receivable	-	-	-	-	n/a
(1,463)	Recharges to other services	(1,326)	-	-	(1,326)	-
(1,912)	TOTAL CONTROLLABLE INCOME	(2,214)	-	757	(1,457)	n/a
911	NET CONTROLLABLE COST	993	-	1	994	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(993)	Corporate support services bought in	(993)	-	993	-	(100)
(993)	TOTAL NON-CONTROLLABLE EXPENDITURE	(993)	-	993	-	n/a
(82)	NET COST OF SERVICE	-	-	994	994	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(82)	TOTAL NET EXPENDITURE	-	-	994	994	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 04:Savings from Review and Re-Tendering the Insurance Contract						(100)
22/23 O/S Form 20:Increase in fees and charges						(15)
COR Sav 17:Fees And Charges						(3)
						(118)
<u>Other resource changes</u>						
Contract Inflation						32
Transfer of Coroners Income budget to Mayors Election and Coroners (see ACE 4.7)						102
Additional Savings Fees and Charges Review						(15)
Corporate support services bought in						993
						1,112
TOTAL OTHER VARIATIONS IN RESOURCE						994

SERVICE: C1634F : INSURANCE RISK AND CPO SUMMARY

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
298	Employees	334	-	(1)	333	(0)
-	Premises related expenditure	-	-	-	-	n/a
2,058	Supplies and Services	2,319	-	(755)	1,564	(33)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
(15)	Recharges from other services	-	-	-	-	n/a
2,342	TOTAL CONTROLLABLE EXPENDITURE	2,654	-	(756)	1,898	n/a
-	Government Grants	-	-	-	-	n/a
(101)	Other Grants, reimbursements and contributions	(102)	-	102	-	(100)
(170)	Customer and Client Receipts	(655)	-	655	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,361)	Recharges to other services	(1,204)	-	-	(1,204)	-
(1,632)	TOTAL CONTROLLABLE INCOME	(1,961)	-	757	(1,204)	n/a
710	NET CONTROLLABLE COST	693	-	1	694	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(693)	Corporate support services bought in	(693)	-	693	-	(100)
(693)	TOTAL NON-CONTROLLABLE EXPENDITURE	(693)	-	693	-	n/a
17	NET COST OF SERVICE	-	-	694	694	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17	TOTAL NET EXPENDITURE	-	-	694	694	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 04:Savings from Review and Re-Tendering the Insurance Contract						(100)
22/23 O/S Form 20:Increase in fees and charges						(15)
COR Sav 17:Fees And Charges						(3)
						(118)
<u>Other resource changes</u>						
Contract Inflation						32
Transfer of Coroners Income budget to Mayors Election and Coroners (see ACE 4.7)						102
Additional Savings Fees and Charges Review						(15)
Corporate support services bought in						693
						812
TOTAL OTHER VARIATIONS IN RESOURCE						694

SERVICE: C1636F : CORPORATE ANTI-FRAUD

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
445	Employees	519	-	(29)	490	(6)
-	- Premises related expenditure	-	-	-	-	n/a
37	Supplies and Services	34	-	29	63	85
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
482	TOTAL CONTROLLABLE EXPENDITURE	553	-	-	553	n/a
-	- Government Grants	-	-	-	-	n/a
(90)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(88)	Customer and Client Receipts	(41)	-	-	(41)	-
-	- Interest Receivable	-	-	-	-	n/a
(102)	Recharges to other services	(122)	-	-	(122)	-
(280)	TOTAL CONTROLLABLE INCOME	(253)	-	-	(253)	n/a
202	NET CONTROLLABLE COST	300	-	-	300	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(300)	Corporate support services bought in	(300)	-	300	-	(100)
(300)	TOTAL NON-CONTROLLABLE EXPENDITURE	(300)	-	300	-	n/a
(98)	NET COST OF SERVICE	-	-	300	300	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(98)	TOTAL NET EXPENDITURE	-	-	300	300	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						300
						300
TOTAL OTHER VARIATIONS IN RESOURCE						300

DIVISION: C1640E : LEGAL SERVICES DIVISION

SERVICE DESCRIPTION

Croydon Legal Services (CLS) 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.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1644F	LEGAL SERVICES DIVISION SUMMARY	701	-	(454)	247	(65)
C1646F	LITIGATION AND CORPORATE LEGAL	215	-	(617)	(402)	(287)
C1647F	COMMERCIAL AND PROPERTY LEGAL	(234)	-	(329)	(563)	141
C1648F	SOCIAL CARE AND EDUCATION LEGAL	81	-	(1,076)	(995)	(1,328)
	TOTAL NET EXPENDITURE	763	-	(2,476)	(1,713)	(325)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
LEGAL SERVICES DIVISION SUMMARY	8.0	7.0	(1.0)
LITIGATION AND CORPORATE LEGAL	9.4	9.4	-
COMMERCIAL AND PROPERTY LEGAL	7.2	7.2	-
SOCIAL CARE AND EDUCATION LEGAL	17.9	17.9	-
TOTAL FTE STAFF	42.5	41.5	(1.0)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,567	Employees	2,434	-	307	2,741	13
-	Premises related expenditure	-	-	-	-	n/a
192	Supplies and Services	197	-	(127)	70	(64)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
8	Recharges from other services	11	-	-	11	-
2,768	TOTAL CONTROLLABLE EXPENDITURE	2,643	-	180	2,823	n/a
-	Government Grants	-	-	-	-	n/a
(191)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(3,508)	Recharges to other services	(4,164)	-	(372)	(4,536)	9
(3,704)	TOTAL CONTROLLABLE INCOME	(4,164)	-	(372)	(4,536)	n/a
(936)	NET CONTROLLABLE COST	(1,521)	-	(192)	(1,713)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,284	Corporate support services bought in	2,284	-	(2,284)	-	(100)
2,284	TOTAL NON-CONTROLLABLE EXPENDITURE	2,284	-	(2,284)	-	n/a
1,348	NET COST OF SERVICE	763	-	(2,476)	(1,713)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,348	TOTAL NET EXPENDITURE	763	-	(2,476)	(1,713)	(325)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 01: Council wide legal services						(130)
22/23 RES SAV 02: Savings from the Legal Business Team						(65)
						(195)
<u>Other resource changes</u>						
Contract Inflation						3
Corporate support services bought in						(2,284)
						(2,281)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,476)

SERVICE: C1644F : LEGAL SERVICES DIVISION SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
330	Employees	214	-	177	391	83
-	Premises related expenditure	-	-	-	-	n/a
192	Supplies and Services	197	-	(127)	70	(64)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
1	Recharges from other services	11	-	-	11	-
525	TOTAL CONTROLLABLE EXPENDITURE	423	-	50	473	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	-	-	(226)	(226)	n/a
-	TOTAL CONTROLLABLE INCOME	-	-	(226)	(226)	n/a
525	NET CONTROLLABLE COST	423	-	(176)	247	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
278	Corporate support services bought in	278	-	(278)	-	(100)
278	TOTAL NON-CONTROLLABLE EXPENDITURE	278	-	(278)	-	n/a
803	NET COST OF SERVICE	701	-	(454)	247	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
803	TOTAL NET EXPENDITURE	701	-	(454)	247	(65)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 01:Council wide legal services						(130)
22/23 RES SAV 02:Savings from the Legal Business Team						(65)
						(195)
<u>Other resource changes</u>						
Contract Inflation						3
Transfer of budget within Legal Services from Commercial and Property Legal (see RES 6.5)						16
Corporate support services bought in						(278)
						(259)
TOTAL OTHER VARIATIONS IN RESOURCE						(454)

SERVICE: C1646F : LITIGATION AND CORPORATE LEGAL

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
674	Employees	682	-	(9)	673	(1)
-	- Premises related expenditure	-	-	-	-	n/a
0	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
0	- Transport related expenditure	-	-	-	-	n/a
6	- Recharges from other services	-	-	-	-	n/a
680	TOTAL CONTROLLABLE EXPENDITURE	682	-	(9)	673	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(782)	- Recharges to other services	(1,084)	-	9	(1,075)	(1)
(782)	TOTAL CONTROLLABLE INCOME	(1,084)	-	9	(1,075)	n/a
(101)	NET CONTROLLABLE COST	(402)	-	-	(402)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
617	- Corporate support services bought in	617	-	(617)	-	(100)
617	TOTAL NON-CONTROLLABLE EXPENDITURE	617	-	(617)	-	n/a
516	NET COST OF SERVICE	215	-	(617)	(402)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
516	TOTAL NET EXPENDITURE	215	-	(617)	(402)	(287)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(617)
						(617)
TOTAL OTHER VARIATIONS IN RESOURCE						(617)

SERVICE: C1647F : COMMERCIAL AND PROPERTY LEGAL

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
425	Employees	346	-	153	499	44
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	- Recharges from other services	-	-	-	-	n/a
425	TOTAL CONTROLLABLE EXPENDITURE	346	-	153	499	n/a
-	- Government Grants	-	-	-	-	n/a
(191)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(433)	- Recharges to other services	(893)	-	(169)	(1,062)	19
(624)	TOTAL CONTROLLABLE INCOME	(893)	-	(169)	(1,062)	n/a
(199)	NET CONTROLLABLE COST	(547)	-	(16)	(563)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
313	- Corporate support services bought in	313	-	(313)	-	(100)
313	TOTAL NON-CONTROLLABLE EXPENDITURE	313	-	(313)	-	n/a
114	NET COST OF SERVICE	(234)	-	(329)	(563)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
114	TOTAL NET EXPENDITURE	(234)	-	(329)	(563)	141
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of budget within Legal Services to Legal Services Summary (see RES 6.3)						(16)
Corporate support services bought in						(313)
						(329)
TOTAL OTHER VARIATIONS IN RESOURCE						(329)

SERVICE: C1648F : SOCIAL CARE AND EDUCATION LEGAL

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,138	Employees	1,192	-	(14)	1,178	(1)
-	- Premises related expenditure	-	-	-	-	n/a
(0)	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	- Recharges from other services	-	-	-	-	n/a
1,138	TOTAL CONTROLLABLE EXPENDITURE	1,192	-	(14)	1,178	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5)	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(2,294)	- Recharges to other services	(2,187)	-	14	(2,173)	(1)
(2,298)	TOTAL CONTROLLABLE INCOME	(2,187)	-	14	(2,173)	n/a
(1,161)	NET CONTROLLABLE COST	(995)	-	-	(995)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
1,076	- Corporate support services bought in	1,076	-	(1,076)	-	(100)
1,076	TOTAL NON-CONTROLLABLE EXPENDITURE	1,076	-	(1,076)	-	n/a
(85)	NET COST OF SERVICE	81	-	(1,076)	(995)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(85)	TOTAL NET EXPENDITURE	81	-	(1,076)	(995)	(1,328)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(1,076)
						(1,076)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,076)

SERVICE DESCRIPTION

The division is made up the service areas as below;

Repairs

The Responsive repairs service carries out day to day repairs to all Council homes and communal works to blocks. This includes general building, gas servicing and gas breakdowns to domestic and commercial boilers, electrical works and repair and refurbishment works to properties that are void and are being re-let. The service is also responsible for all Health and Safety compliance in Council homes including fire safety and asbestos management. Through the Building services team are also responsible for management and delivery of planned cyclical electrical and mechanical works.

Facilities Management

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 & Safety consultant services and management of energy and utilities.

Asset Management and Estates

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.

Capital Delivery for Homes & School

Delivering schools, leisure, regeneration and corporate capital programmes; supporting Adults services in accommodating vulnerable residents and Children, Families & Education department to deliver the necessary additional school places through our schools delivery programme.

Special Projects

Support the delivery of affordable housing development and the management of the Council's group companies

Assets & Involvement

Delivering asset management, stock condition surveying, capital programme and financial planning for c.13,500 HRA homes and c.1,100 blocks. Repairs performance and commercial activities. Leading engagement with residents and leaseholders through a variety of groups, panels and surveys to ensure a robust feedback from tenants

Commissioning & Procurement

The overall aim of this is to have a commissioning and procurement function to support the Council around its priorities

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1624F	ESTATES, ASSET MANAGEMENT AND FACILITIES	9,906	-	290	10,196	3
C1626F	COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	133	-	47	180	35
C1628F	COMMISSIONING AND PROCUREMENT	8,962	-	1,853	10,815	21
C1630F	LIMITED LIABILITY PARTNERSHIPS	-	-	-	-	n/a
TOTAL NET EXPENDITURE		19,001	-	2,190	21,191	12

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
ESTATES, ASSET MANAGEMENT AND FACILITIES	74.6	71.6	(3.0)
COMMERCIAL INVESTMENT AND CAPITAL SUMMARY	1.0	1.0	-
COMMISSIONING AND PROCUREMENT	95.9	89.6	(6.3)
LIMITED LIABILITY PARTNERSHIPS	-	-	-
TOTAL FTE STAFF	171.5	162.2	(9.3)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
9,857	Employees	9,109	-	(162)	8,947	(2)
13,422	Premises related expenditure	13,496	-	(2,049)	11,447	(15)
2,117	Supplies and Services	1,832	-	640	2,472	35
12,886	Third Party Payments	15,117	-	(402)	14,715	(3)
-	Transfer Payments	-	-	-	-	n/a
253	Transport related expenditure	247	-	(50)	197	(20)
5,194	Recharges from other services	3,687	-	-	3,687	-
43,730	TOTAL CONTROLLABLE EXPENDITURE	43,488	-	(2,023)	41,465	n/a
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
(685)	Other Grants, reimbursements and contributions	(163)	-	(264)	(427)	162
(8,047)	Customer and Client Receipts	(8,037)	-	633	(7,404)	(8)
(28)	Interest Receivable	(28)	-	-	(28)	-
(9,616)	Recharges to other services	(9,511)	-	(35)	(9,546)	0
(21,246)	TOTAL CONTROLLABLE INCOME	(20,608)	-	334	(20,274)	n/a
22,484	NET CONTROLLABLE COST	22,880	-	(1,689)	21,191	n/a
4,941	Capital Charges	4,941	-	(4,941)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(8,820)	Corporate support services bought in	(8,820)	-	8,820	-	(100)
(3,879)	TOTAL NON-CONTROLLABLE EXPENDITURE	(3,879)	-	3,879	-	n/a
18,605	NET COST OF SERVICE	19,001	-	2,190	21,191	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,605	TOTAL NET EXPENDITURE	19,001	-	2,190	21,191	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 10:Ongoing PPE Costs						325
						325
<u>Strategic budget - agreed additional income / savings</u>						
PLA Sav 26:Savings On Building Closures / Disposals						(452)
PLA Gro 07:Investment Property Income Decline						(150)
PLA Gro 08:Landlords Rent Growth						(50)
22/23 PLA SAV 24 Postal savings						(25)
22/23 PLA SAV 25 BWH Release of additional space or disposal with part sale and leaseback option						(152)
COR SAV13j:Churchill Services Ltd						(50)
COR SAV13k:Atalian Servest Ltd						(100)
COR SAV13l:Profile Security Services Ltd						(50)
COR SAV13v:Graham Facilities Management Ltd						(100)
COR SAV13z:Zip Car UK						(50)
RES Sav 12:Hwa Contract Reductions						(110)
RES Sav 33:Review Of Staffing Portfolio Across C&P Services (Procurement, Hwa, Place, Cfe And P&B)						(175)
22/23 RES SAV 08:Contract Savings & Governance Review						(53)
22/23 RES SAV 10>Delete 1 x Senior Procurement Officer G14						(61)
22/23 RES SAV 09>Delete 1 x Sourcing Officer G11						(53)
22/23 RES SAV 12:Digital billboards						30
22/23 O/S Form 20:Increase in fees and charges						(143)
COR Sav 17:Fees And Charges						(28)
						(1,772)
<u>Other resource changes</u>						
Contract Inflation						423
Transfer within Resources (see RES 1.3) to Directorate						(147)
Transfer of Training budget from Learning and Organisational Development (see ACE 6.4)						28
Transfer Children Adolescent Mental Health Service (CAHMS) budget from Commissioning And Procurement (CYPE 2.7)						(402)
Additional Savings Fees and Charges Review						(144)
Corporate support services bought in						8,820
Capital Charges						(4,941)
						3,637
TOTAL OTHER VARIATIONS IN RESOURCE						2,190

SERVICE: C1624F : ESTATES, ASSET MANAGEMENT AND FACILITIES

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,014	Employees	3,211	-	28	3,239	1
12,896	Premises related expenditure	13,331	-	(2,049)	11,282	(15)
1,515	Supplies and Services	1,412	-	182	1,594	13
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
247	Transport related expenditure	240	-	(50)	190	(21)
2,459	Recharges from other services	2,556	-	-	2,556	-
20,130	TOTAL CONTROLLABLE EXPENDITURE	20,750	-	(1,889)	18,861	n/a
-	Government Grants	-	-	-	-	n/a
(118)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(6,644)	Customer and Client Receipts	(7,974)	-	633	(7,341)	(8)
-	Interest Receivable	-	-	-	-	n/a
(1,302)	Recharges to other services	(1,324)	-	-	(1,324)	-
(8,064)	TOTAL CONTROLLABLE INCOME	(9,298)	-	633	(8,665)	n/a
12,066	NET CONTROLLABLE COST	11,452	-	(1,256)	10,196	n/a
3,584	Capital Charges	3,584	-	(3,584)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,130)	Corporate support services bought in	(5,130)	-	5,130	-	(100)
(1,546)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,546)	-	1,546	-	n/a
10,520	NET COST OF SERVICE	9,906	-	290	10,196	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,520	TOTAL NET EXPENDITURE	9,906	-	290	10,196	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
PLA Sav 26:Savings On Building Closures / Disposals						(452)
PLA Gro 07:Investment Property Income Decline						(150)
PLA Gro 08:Landlords Rent Growth						(50)
22/23 PLA SAV 24 Postal savings						(25)
22/23 PLA SAV 25 BWH Release of additional space or disposal with part sale and leaseback option						(152)
COR SAV13j:Churchill Services Ltd						(50)
COR SAV13k:Atalian Servest Ltd						(100)
COR SAV13l:Profile Security Services Ltd						(50)
COR SAV13v:Graham Facilities Management Ltd						(100)
COR SAV13z:Zip Car UK						(50)
22/23 O/S Form 20:Increase in fees and charges						(143)
COR Sav 17:Fees And Charges						(26)
						(1,348)
<u>Other resource changes</u>						
Contract Inflation						207
Transfer of Training budget from Learning and Organisational Development (see ACE 6.4)						28
Additional Savings Fees and Charges Review						(143)
Corporate support services bought in						5,130
Capital Charges						(3,584)
						1,638
TOTAL OTHER VARIATIONS IN RESOURCE						290

SERVICE: C1626F : COMMERCIAL INVESTMENT AND CAPITAL SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
88	Employees	133	-	17	150	13
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	30	30	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
88	TOTAL CONTROLLABLE EXPENDITURE	133	-	47	180	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
88	NET CONTROLLABLE COST	133	-	47	180	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
88	NET COST OF SERVICE	133	-	47	180	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
88	TOTAL NET EXPENDITURE	133	-	47	180	35
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u> 22/23 RES SAV 12:Digital billboards						30
<u>Other resource changes</u>						30
Transfer of budget within Resources (see RES 7.5 and RES 1.3)						17
						17
TOTAL OTHER VARIATIONS IN RESOURCE						47

SERVICE: C1628F : COMMISSIONING AND PROCUREMENT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
6,546	Employees	5,765	-	(207)	5,558	(4)
165	Premises related expenditure	165	-	-	165	-
577	Supplies and Services	420	-	428	848	102
12,184	Third Party Payments	15,117	-	(402)	14,715	(3)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	7	-	-	7	-
2,734	Recharges from other services	1,131	-	-	1,131	-
22,213	TOTAL CONTROLLABLE EXPENDITURE	22,605	-	(181)	22,424	n/a
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
(601)	Other Grants, reimbursements and contributions	(163)	-	(264)	(427)	162
(63)	Customer and Client Receipts	(63)	-	-	(63)	-
(28)	Interest Receivable	(28)	-	-	(28)	-
(8,314)	Recharges to other services	(8,187)	-	(35)	(8,222)	0
(11,874)	TOTAL CONTROLLABLE INCOME	(11,310)	-	(299)	(11,609)	n/a
10,338	NET CONTROLLABLE COST	11,295	-	(480)	10,815	n/a
1,357	Capital Charges	1,357	-	(1,357)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,690)	Corporate support services bought in	(3,690)	-	3,690	-	(100)
(2,333)	TOTAL NON-CONTROLLABLE EXPENDITURE	(2,333)	-	2,333	-	n/a
8,005	NET COST OF SERVICE	8,962	-	1,853	10,815	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,005	TOTAL NET EXPENDITURE	8,962	-	1,853	10,815	21
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 10:Ongoing PPE Costs						325
						325
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 12:Hwa Contract Reductions						(110)
RES Sav 33:Review Of Staffing Portfolio Across C&P Services (Procurement, Hwa, Place, Cfe And P&B)						(175)
22/23 RES SAV 08:Contract Savings & Governance Review						(53)
22/23 RES SAV 10>Delete 1 x Senior Procurement Officer G14						(61)
22/23 RES SAV 09>Delete 1 x Sourcing Officer G11						(53)
COR Sav 17:Fees And Charges						(2)
						(454)
<u>Other resource changes</u>						
Contract Inflation						216
Transfer within Resources (see RES7.4 and RES 1.3)						(164)
Transfer Child and Adolescent Mental Health Services (CAMHS) budget to Systemic Clinical Services and Workforce Development (CYPE 2.7)						(402)
Additional Savings Fees and Charges Review						(1)
Corporate support services bought in						3,690
Capital Charges						(1,357)
						1,982
TOTAL OTHER VARIATIONS IN RESOURCE						1,853

SERVICE: C1630F : LIMITED LIABILITY PARTNERSHIPS

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
209	Employees	-	-	-	-	n/a
362	Premises related expenditure	-	-	-	-	n/a
26	Supplies and Services	-	-	-	-	n/a
702	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
1,299	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
34	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,341)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,307)	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
(8)	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(8)	NET COST OF SERVICE	-	-	-	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(8)	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

DIVISION: C1650E : INTERNAL AUDIT SERVICE

SERVICE DESCRIPTION

The Internal Audit and 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.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1650E	INTERNAL AUDIT SERVICE	-	-	595	595	n/a
	TOTAL NET EXPENDITURE	-	-	595	595	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
INTERNAL AUDIT SERVICE	1.4	1.4	-
TOTAL FTE STAFF	1.4	1.4	-

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
72	Employees	82	-	(2)	80	(2)
-	Premises related expenditure	-	-	-	-	n/a
2,721	Supplies and Services	597	-	(30)	567	(5)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
2,793	TOTAL CONTROLLABLE EXPENDITURE	679	-	(32)	647	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,152)	Customer and Client Receipts	(52)	-	-	(52)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,152)	TOTAL CONTROLLABLE INCOME	(52)	-	-	(52)	n/a
641	NET CONTROLLABLE COST	627	-	(32)	595	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(627)	Corporate support services bought in	(627)	-	627	-	(100)
(627)	TOTAL NON-CONTROLLABLE EXPENDITURE	(627)	-	627	-	n/a
14	NET COST OF SERVICE	-	-	595	595	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
14	TOTAL NET EXPENDITURE	-	-	595	595	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
COR SAV13i:Mazars Public Sector Internal Audit Ltd						(38)
22/23 O/S Form 20:Increase in fees and charges						(1)
						(39)
<u>Other resource changes</u>						
Contract Inflation						8
Additional Savings Fees and Charges Review						(1)
Corporate support services bought in						627
						634
TOTAL OTHER VARIATIONS IN RESOURCE						595

TOTAL ASSISTANT CHIEF EXECUTIVE

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SERVICE SUBJECTIVE SUMMARY : DIGITAL OPERATIONS	ACE 2.3-C1512F
SERVICE SUBJECTIVE SUMMARY : BEREAVEMENT AND REGISTRARS	ACE 2.4-C1514F
SERVICE SUBJECTIVE SUMMARY : DIGITAL SERVICES ACCESS AND REACH	ACE 2.5-C1516F
SERVICE SUBJECTIVE SUMMARY : RESIDENT CONTACT	ACE 2.6-C1518F
DIVISION: CHIEF PEOPLE OFFICER DIVISION	
DIVISION SUMMARY : CHIEF PEOPLE OFFICER DIVISION	ACE 3.1-C1520E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	ACE 3.2-C1520E
SERVICE SUBJECTIVE SUMMARY : HR AND FINANCE SERVICE CENTRE	ACE 3.3-C1522F
SERVICE SUBJECTIVE SUMMARY : HR CONSULTANCY SUMMARY	ACE 3.4-C1524F
SERVICE SUBJECTIVE SUMMARY : HEALTH AND WELLBEING	ACE 3.5-C1526F
SERVICE SUBJECTIVE SUMMARY : CHIEF PEOPLE OFFICER SUMMARY	ACE 3.6-C1528F
SERVICE SUBJECTIVE SUMMARY : RECRUITMENT RESOURCING	ACE 3.7-C1529F
DIVISION: POLICY, PROGRAMMES AND PERFORMANCE	
DIVISION SUMMARY : POLICY, PROGRAMMES AND PERFORMANCE	ACE 4.1-C1530E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	ACE 4.2-C1530E
SERVICE SUBJECTIVE SUMMARY : BUSINESS INTELLIGENCE AND PERFORMANCE	ACE 4.3-C1532F
SERVICE SUBJECTIVE SUMMARY : COMMUNITIES AND POLICY	ACE 4.4-C1534F
SERVICE SUBJECTIVE SUMMARY : COMMUNITY AND VOLUNTARY SECTOR	ACE 4.5-C1536F
SERVICE SUBJECTIVE SUMMARY : LEADER AND CABINET OFFICE	ACE 4.6-C1538F
SERVICE SUBJECTIVE SUMMARY : MAYOR'S OFFICE, ELECTIONS AND CORONERS	ACE 4.7-C1558F
DIVISION: PUBLIC HEALTH	
DIVISION SUMMARY : PUBLIC HEALTH	ACE 5.1-C1540E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	ACE 5.2-C1540E
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH 1	ACE 5.3-C1543F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH 2	ACE 5.4-C1544F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH 3	ACE 5.5-C1545F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH 4	ACE 5.6-C1546F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH 5	ACE 5.7-C1547F
DIVISION: SERVICE QUALITY, IMPROVEMENT AND INCLUSION	
DIVISION SUMMARY : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	ACE 6.1-C1550E
DIVISION : SERVICE SUBJECTIVE SUMMARY :	ACE 6.2-C1550E
SERVICE SUBJECTIVE SUMMARY : COMMUNICATIONS AND ENGAGEMENT	ACE 6.3-C1522F
SERVICE SUBJECTIVE SUMMARY : LEARNING AND ORGANISATIONAL DEVELOPMENT	ACE 6.4-C1554F
SERVICE SUBJECTIVE SUMMARY : SERVICE QUALITY, IMPROVEMENT AND INCLUSION DIRECTORATE SUMMARY	ACE 6.5-C1556F

KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

The Assistant Chief Executive Directorate holds some key Support Functions within the Council with a pivotal role to support front line service delivery. The Directorate includes the following Divisions:

1. Croydon Digital Service
2. Policy, Performance and Programme
3. Public Health
4. People Services (HR)
5. Service, Quality and Inclusion

The Directorate will ensure the support functions continue to provide necessary support to front line services so to ensure the Council efficiently transitions over to Mayoral Governance structure. The Directorate will be involved in delivering the 2022 local elections, supporting implementation of improved digital services across the Council, work with Finance to manage the delivery of under the MTFs plan and ensure the Council's staff are well supported.

The Public Health team is a ringfenced function which is entirely funded from a specific Public Health Grant. The service will continue delivering its statutory requirements some of which include sexual health, obesity and stop smoking. Public Health will also continue to ensure post Covid-19 support continues within the community whilst providing all necessary guidance to the Council staff and Croydon community at large.

FINANCIAL PERFORMANCE

COST CENTRE: C1500D

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	25,642	20,838	21,644	20,744	(0)
Premises related expenditure	36	64	92	51	(20)
Supplies and Services	14,524	12,073	12,032	12,360	2
Third Party Payments	24,352	26,317	25,289	20,397	(22)
Transfer Payments	183	-	(243)	-	n/a
Transport related expenditure	2,757	49	2,263	36	(27)
Capital Charges	149	164	164	-	(100)
Intangible Charges	2,854	2,717	2,717	-	(100)
REFCUS	-	576	576	-	(100)
Corporate support services bought in	(22,687)	(20,593)	(20,592)	603	(103)
Recharges from other services	9,651	9,785	10,380	10,315	5
TOTAL EXPENDITURE	57,461	51,990	54,322	64,506	19
Government Grants	(31,625)	(22,318)	(23,605)	(22,800)	2
Other Grants, reimbursements and contributions	(1,882)	(329)	(694)	(778)	136
Customer and Client Receipts	(4,291)	(4,400)	(3,758)	(4,350)	(1)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(6,819)	(4,052)	(6,233)	(4,100)	1
TOTAL INCOME	(44,617)	(31,099)	(34,289)	(32,028)	(7)
TOTAL NET EXPENDITURE	12,844	20,891	20,033	32,478	62
Contributions to / (from) Reserves	11,046	-	(33)	-	(100)
CURRENT BUDGET	21,147		21,147		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	2,743		(1,148)		

TOP FINANCIAL RISKS 2022/23

Key Risks for the Service Include:

1. Resources capacity and capability to full deliver and support Renwal Plan
2. Managing delivery within available resources
3. Delivery of the new Telephony system and making sure it significantly improves community engagement with the Council
4. Continued risk of Covid-19 flare ups
5. Identifying the right IT system and software to as the Council continues to use digital to improve service delivery
6. Staff welfare and wellbeing

CABINET MEMBER	Cllr Callton Young	Cabinet Member for Resources and Financial Governance
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Elaine Jackson	Interim Assistant Chief Executive	-
Dean Shoesmith	Interim Chief People Officer	-
Gavin Handford	Director of Policy, Programmes & Performance	-
Paul Golland	Interim Chief Digital Officer & Director of Resident Access	-
Rachel Flowers	Director of Public Health	-
Vacant	Director of Service Quality, Improvement & Inclusion	-

DIVISION CODE	DIVISION
C1505E	ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY
C1510E	CROYDON DIGITAL AND RESIDENT ACCESS
C1520E	CHIEF PEOPLE OFFICER DIVISION
C1530E	POLICY, PROGRAMMES AND PERFORMANCE
C1540E	PUBLIC HEALTH
C1550E	SERVICE QUALITY, IMPROVEMENT AND INCLUSION

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
229	C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	(60)	-	(44)	(104)	73
13,254	C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	13,582	-	9,305	22,887	69
(238)	C1520E : CHIEF PEOPLE OFFICER DIVISION	(15)	-	2,431	2,416	(16,207)
6,774	C1530E : POLICY, PROGRAMMES AND PERFORMANCE	7,160	-	(1,790)	5,370	(25)
0	C1540E : PUBLIC HEALTH	-	-	-	-	n/a
(20)	C1550E : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	224	-	1,685	1,909	752
						n/a
						n/a
						n/a
20,000	TOTAL NET EXPENDITURE	20,891	-	11,587	32,478	55

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	4.0	6.0	2.0
C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	230.2	195.2	(35.0)
C1520E : CHIEF PEOPLE OFFICER DIVISION	46.5	41.9	(4.6)
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	53.5	49.0	(4.5)
C1540E : PUBLIC HEALTH	23.9	1.0	(22.9)
C1550E : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	23.1	20.5	(2.6)
			-
			-
			-
			-
TOTAL FTE STAFF	381.2	313.6	(67.6)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

4.6 FTE reduction in Chief People Officer Division reflects measures we have been putting in place to deliver savings including freezing and then deleting posts by 31/3/22.

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
21,644	Employees	20,838	-	(94)	20,744	(0)
92	Premises related expenditure	64	-	(13)	51	(20)
12,032	Supplies and Services	12,073	-	287	12,360	2
25,289	Third Party Payments	26,317	-	(5,920)	20,397	(22)
(243)	Transfer Payments	-	-	-	-	n/a
2,263	Transport related expenditure	49	-	(13)	36	(27)
10,380	Recharges from other services	9,785	-	530	10,315	5
71,457	TOTAL CONTROLLABLE EXPENDITURE	69,126	-	(5,223)	63,903	(8)
(23,605)	Government Grants	(22,318)	-	(482)	(22,800)	2
(694)	Other Grants, reimbursements and contributions	(329)	-	(449)	(778)	136
(3,758)	Customer and Client Receipts	(4,400)	-	50	(4,350)	(1)
-	Interest Receivable	-	-	-	-	n/a
(6,233)	Recharges to other services	(4,052)	-	(48)	(4,100)	1
(34,289)	TOTAL CONTROLLABLE INCOME	(31,099)	-	(929)	(32,028)	3
37,168	NET CONTROLLABLE COST	38,027	-	(6,152)	31,875	(16)
164	Capital Charges	164	-	(164)	-	(100)
2,717	Intangible Charges	2,717	-	(2,717)	-	(100)
576	REFCUS	576	-	(576)	-	(100)
(20,592)	Corporate support services bought in	(20,593)	-	21,196	603	(103)
(17,135)	TOTAL NON-CONTROLLABLE EXPENDITURE	(17,136)	-	17,739	603	(104)
20,033	NET COST OF SERVICE	20,891	-	11,587	32,478	55
(33)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(33)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
20,000	TOTAL NET EXPENDITURE	20,891	-	11,587	32,478	55
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						1,833
Strategic budget - agreed additional income / savings						(8,114)
Other resource changes						17,868
TOTAL OTHER VARIATIONS IN RESOURCE						11,587

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
551	Employees	439	-	363	802	83
-	Premises related expenditure	-	-	-	-	n/a
85	Supplies and Services	286	-	4	290	1
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
638	TOTAL CONTROLLABLE EXPENDITURE	725	-	367	1,092	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(376)	-	(205)	(581)	55
-	Interest Receivable	-	-	-	-	n/a
(615)	Recharges to other services	(615)	-	-	(615)	-
(615)	TOTAL CONTROLLABLE INCOME	(991)	-	(205)	(1,196)	n/a
23	NET CONTROLLABLE COST	(266)	-	162	(104)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
206	Corporate support services bought in	206	-	(206)	-	(100)
206	TOTAL NON-CONTROLLABLE EXPENDITURE	206	-	(206)	-	n/a
229	NET COST OF SERVICE	(60)	-	(44)	(104)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
229	TOTAL NET EXPENDITURE	(60)	-	(44)	(104)	73
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 O/S Form 11: Implementation of new senior structures						315
						315
<u>Strategic budget - agreed additional income / savings</u>						
COR Sav 17: Fees And Charges						(19)
22/23 O/S Form 20: Increase in fees and charges						(93)
						(112)
<u>Other resource changes</u>						
Contract Inflation						4
Transfer from Resources to ACE: Executive Support Officer Post (see RES 1.3)						48
Corporate support services bought in						(206)
Additional Savings Fees and Charges Review						(93)
						(247)
TOTAL OTHER VARIATIONS IN RESOURCE						(44)

SERVICE DESCRIPTION

The Croydon Digital and Resident Access is a new Directorate that was created through the council restructure in 2021/22.

The structure of the Directorate is made up of five service areas with the following responsibilities:

Registrars and Bereavement

- Crematorium – Cremations and burial services.
- Registrars – The registration of births, deaths and marriages.
- Mortuary – Autopsy services by the Public Coroner.

Resident Access

- Access Croydon – Customer access to Council services face-to-face
- Council Call Centre – The central first point of contact all for all Customer access to Council services via telephone.
- Customer Complaints
- Blue Badge

Corporate Technology

- Data Centres – Hosting services for all Council applications and the platforms they operate via.
- Voice and Data Networking – Both fixed and mobile telephony, Internet and WAN and LAN services.
- Information and Cyber Security
- End User Computing – Laptop and desktop computers.
- Information Management – Freedom of Information and Data Protection.

Digital Services

- Council website and its contents.
- CRM - Low code application enabling forms for Customer access to Council services via the Internet.

Corporate Applications

- The support and maintenance of Council computer applications including but not limited to:
 - My Resources.
 - Social Care, Adults and Children's.
 - Housing.
 - Education
 - Sustainable Communities, such as planning, highways, waste and GIS.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1512F	DIGITAL OPERATIONS	388	-	11,923	12,311	3,073
C1514F	BEREAVEMENT AND REGISTRARS	(861)	-	(215)	(1,076)	25
C1516F	DIGITAL SERVICES ACCESS AND REACH	13,758	-	(4,123)	9,635	(30)
C1518F	RESIDENT CONTACT	297	-	1,720	2,017	579
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	13,582	-	9,305	22,887	69

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
DIGITAL OPERATIONS	103.8	94.0	(9.8)
BEREAVEMENT AND REGISTRARS	36.8	35.9	(0.9)
DIGITAL SERVICES ACCESS AND REACH	6.8	7.8	1.0
RESIDENT CONTACT	82.8	57.5	(25.3)
TOTAL FTE STAFF	230.2	195.2	(35.0)

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
11,392	Employees	10,227	-	(111)	10,116	(1)
20	Premises related expenditure	55	-	(12)	43	(22)
10,314	Supplies and Services	10,152	-	172	10,324	2
12,409	Third Party Payments	13,515	-	(5,251)	8,264	(39)
-	Transfer Payments	-	-	-	-	n/a
2,260	Transport related expenditure	46	-	(13)	33	(28)
754	Recharges from other services	8	-	39	47	488
37,149	TOTAL CONTROLLABLE EXPENDITURE	34,003	-	(5,176)	28,827	n/a
(1,286)	Government Grants	-	-	-	-	n/a
(165)	Other Grants, reimbursements and contributions	(43)	-	13	(30)	(30)
(3,476)	Customer and Client Receipts	(3,741)	-	255	(3,486)	(7)
-	Interest Receivable	-	-	-	-	n/a
(4,534)	Recharges to other services	(2,204)	-	(220)	(2,424)	10
(9,461)	TOTAL CONTROLLABLE INCOME	(5,988)	-	48	(5,940)	n/a
27,687	NET CONTROLLABLE COST	28,015	-	(5,128)	22,887	n/a
164	Capital Charges	164	-	(164)	-	(100)
2,717	Intangible Charges	2,717	-	(2,717)	-	(100)
-	REFCUS	-	-	-	-	n/a
(17,314)	Corporate support services bought in	(17,314)	-	17,314	-	(100)
(14,433)	TOTAL NON-CONTROLLABLE EXPENDITURE	(14,433)	-	14,433	-	n/a
13,254	NET COST OF SERVICE	13,582	-	9,305	22,887	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
13,254	TOTAL NET EXPENDITURE	13,582	-	9,305	22,887	69
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 05:Registrars Growth						28
22/23 RES GRO 09:Registrars Income Shortfall						300
22/23 RES GRO 02:Complaints Recharge Growth						290
22/23 RES GRO 06:Reversal of 21/22 CDS Saving						325
						943
<u>Strategic budget - agreed additional income / savings</u>						
HWA Sav 17:Contact Centre And Access Croydon - Reduction In Line Management						(8)
REV Sav 26:Restructure Of Croydon Digital Services To Provide A Reduced Service For Support And Maintenance Of Core I						(30)
RES Sav 24:Croydon Digital Services Reduction In It Contract Costs Due To Smaller Workforce						(100)
RES Sav 23:Extensions Or Procurements Of Core It Contracts						(150)
RES Sav 22:Croydon Digital Services Large Format Digital Advertising						(45)
RES Gro 04:Correction Of Reliance On Capital Funding For Business As Usual Works						(325)
22/23 COR SAV 09:Rationalisation of software applications and contracts, to an irreducible set of core platforms						(750)
22/23 RES SAV 13:Increase Croydon Digital Service capitalisation						(510)
22/23 RES SAV 15:CDS staffing reduction						(97)
22/23 RES SAV 14:Mobile phone reductions						(38)
22/23 RES SAV:TfL Freedom Pass Costs						(4,210)
COR SAV13c:Zoom Video Communications Inc						(5)
COR SAV13p:Xerox						(50)
						(6,318)
<u>Other resource changes</u>						
Contract Inflation						123
Budget Alignment with Housing (HOU 1.5 - C1324F)						20
Agreed Permanent Virements 2021/22						104
Removed Assets Depreciation Charges						(164)
Removed Intangibles Amortisation						(2,717)
Corporate support services bought in						17,314
						14,680
TOTAL OTHER VARIATIONS IN RESOURCE						9,305

SERVICE: C1512F : DIGITAL OPERATIONS

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
7,430	Employees	6,081	-	(109)	5,972	(2)
3	Premises related expenditure	-	-	-	-	n/a
9,506	Supplies and Services	9,745	-	67	9,812	1
-	Third Party Payments	-	-	(1,055)	(1,055)	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
(326)	Recharges from other services	-	-	-	-	n/a
16,613	TOTAL CONTROLLABLE EXPENDITURE	15,826	-	(1,097)	14,729	n/a
-	Government Grants	-	-	-	-	n/a
(30)	Other Grants, reimbursements and contributions	(30)	-	-	(30)	-
(157)	Customer and Client Receipts	(110)	-	(45)	(155)	41
-	Interest Receivable	-	-	-	-	n/a
(3,239)	Recharges to other services	(1,723)	-	(510)	(2,233)	30
(3,426)	TOTAL CONTROLLABLE INCOME	(1,863)	-	(555)	(2,418)	n/a
13,187	NET CONTROLLABLE COST	13,963	-	(1,652)	12,311	n/a
-	Capital Charges	-	-	-	-	n/a
2,717	Intangible Charges	2,717	-	(2,717)	-	(100)
-	REFCUS	-	-	-	-	n/a
(16,292)	Corporate support services bought in	(16,292)	-	16,292	-	(100)
(13,575)	TOTAL NON-CONTROLLABLE EXPENDITURE	(13,575)	-	13,575	-	n/a
(388)	NET COST OF SERVICE	388	-	11,923	12,311	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(388)	TOTAL NET EXPENDITURE	388	-	11,923	12,311	3,073
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 06:Reversal of 21/22 CDS Saving						325
						325
<u>Strategic budget - agreed additional income / savings</u>						
REV Sav 26:Restructure Of Croydon Digital Services To Provide A Reduced Service For Support And Maintenance Of Core It						(30)
RES Sav 24:Croydon Digital Services Reduction In It Contract Costs Due To Smaller Workforce						(100)
RES Sav 23:Extensions Or Procurements Of Core It Contracts						(150)
RES Sav 22:Croydon Digital Services Large Format Digital Advertising						(45)
RES Gro 04:Correction Of Reliance On Capital Funding For Business As Usual Works						(325)
22/23 COR SAV 09:Rationalisation of software applications and contracts, to an irreducible set of core platforms						(750)
22/23 RES SAV 13:Increase Croydon Digital Service capitalisation						(510)
22/23 RES SAV 15:CDS staffing reduction						(97)
22/23 RES SAV 14:Mobile phone reductions						(38)
COR SAV13c:Zoom Video Communications Inc						(5)
COR SAV13p:Xerox						(50)
						(2,100)
<u>Other resource changes</u>						
Contract Inflation						123
Corporate support services bought in						16,292
Removed Intangibles Amortisation						(2,717)
						13,698
TOTAL OTHER VARIATIONS IN RESOURCE						11,923

SERVICE: C1516F : DIGITAL SERVICES ACCESS AND REACH

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
470	Employees	277	-	87	364	31
-	Premises related expenditure	-	-	-	-	n/a
8	Supplies and Services	9	-	(3)	6	(33)
11,311	Third Party Payments	13,514	-	(4,223)	9,291	(31)
-	Transfer Payments	-	-	-	-	n/a
2,214	Transport related expenditure	-	-	13	13	n/a
(92)	Recharges from other services	-	-	3	3	n/a
13,912	TOTAL CONTROLLABLE EXPENDITURE	13,800	-	(4,123)	9,677	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(42)	Customer and Client Receipts	(42)	-	-	(42)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(42)	TOTAL CONTROLLABLE INCOME	(42)	-	-	(42)	n/a
13,870	NET CONTROLLABLE COST	13,758	-	(4,123)	9,635	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
13,870	NET COST OF SERVICE	13,758	-	(4,123)	9,635	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
13,870	TOTAL NET EXPENDITURE	13,758	-	(4,123)	9,635	(30)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav TFL Freedom Pass Cost						(4,210)
						(4,210)
<u>Other resource changes</u>						
Budget Alignment with Housing (HOU 1.5 - C1324F)						20
Agreed Permanent Virements 2021/22						67
						87
TOTAL OTHER VARIATIONS IN RESOURCE						(4,123)

SERVICE: C1518F : RESIDENT CONTACT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,951	Employees	2,233	-	(89)	2,144	(4)
2	Premises related expenditure	2	-	-	2	-
321	Supplies and Services	19	-	43	62	226
1,097	Third Party Payments	1	-	(1)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	2	-	(2)	-	(100)
972	Recharges from other services	-	-	-	-	n/a
4,343	TOTAL CONTROLLABLE EXPENDITURE	2,257	-	(49)	2,208	n/a
(1,286)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(13)	-	13	-	(100)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,288)	Recharges to other services	(481)	-	290	(191)	(60)
(2,574)	TOTAL CONTROLLABLE INCOME	(494)	-	303	(191)	n/a
1,769	NET CONTROLLABLE COST	1,763	-	254	2,017	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,466)	Corporate support services bought in	(1,466)	-	1,466	-	(100)
(1,466)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,466)	-	1,466	-	n/a
303	NET COST OF SERVICE	297	-	1,720	2,017	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
303	TOTAL NET EXPENDITURE	297	-	1,720	2,017	579
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth - Recharges to other services - Complaints Team						290
						290
<u>Strategic budget - agreed additional income / savings</u>						
Savings - Employees - Contact Centre						(8)
						(8)
<u>Other resource changes</u>						
Realignment of Budgets - Employees & Supplies & Services						(38)
Minor adjustments						(3)
Other Grants, reimbursements and contributions - realignment as part of Gateway break up						13
Corporate support services bought in						1,466
						1,438
TOTAL OTHER VARIATIONS IN RESOURCE						1,720

SERVICE DESCRIPTION

The Human Resources and Organisational Division, led by the Chief People Officer, 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, workforce equality, diversity and inclusion, HR policy and procedures, 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, provision of support to the One Oracle system; delivery of the Payroll service.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1522F	HR AND FINANCE SERVICE CENTRE	25	-	690	715	2,760
C1524F	HR CONSULTANCY SUMMARY	-	-	1,008	1,008	n/a
C1526F	HEALTH AND WELLBEING	-	-	248	248	n/a
C1528F	CHIEF PEOPLE OFFICER SUMMARY	(40)	-	151	111	(378)
C1529F	RECRUITMENT RESOURCING	-	-	334	334	n/a
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	(15)	-	2,431	2,416	(16,207)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR AND FINANCE SERVICE CENTRE	15.7	15.7	-
HR CONSULTANCY SUMMARY	21.7	17.1	(4.6)
HEALTH AND WELLBEING	-	-	-
CHIEF PEOPLE OFFICER SUMMARY	1.0	1.0	-
RECRUITMENT RESOURCING	8.2	8.2	-
TOTAL FTE STAFF	46.5	41.9	(4.6)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
2,733	Employees	2,870	-	(425)	2,445	(15)
0	Premises related expenditure	-	-	-	-	n/a
481	Supplies and Services	575	-	(51)	524	(9)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
11	Recharges from other services	-	-	-	-	n/a
3,226	TOTAL CONTROLLABLE EXPENDITURE	3,445	-	(476)	2,969	n/a
-	Government Grants	-	-	-	-	n/a
(277)	Other Grants, reimbursements and contributions	(216)	-	40	(176)	(19)
(209)	Customer and Client Receipts	(213)	-	-	(213)	-
-	Interest Receivable	-	-	-	-	n/a
(155)	Recharges to other services	(208)	-	44	(164)	(21)
(641)	TOTAL CONTROLLABLE INCOME	(637)	-	84	(553)	n/a
2,585	NET CONTROLLABLE COST	2,808	-	(392)	2,416	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,823)	Corporate support services bought in	(2,823)	-	2,823	-	(100)
(2,823)	TOTAL NON-CONTROLLABLE EXPENDITURE	(2,823)	-	2,823	-	n/a
(238)	NET COST OF SERVICE	(15)	-	2,431	2,416	n/a
		0	0	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(238)	TOTAL NET EXPENDITURE	(15)	-	2,431	2,416	(16,207)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
RES Gro x:Additional Hr Capacity To Support Organisational Change						5
						5
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 18:Reduction growth - replacement for RES GRO 10						(207)
22/23 RES SAV 17:HR Whole service redesign						(210)
						(417)
<u>Other resource changes</u>						
Contract Inflation						20
Corporate support services bought in						2,823
						2,843
TOTAL OTHER VARIATIONS IN RESOURCE						2,431

SERVICE: C1522F : HR AND FINANCE SERVICE CENTRE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
922	Employees	934	-	(109)	825	(12)
0	Premises related expenditure	-	-	-	-	n/a
30	Supplies and Services	50	-	(4)	46	(8)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
955	TOTAL CONTROLLABLE EXPENDITURE	984	-	(113)	871	n/a
-	Government Grants	-	-	-	-	n/a
(256)	Other Grants, reimbursements and contributions	(196)	-	40	(156)	(20)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(256)	TOTAL CONTROLLABLE INCOME	(196)	-	40	(156)	n/a
699	NET CONTROLLABLE COST	788	-	(73)	715	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(763)	Corporate support services bought in	(763)	-	763	-	(100)
(763)	TOTAL NON-CONTROLLABLE EXPENDITURE	(763)	-	763	-	n/a
(64)	NET COST OF SERVICE	25	-	690	715	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(64)	TOTAL NET EXPENDITURE	25	-	690	715	2,760
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 17:HR Whole service redesign						(81)
						(81)
<u>Other resource changes</u>						
Contract Inflation						13
Transfer of budget within division (see ACE 3.4 and ACE 3.6)						(5)
Corporate support services bought in						763
						771
TOTAL OTHER VARIATIONS IN RESOURCE						690

SERVICE: C1524F : HR CONSULTANCY SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,262	Employees	1,384	-	(363)	1,021	(26)
-	Premises related expenditure	-	-	-	-	n/a
(32)	Supplies and Services	32	-	(1)	31	(3)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
9	Recharges from other services	-	-	-	-	n/a
1,239	TOTAL CONTROLLABLE EXPENDITURE	1,416	-	(364)	1,052	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(44)	Recharges to other services	(88)	-	44	(44)	(50)
(44)	TOTAL CONTROLLABLE INCOME	(88)	-	44	(44)	n/a
1,195	NET CONTROLLABLE COST	1,328	-	(320)	1,008	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,328)	Corporate support services bought in	(1,328)	-	1,328	-	(100)
(1,328)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,328)	-	1,328	-	n/a
(133)	NET COST OF SERVICE	-	-	1,008	1,008	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(133)	TOTAL NET EXPENDITURE	-	-	1,008	1,008	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
RES Gro x:Additional Hr Capacity To Support Organisational Change						5
						5
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 18:Reduction growth - replacement for RES GRO 10						(207)
22/23 RES SAV 17:HR Whole service redesign						(124)
						(331)
<u>Other resource changes</u>						
Transfer of budget within division (see ACE 3.4 and ACE 3.6)						6
Corporate support services bought in						1,328
						1,334
TOTAL OTHER VARIATIONS IN RESOURCE						1,008

SERVICE: C1526F : HEALTH AND WELLBEING

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
43	Employees	-	-	51	51	n/a
-	Premises related expenditure	-	-	-	-	n/a
318	Supplies and Services	359	-	(46)	313	(13)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
361	TOTAL CONTROLLABLE EXPENDITURE	359	-	5	364	n/a
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(119)	Customer and Client Receipts	(116)	-	-	(116)	-
-	Interest Receivable	-	-	-	-	n/a
(4)	Recharges to other services	-	-	-	-	n/a
(124)	TOTAL CONTROLLABLE INCOME	(116)	-	-	(116)	n/a
237	NET CONTROLLABLE COST	243	-	5	248	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(243)	Corporate support services bought in	(243)	-	243	-	(100)
(243)	TOTAL NON-CONTROLLABLE EXPENDITURE	(243)	-	243	-	(100)
(6)	NET COST OF SERVICE	-	-	248	248	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(6)	TOTAL NET EXPENDITURE	-	-	248	248	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Contract Inflation						5
Corporate support services bought in						243
						248
TOTAL OTHER VARIATIONS IN RESOURCE						248

SERVICE: C1528F : CHIEF PEOPLE OFFICER SUMMARY

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
113	Employees	137	-	(6)	131	(4)
-	- Premises related expenditure	-	-	-	-	n/a
18	- 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
131	TOTAL CONTROLLABLE EXPENDITURE	137	-	(6)	131	n/a
-	- Government Grants	-	-	-	-	n/a
(20)	- Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(20)	TOTAL CONTROLLABLE INCOME	(20)	-	-	(20)	n/a
111	NET CONTROLLABLE COST	117	-	(6)	111	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(157)	- Corporate support services bought in	(157)	-	157	-	(100)
(157)	TOTAL NON-CONTROLLABLE EXPENDITURE	(157)	-	157	-	n/a
(46)	NET COST OF SERVICE	(40)	-	151	111	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(46)	TOTAL NET EXPENDITURE	(40)	-	151	111	(378)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 17:HR Whole service redesign						(5)
						(5)
<u>Other resource changes</u>						
Transfer of budget within division (see ACE 3.4 and ACE 3.6)						(1)
Corporate support services bought in						157
						156
TOTAL OTHER VARIATIONS IN RESOURCE						151

SERVICE: C1529F : RECRUITMENT RESOURCING

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
392	Employees	415	-	2	417	0
-	Premises related expenditure	-	-	-	-	n/a
147	Supplies and Services	134	-	-	134	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
540	TOTAL CONTROLLABLE EXPENDITURE	549	-	2	551	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(90)	Customer and Client Receipts	(97)	-	-	(97)	-
-	Interest Receivable	-	-	-	-	n/a
(106)	Recharges to other services	(120)	-	-	(120)	-
(197)	TOTAL CONTROLLABLE INCOME	(217)	-	-	(217)	n/a
343	NET CONTROLLABLE COST	332	-	2	334	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(332)	Corporate support services bought in	(332)	-	332	-	(100)
(332)	TOTAL NON-CONTROLLABLE EXPENDITURE	(332)	-	332	-	n/a
11	NET COST OF SERVICE	-	-	334	334	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11	TOTAL NET EXPENDITURE	-	-	334	334	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Contract Inflation						2
Corporate support services bought in						332
						334
TOTAL OTHER VARIATIONS IN RESOURCE						334

SERVICE DESCRIPTION

Policy, Programmes & Performance is a new division created through the council restructure in 2021/22.
 A range of key corporate functions are brought together under the following service areas:

- Business Intelligence & Performance: Capturing data from across the organisation and from external sources, analysing this to provide knowledge and insight that supports effective decision making and service delivery
- Communications & Engagement: Coordinating and delivering communications activities and campaigns to a wide range of internal and external stakeholders, to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit
- Elections and Civic Offices: Coordinating the delivery of elections that underpin the democratic mandate of the Council. The service also supports the Civic Mayor and Her Majesty's Coroner.
- Leader/Mayor's Office: Supporting the Leader/Mayor and their Cabinet in their roles, including engagement and case work, and coordinating briefings and facilitating effective political decision making
- Programme Management Office: Developing, managing and delivering an organisational change programme, supporting the MTFS and Croydon renewal plan, and supporting effective project and programme delivery and assurance across the Council.
- Resilience: working across the organisation and with partner organisations to ensure civil emergency preparedness, response and recovery and supporting the organisation to have effective business continuity plans in place
- Strategy & Policy: Developing and coordinating the organisation's corporate strategy and policy, ensuring that there is clarity and focus on key priorities and deliverables aligned to our statutory duties and the democratic mandate of the Administration.
- Voluntary & Community Sector Liaison: providing knowledge, insight and partnership working with the voluntary sector, including supporting VCS funding and commissioning and community property assets. Supporting statutory requirements of the Localism Act 2011.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1532F	BUSINESS INTELLIGENCE AND PERFORMANCE		
C1534F	COMMUNITIES AND POLICY	314	-	1,276	1,590	406
C1536F	COMMUNITY AND VOLUNTARY SECTOR	3,344	-	(2,494)	850	(75)
C1538F	LEADER AND CABINET OFFICE	303	-	239	542	79
C1558F	MAYOR'S OFFICE, ELECTIONS AND CORONERS	3,268	-	(2,190)	1,078	(67)
		-	-	-	-	
		-	-	-	-	
		-	-	-	-	
	TOTAL NET EXPENDITURE	7,160	-	(1,790)	5,370	(25)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22	ORIGINAL BUDGET 2022/23	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
	BUSINESS INTELLIGENCE AND PERFORMANCE	21.5	20.5
COMMUNITIES AND POLICY	24.0	18.0	(6.0)
COMMUNITY AND VOLUNTARY SECTOR	-	-	-
LEADER AND CABINET OFFICE	3.0	4.0	1.0
MAYOR'S OFFICE, ELECTIONS AND CORONERS	5.0	6.5	1.5
TOTAL FTE STAFF	53.5	49.0	(4.5)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
3,241	Employees	3,185	-	394	3,579	12
71	Premises related expenditure	3	-	(1)	2	(33)
387	Supplies and Services	238	-	6	244	3
3,298	Third Party Payments	3,209	-	(540)	2,669	(17)
(243)	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
(137)	Recharges from other services	28	-	-	28	-
6,620	TOTAL CONTROLLABLE EXPENDITURE	6,666	-	(141)	6,525	n/a
-	Government Grants	-	-	-	-	n/a
(237)	Other Grants, reimbursements and contributions	-	-	(502)	(502)	n/a
(2)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(696)	Recharges to other services	(595)	-	(58)	(653)	10
(935)	TOTAL CONTROLLABLE INCOME	(595)	-	(560)	(1,155)	n/a
5,685	NET CONTROLLABLE COST	6,071	-	(701)	5,370	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	(576)	-	(100)
513	Corporate support services bought in	513	-	(513)	-	(100)
1,089	TOTAL NON-CONTROLLABLE EXPENDITURE	1,089	-	(1,089)	-	n/a
6,774	NET COST OF SERVICE	7,160	-	(1,790)	5,370	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
6,774	TOTAL NET EXPENDITURE	7,160	-	(1,790)	5,370	(25)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 08:Establishing an Elected Mayor's Office						330
22/23 O/S Form 13:Additional Mayoral Election Costs						240
						570
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 20:Community Safety Fund Reduction						(400)
Seth A 2:Cost Of Directly Elected Mayor Referendum						(650)
22/23 ACE SAV 01:Reduction in By-Election Cost Budgets						(147)
22/23 O/S Form 07:Saving through online engagement and consultation						(20)
						(1,217)
<u>Other resource changes</u>						
Contract Inflation						48
Transfer of Coroners Income budget from Insurance Anti-Fraud and Risk (see RES 5.3)						(102)
Corporate support services bought in						(513)
REFCUS Written Out						(576)
						(1,143)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,790)

SERVICE: C1532F : BUSINESS INTELLIGENCE AND PERFORMANCE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,319	Employees	1,370	-	-	1,370	-
-	Premises related expenditure	-	-	-	-	n/a
69	Supplies and Services	54	-	1	55	2
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
1,391	TOTAL CONTROLLABLE EXPENDITURE	1,424	-	1	1,425	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(183)	Recharges to other services	(115)	-	-	(115)	-
(183)	TOTAL CONTROLLABLE INCOME	(115)	-	-	(115)	n/a
1,208	NET CONTROLLABLE COST	1,309	-	1	1,310	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,378)	Corporate support services bought in	(1,378)	-	1,378	-	(100)
(1,378)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,378)	-	1,378	-	n/a
(170)	NET COST OF SERVICE	(69)	-	1,379	1,310	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(170)	TOTAL NET EXPENDITURE	(69)	-	1,379	1,310	(1,999)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Contract Inflation						1
Corporate support services bought in						1,378
						1,379
TOTAL OTHER VARIATIONS IN RESOURCE						1,379

SERVICE: C1534F : COMMUNITIES AND POLICY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,195	Employees	1,241	-	58	1,299	5
-	Premises related expenditure	-	-	-	-	n/a
114	Supplies and Services	16	-	(1)	15	(6)
234	Third Party Payments	348	-	(14)	334	(4)
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
(170)	Recharges from other services	-	-	-	-	n/a
1,373	TOTAL CONTROLLABLE EXPENDITURE	1,605	-	43	1,648	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(33)	Recharges to other services	-	-	(58)	(58)	n/a
(35)	TOTAL CONTROLLABLE INCOME	-	-	(58)	(58)	n/a
1,338	NET CONTROLLABLE COST	1,605	-	(15)	1,590	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,291)	Corporate support services bought in	(1,291)	-	1,291	-	(100)
(1,291)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,291)	-	1,291	-	n/a
47	NET COST OF SERVICE	314	-	1,276	1,590	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
47	TOTAL NET EXPENDITURE	314	-	1,276	1,590	406
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 O/S Form 07: Saving through online engagement and consultation						(20)
						(20)
<u>Other resource changes</u>						
Contract Inflation						5
Corporate support services bought in						1,291
						1,296
TOTAL OTHER VARIATIONS IN RESOURCE						1,276

SERVICE: C1536F : COMMUNITY AND VOLUNTARY SECTOR

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
53	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
20	Supplies and Services	-	-	-	-	n/a
1,996	Third Party Payments	1,706	-	24	1,730	1
(243)	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,826	TOTAL CONTROLLABLE EXPENDITURE	1,706	-	24	1,730	n/a
-	Government Grants	-	-	-	-	n/a
(236)	Other Grants, reimbursements and contributions	-	-	(400)	(400)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(480)	Recharges to other services	(480)	-	-	(480)	-
(716)	TOTAL CONTROLLABLE INCOME	(480)	-	(400)	(880)	n/a
1,110	NET CONTROLLABLE COST	1,226	-	(376)	850	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
576	REFCUS	576	-	(576)	-	(100)
1,542	Corporate support services bought in	1,542	-	(1,542)	-	(100)
2,118	TOTAL NON-CONTROLLABLE EXPENDITURE	2,118	-	(2,118)	-	n/a
3,228	NET COST OF SERVICE	3,344	-	(2,494)	850	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,228	TOTAL NET EXPENDITURE	3,344	-	(2,494)	850	(75)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
RES Sav 20:Community Safety Fund Reduction						(400)
						(400)
<u>Other resource changes</u>						
Contract Inflation						24
Corporate support services bought in						(1,542)
REFCUS Written Out						(576)
						(2,094)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,494)

SERVICE: C1538F : LEADER AND CABINET OFFICE

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
260	Employees	197	-	330	527	168
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	15	-	-	15	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
262	TOTAL CONTROLLABLE EXPENDITURE	212	-	330	542	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
262	NET CONTROLLABLE COST	212	-	330	542	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
91	Corporate support services bought in	91	-	(91)	-	(100)
91	TOTAL NON-CONTROLLABLE EXPENDITURE	91	-	(91)	-	n/a
353	NET COST OF SERVICE	303	-	239	542	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
353	TOTAL NET EXPENDITURE	303	-	239	542	79
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 RES GRO 08: Establishing an Elected Mayor's Office						330
						330
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Corporate support services bought in						(91)
						(91)
TOTAL OTHER VARIATIONS IN RESOURCE						239

SERVICE: C1558F : MAYOR'S OFFICE, ELECTIONS AND CORONERS

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
414	Employees	377	-	6	383	2
71	Premises related expenditure	3	-	(1)	2	(33)
183	Supplies and Services	153	-	6	159	4
1,068	Third Party Payments	1,155	-	(550)	605	(48)
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
29	Recharges from other services	28	-	-	28	-
1,768	TOTAL CONTROLLABLE EXPENDITURE	1,719	-	(539)	1,180	n/a
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	(102)	(102)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1)	TOTAL CONTROLLABLE INCOME	-	-	(102)	(102)	n/a
1,767	NET CONTROLLABLE COST	1,719	-	(641)	1,078	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,549	Corporate support services bought in	1,549	-	(1,549)	-	(100)
1,549	TOTAL NON-CONTROLLABLE EXPENDITURE	1,549	-	(1,549)	-	n/a
3,316	NET COST OF SERVICE	3,268	-	(2,190)	1,078	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,316	TOTAL NET EXPENDITURE	3,268	-	(2,190)	1,078	(67)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
22/23 O/S Form 13:Additional Mayoral Election Costs						240
						240
<u>Strategic budget - agreed additional income / savings</u>						
Seth A 2:Cost Of Directly Elected Mayor Referendum						(650)
22/23 ACE SAV 01:Reduction in By-Election Cost Budgets						(147)
						(797)
<u>Other resource changes</u>						
Contract Inflation						18
Transfer of Coroners Income budget from Insurance Anti-Fraud and Risk (see RES 5.3)						(102)
Corporate support services bought in						(1,549)
						(1,633)
TOTAL OTHER VARIATIONS IN RESOURCE						(2,190)

SERVICE DESCRIPTION

Public health is funded by a ring-fenced grant to provide a range of prescribed and non-prescribed functions to improve the health of the population and to reduce health inequalities.

The Director of Public Health is a statutory appointment. The team 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 functions of the Public Health Team include:

- Provision of specialist public health advice and expertise to commissioners of health care for Croydon residents, across the integrated care system including SW London , and providing information and advice to other agencies such as Public Health England and NHS England.
- Commissioning of population health services including Health visiting & School nursing (public health nursing), sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.
- Deliver the local authority role in health protection
- Influence the wider system to address the wider determinants of health through a health in all policies approach (e.g. housing, income, education). They are mainly delivered by internal council services however also the wider integration agenda.

In 22/23, in addition to the ring-fenced budget income ring-fenced for substance misuse and adult healthy weight will be received from OHID to deliver prescribed programmes.

Public Health maintain Public Health reserves to offset financial risks. The main financial risks are:

- Sexual Health - services are open access and all activity generated by our residents outside of our borough is paid for from the Public Health grant, it is challenging to predict the level of activity generated in any given year to enable accurate forecasting
- Agenda for Change - many of the Public Health mandated functions include contracts with NHS organisations that are subject to Agenda for Change and inflation each year
- Covid19 - there is an unknown cost of future activity related to managing further waves of Covid19, COMF monies have been carried forward to 22/23 to mitigate this.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1543F	PUBLIC HEALTH 1	8,383	-	441	8,824	5
C1544F	PUBLIC HEALTH 2	3,355	-	25	3,380	1
C1545F	PUBLIC HEALTH 3	5,599	-	122	5,721	2
C1546F	PUBLIC HEALTH 4	1,021	-	129	1,150	13
C1547F	PUBLIC HEALTH 5	(18,358)	-	(717)	(19,075)	4
TOTAL NET EXPENDITURE		-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
PUBLIC HEALTH 1			-
PUBLIC HEALTH 2			-
PUBLIC HEALTH 3			-
PUBLIC HEALTH 4			-
PUBLIC HEALTH 5	23.9	1.0	(22.9)
TOTAL FTE STAFF	23.9	1.0	(22.9)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,820	Employees	1,820	-	-	1,820	-
-	Premises related expenditure	-	-	-	-	n/a
674	Supplies and Services	674	-	146	820	22
9,581	Third Party Payments	9,582	-	(130)	9,452	(1)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
9,749	Recharges from other services	9,749	-	491	10,240	5
21,825	TOTAL CONTROLLABLE EXPENDITURE	21,825	-	507	22,332	n/a
(22,319)	Government Grants	(22,318)	-	(482)	(22,800)	2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(110)	Recharges to other services	(110)	-	(25)	(135)	23
(22,429)	TOTAL CONTROLLABLE INCOME	(22,428)	-	(507)	(22,935)	n/a
(604)	NET CONTROLLABLE COST	(603)	-	-	(603)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
604	Corporate support services bought in	603	-	-	603	-
604	TOTAL NON-CONTROLLABLE EXPENDITURE	603	-	-	603	n/a
0	NET COST OF SERVICE	-	-	-	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
0	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C1543F : PUBLIC HEALTH 1

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
184	Third Party Payments	184	-	-	184	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8,199	Recharges from other services	8,199	-	441	8,640	5
8,383	TOTAL CONTROLLABLE EXPENDITURE	8,383	-	441	8,824	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
8,383	NET CONTROLLABLE COST	8,383	-	441	8,824	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
8,383	NET COST OF SERVICE	8,383	-	441	8,824	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,383	TOTAL NET EXPENDITURE	8,383	-	441	8,824	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
NHS Agenda for Change Uplift						537
Redesign of Children's Healthy Weight statutory service						80
Reduction in One Croydon older people support services						(500)
Additional Youth Health and Wellbeing offer						330
Food Flagship programme adjustment						(6)
						441
TOTAL OTHER VARIATIONS IN RESOURCE						441

SERVICE: C1544F : PUBLIC HEALTH 2

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
3,317	Third Party Payments	3,318	-	(481)	2,837	(14)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
628	Recharges from other services	628	-	50	678	8
3,945	TOTAL CONTROLLABLE EXPENDITURE	3,946	-	(431)	3,515	n/a
(481)	Government Grants	(481)	-	481	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(110)	Recharges to other services	(110)	-	(25)	(135)	23
(591)	TOTAL CONTROLLABLE INCOME	(591)	-	456	(135)	n/a
3,354	NET CONTROLLABLE COST	3,355	-	25	3,380	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
3,354	NET COST OF SERVICE	3,355	-	25	3,380	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,354	TOTAL NET EXPENDITURE	3,355	-	25	3,380	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Additional Suicide Prevention plan and public mental health offer						50
Increase in MOPAC fund						(25)
						25
TOTAL OTHER VARIATIONS IN RESOURCE						25

SERVICE: C1545F : PUBLIC HEALTH 3

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
220	Employees	220	-	(100)	120	(45)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
5,379	Third Party Payments	5,379	-	222	5,601	4
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
5,599	TOTAL CONTROLLABLE EXPENDITURE	5,599	-	122	5,721	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
5,599	NET CONTROLLABLE COST	5,599	-	122	5,721	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
5,599	NET COST OF SERVICE	5,599	-	122	5,721	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,599	TOTAL NET EXPENDITURE	5,599	-	122	5,721	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Pre-Exposure Prophylaxis (PrEp) activities						222
Health Protection re-alignment						(100)
						122
TOTAL OTHER VARIATIONS IN RESOURCE						122

SERVICE: C1546F : PUBLIC HEALTH 4

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
20	Supplies and Services	20	-	-	20	-
701	Third Party Payments	701	-	129	830	18
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
300	Recharges from other services	300	-	-	300	-
1,021	TOTAL CONTROLLABLE EXPENDITURE	1,021	-	129	1,150	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
1,021	NET CONTROLLABLE COST	1,021	-	129	1,150	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,021	NET COST OF SERVICE	1,021	-	129	1,150	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,021	TOTAL NET EXPENDITURE	1,021	-	129	1,150	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Additional LiveWell support to locality based community resilience approach						94
NHS Health Checks to reduce backlogs						35
						129
TOTAL OTHER VARIATIONS IN RESOURCE						129

SERVICE: C1547F : PUBLIC HEALTH 5

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,600	Employees	1,600	-	100	1,700	6
-	Premises related expenditure	-	-	-	-	n/a
654	Supplies and Services	654	-	146	800	22
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
622	Recharges from other services	622	-	-	622	-
2,877	TOTAL CONTROLLABLE EXPENDITURE	2,876	-	246	3,122	n/a
(21,838)	Government Grants	(21,837)	-	(963)	(22,800)	4
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(21,838)	TOTAL CONTROLLABLE INCOME	(21,837)	-	(963)	(22,800)	n/a
(18,961)	NET CONTROLLABLE COST	(18,961)	-	(717)	(19,678)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
604	Corporate support services bought in	603	-	-	603	-
604	TOTAL NON-CONTROLLABLE EXPENDITURE	603	-	-	603	n/a
(18,357)	NET COST OF SERVICE	(18,358)	-	(717)	(19,075)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(18,357)	TOTAL NET EXPENDITURE	(18,358)	-	(717)	(19,075)	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
On Side Youth Zone agreement completed						(300)
Legal fees reduction						(250)
Realignment of contingency						696
Additional budget allocation 22/23 from Department of Public Health						(963)
Additional salary adjustment increase of 1 fte for two years						100
						(717)
TOTAL OTHER VARIATIONS IN RESOURCE						(717)

SERVICE DESCRIPTION

Service Quality, Improvement & Inclusion is a new division created through the council restructure in 2021/22.

A range of key corporate functions are brought together under the following service areas:

- Communications & Engagement: Coordinating and delivering communications activities and campaigns to a wide range of internal and external stakeholders, to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1552F	COMMUNICATIONS AND ENGAGEMENT	(7)	-	643	636	(9,186)
C1554F	LEARNING AND ORGANISATIONAL DEVELOPMENT	231	-	1,042	1,273	451
TOTAL NET EXPENDITURE		224	-	1,685	1,909	752

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
COMMUNICATIONS AND ENGAGEMENT	13.1	10.5	(2.6)
LEARNING AND ORGANISATIONAL DEVELOPMENT	10.0	10.0	-
TOTAL FTE STAFF	23.1	20.5	(2.6)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,906	Employees	2,297	-	(315)	1,982	(14)
1	Premises related expenditure	6	-	-	6	-
91	Supplies and Services	148	-	10	158	7
2	Third Party Payments	11	-	1	12	9
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
2,000	TOTAL CONTROLLABLE EXPENDITURE	2,462	-	(304)	2,158	n/a
-	Government Grants	-	-	-	-	n/a
(15)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
(71)	Customer and Client Receipts	(70)	-	-	(70)	-
-	Interest Receivable	-	-	-	-	n/a
(123)	Recharges to other services	(320)	-	211	(109)	(66)
(209)	TOTAL CONTROLLABLE INCOME	(460)	-	211	(249)	n/a
1,791	NET CONTROLLABLE COST	2,002	-	(93)	1,909	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,778)	Corporate support services bought in	(1,778)	-	1,778	-	(100)
(1,778)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,778)	-	1,778	-	n/a
13	NET COST OF SERVICE	224	-	1,685	1,909	n/a
(33)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(33)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(20)	TOTAL NET EXPENDITURE	224	-	1,685	1,909	752
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
22/23 RES SAV 16:HR Whole service redesign - L&OD (moving to ACE)						(50)
						(50)
<u>Other resource changes</u>						
Contract Inflation						2
Transfer of Training budget to Asset Management Estates and Facilities (see RES						(28)
Transfer of Training budget to CALAT (see SCRER tab?)						(17)
Corporate support services bought in						1,778
						1,735
TOTAL OTHER VARIATIONS IN RESOURCE						1,685

SERVICE: C1552F : COMMUNICATIONS AND ENGAGEMENT

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
688	Employees	894	-	(221)	673	(25)
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	84	-	10	94	12
2	Third Party Payments	11	-	1	12	9
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
719	TOTAL CONTROLLABLE EXPENDITURE	989	-	(210)	779	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(71)	Customer and Client Receipts	(70)	-	-	(70)	-
-	Interest Receivable	-	-	-	-	n/a
(73)	Recharges to other services	(284)	-	211	(73)	(74)
(144)	TOTAL CONTROLLABLE INCOME	(354)	-	211	(143)	n/a
575	NET CONTROLLABLE COST	635	-	1	636	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(642)	Corporate support services bought in	(642)	-	642	-	(100)
(642)	TOTAL NON-CONTROLLABLE EXPENDITURE	(642)	-	642	-	n/a
(67)	NET COST OF SERVICE	(7)	-	643	636	n/a
(33)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(33)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(100)	TOTAL NET EXPENDITURE	(7)	-	643	636	(9,186)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Contract Inflation						1
Corporate support services bought in						642
						643
TOTAL OTHER VARIATIONS IN RESOURCE						643

SERVICE: C1554F : LEARNING AND ORGANISATIONAL DEVELOPMENT

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			Inflation (B) £000's	* Other (C) £000's		
1,218	Employees	1,403	-	(94)	1,309	(7)
1	Premises related expenditure	6	-	-	6	-
62	Supplies and Services	64	-	-	64	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
0	Recharges from other services	-	-	-	-	n/a
1,281	TOTAL CONTROLLABLE EXPENDITURE	1,473	-	(94)	1,379	n/a
-	Government Grants	-	-	-	-	n/a
(15)	Other Grants, reimbursements and contributions	(70)	-	-	(70)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(50)	Recharges to other services	(36)	-	-	(36)	-
(65)	TOTAL CONTROLLABLE INCOME	(106)	-	-	(106)	n/a
1,216	NET CONTROLLABLE COST	1,367	-	(94)	1,273	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,136)	Corporate support services bought in	(1,136)	-	1,136	-	(100)
(1,136)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,136)	-	1,136	-	n/a
80	NET COST OF SERVICE	231	-	1,042	1,273	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
80	TOTAL NET EXPENDITURE	231	-	1,042	1,273	451
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
HR Whole service redesign - L&OD (moving to ACE)						(50)
						(50)
<u>Other resource changes</u>						
Contract Inflation						1
Transfer of Training budget to Asset Management Estates and Facilities (see RESV59)						(28)
Transfer of Training budget to CALAT (RESV58)						(17)
Corporate support services bought in						1,136
						1,092
TOTAL OTHER VARIATIONS IN RESOURCE						1,042

SERVICE: C1556F : SERVICE QUALITY, IMPROVEMENT AND INCLUSION DIRECTORATE SUMMARY

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE € %
			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
-	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

TOTAL HRA

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KEY SERVICE TARGETS / PRIORITIES FOR 2022/23

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

- 1) Work with our residents and the Housing Improvement Board to deliver to outcomes set out in our Housing Improvement Plan
- 2) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for council Housing
- 3) Ensure that all our buildings conform to the necessary safety standards and the Council is fully compliant with the requirements of the Building Safety Act
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2020/21 £000	ORIGINAL BUDGET 2021/22 £000	FORECAST 2021/22 £000	ORIGINAL BUDGET 2022/23 £000	% CHANGE %
Employees	13,647	15,165	12,980	17,617	16
Premises related expenditure	17,607	17,741	18,568	18,569	5
Supplies and Services	2,552	3,081	4,738	3,698	20
Third Party Payments	218	363	321	405	12
Transfer Payments	579	656	738	656	-
Transport related expenditure	22	43	38	105	144
Capital Charges	24,330	35,821	35,821	34,424	(4)
Intangible Charges	96	122	122	122	-
REFCUS	-	180	180	180	-
Corporate support services bought in	6,705	6,705	6,705	6,705	-
Recharges from other services	10,573	8,988	8,912	8,759	(3)
TOTAL EXPENDITURE	76,329	88,865	89,123	91,240	2
Government Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(250)	(185)	(79)	-	(100)
Customer and Client Receipts	(86,506)	(86,591)	(85,558)	(89,314)	3
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(1,774)	(2,089)	(1,761)	(1,926)	(8)
TOTAL INCOME	(88,530)	(88,865)	(87,398)	(91,240)	4
TOTAL NET EXPENDITURE	(12,201)	-	1,725	-	(100)
Contributions to / (from) Reserves	12,201	-	-	-	n/a
CURRENT BUDGET	-	-	-	-	-
TOTAL VARIANCE FROM BUDGET- Over/(Under)	-	-	1,725	-	-

TOP FINANCIAL RISKS 2022/23

- 1) Outcome of Government consultations impacting on use of receipts from Right to Buy sales and Social Housing green papers
- 2) Water collection charges court case ongoing with potential claims for overpaid rates dating back to 2002. LBC retains a provision of £3.03m

CABINET MEMBER	Cllr Patricia Hay-Justice	Cabinet Member for Homes
DEPARTMENT MANAGEMENT TEAM		
NAME	TITLE	TEL. EX.
David Padfield	Interim Corporate Director Housing	50133
Yvonne Murray	Director of Housing- Resident Engagement & Allocations	61576
Stephen Tate	Director of Housing- Estates & Improvement	47446

DIVISION CODE	DIVISION
C2125E	HOUSING ESTATES AND IMPROVEMENT - HRA
C2420E	RESIDENT ENGAGEMENT AND ALLOCATIONS - HRA
C2400D	DIRECTORATE AND CENTRALISED COSTS - HRA

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2021/22	DIVISION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
18,727	C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	18,101	-	893	18,994	5
(65,833)	C2420E : RESIDENT ENGAGEMENT AND ALLOCATIONS - HRA	(66,605)	(2,728)	207	(69,126)	4
48,831	C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	48,504	365	1,263	50,132	3
					-	n/a
					-	n/a
					-	n/a
					-	n/a
1,725	TOTAL NET EXPENDITURE	-	(2,363)	2,363	-	n/a

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	111.6	99.4	(12.2)
C2420E : RESIDENT ENGAGEMENT AND ALLOCATIONS - HRA	156.2	176.0	19.8
C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	3.0	6.0	3.0
			-
			-
			-
TOTAL FTE STAFF	270.8	281.4	10.6

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

--

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,980	Employees	15,165	365	2,087	17,617	16
18,568	Premises related expenditure	17,741	-	828	18,569	5
4,738	Supplies and Services	3,081	-	617	3,698	20
321	Third Party Payments	363	-	42	405	12
738	Transfer Payments	656	-	-	656	-
38,000	Transport related expenditure	43	-	62	105	144
8,912	Recharges from other services	8,988	-	(229)	8,759	(3)
46,295	TOTAL CONTROLLABLE EXPENDITURE	46,037	365	3,407	49,809	8
-	Government Grants	-	-	-	-	n/a
(79)	Other Grants, reimbursements and contributions	(185)	-	185	-	(100)
(85,558)	Customer and Client Receipts	(86,591)	(2,728)	5	(89,314)	3
-	Interest Receivable	-	-	-	-	n/a
(1,761)	Recharges to other services	(2,089)	-	163	(1,926)	(8)
(87,398)	TOTAL CONTROLLABLE INCOME	(88,865)	(2,728)	353	(91,240)	3
(41,103)	NET CONTROLLABLE COST	(42,828)	(2,363)	3,760	(41,431)	(3)
35,821	Capital Charges	35,821	-	(1,397)	34,424	(4)
122	Intangible Charges	122	-	-	122	-
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
42,828	TOTAL NON-CONTROLLABLE EXPENDITURE	42,828	-	(1,397)	41,431	(3)
1,725	NET COST OF SERVICE	-	(2,363)	2,363	-	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,725	TOTAL NET EXPENDITURE	-	(2,363)	2,363	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						3,903
Strategic budget - agreed additional income / savings						(1,577)
Other resource changes						18
TOTAL OTHER VARIATIONS IN RESOURCE						2,344

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	16,159	-	1,086	17,245	7
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	1,942	-	(193)	1,749	(10)
C2440F	ALLOCATIONS LETTINGS AND INCOME COLLECTION - HRA	(75,746)	(2,728)	307	(78,167)	3
C2454F	TENANCY AND RESIDENT ENGAGEMENT - HRA	7,795	-	-	7,795	-
C2458F	HOMELESSNESS AND ASSESSMENTS - HRA	1,346	-	(100)	1,246	(7)
	TOTAL NET EXPENDITURE	(48,504)	(2,728)	1,100	(50,132)	3

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE
RESPONSIVE REPAIRS AND SAFETY - HRA	59.2	58.2	(1.0)
ASSET PLANNING AND CAPITAL DELIVERY	52.4	41.2	(11.2)
ALLOCATIONS LETTINGS AND INCOME COLLECTION - HRA	67.7	68.4	0.7
TENANCY AND RESIDENT ENGAGEMENT - HRA	82.5	101.6	19.1
HOMELESSNESS AND ASSESSMENTS - HRA	6.0	6.0	-
TOTAL FTE STAFF	267.8	275.4	7.6

SERVICE DESCRIPTION**Housing Revenue Account****Homes and Social Investment:**

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.

Future delivery of affordable housing into the HRA.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	16,159	-	1,086	17,245	7
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	1,942	-	(193)	1,749	(10)
					-	
					-	
					-	
	TOTAL NET EXPENDITURE	18,101	-	893	18,994	5

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
RESPONSIVE REPAIRS AND SAFETY - HRA	59.2	58.2	(1.0)
ASSET PLANNING AND CAPITAL DELIVERY	52.4	41.2	(11.2)
TOTAL FTE STAFF	111.6	99.4	(12.2)

SERVICE DESCRIPTION**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

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 £77m 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 and social home buy). 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 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 or enforcement

Resident involvement

Responsible for meeting legal & regulatory requirement to involve council tenants and leaseholders in monitoring and scrutinising Croydon's housing services. Involvement and scrutiny activities includes a number of active panels, including health and safety, complaints, leaseholder, scrutiny, performance monitoring group and tenant and leaseholder panel. The team also consult with residents over major works and improvement programmes. They communicate with residents in a range of ways including mystery shopping, neighbourhood voice and face to face engagement across estates. They also obtain and review performance data and work with Acuity to monitor customer satisfaction across Croydon Housing services. This team also produce communication for residents, including Open House, the magazine for Croydon tenants and leaseholders, on a quarterly basis.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E)
		2021/22	Inflation	Other	2022/23	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C2440F	ALLOCATIONS LETTINGS AND INCOME COLLECTION - HRA	(75,746)	(2,728)	307	(78,167)	3
C2454F	TENANCY AND RESIDENT ENGAGEMENT - HRA	7,795	-	-	7,795	-
C2458F	HOMELESSNESS AND ASSESSMENTS - HRA	1,346	-	(100)	1,246	(7)
	TOTAL NET EXPENDITURE	(66,605)	(2,728)	207	(69,126)	4

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE STAFF
ALLOCATIONS LETTINGS AND INCOME COLLECTION - HRA	67.7	68.4	0.7
TENANCY AND RESIDENT ENGAGEMENT - HRA	82.5	101.6	19.1
HOMELESSNESS AND ASSESSMENTS - HRA	6.0	6.0	-
TOTAL FTE STAFF	156.2	176.0	19.8

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,109	Employees	13,501	-	285	13,786	2
17,406	Premises related expenditure	16,580	-	74	16,654	0
4,227	Supplies and Services	2,685	-	617	3,302	23
217	Third Party Payments	259	-	4	263	2
738	Transfer Payments	656	-	-	656	-
38	Transport related expenditure	43	-	15	58	35
6,514	Recharges from other services	6,594	-	(248)	6,346	(4)
40,249	TOTAL CONTROLLABLE EXPENDITURE	40,318	-	747	41,065	n/a
-	Government Grants	-	-	-	-	n/a
(79)	Other Grants, reimbursements and contributions	(185)	-	185	-	(100)
(85,558)	Customer and Client Receipts	(86,591)	(2,728)	5	(89,314)	3
-	Interest Receivable	-	-	-	-	n/a
(1,718)	Recharges to other services	(2,046)	-	163	(1,883)	(8)
(87,355)	TOTAL CONTROLLABLE INCOME	(88,822)	(2,728)	353	(91,197)	n/a
(47,106)	NET CONTROLLABLE COST	(48,504)	(2,728)	1,100	(50,132)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(47,106)	NET COST OF SERVICE	(48,504)	(2,728)	1,100	(50,132)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(47,106)	TOTAL NET EXPENDITURE	(48,504)	(2,728)	1,100	(50,132)	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Compliance Team Employees budget growth						500
Budget realignment - Legal Fees for Disrepair increase						555
Supplies & Services - Growth to create budget for Special Transfer Payments as now not capitalised						207
						1,262
<u>Strategic budget - agreed additional income / savings</u>						
Recharges from other services - Saving - Reduction of HRA Recharges						(80)
Realignment of General Fund Recharges						(100)
						(180)
<u>Other resource changes</u>						
Employees - Budget Realignment						104
Supplies and Services - realignment within services						(17)
Transport related expenditure - budget realignment within service						2
Recharges from other services - budget realignment within service						(86)
Other Grants, reimbursements and contributions - Insurance payments will not be received in 2022/23						185
Recharges to other services - realignment within service						163
Minor Variation						32
Growth Team - Service no longer required						(365)
						18
TOTAL OTHER VARIATIONS IN RESOURCE						1,100

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,124	Employees	5,604	-	238	5,842	4
13,127	Premises related expenditure	12,233	-	74	12,307	1
1,874	Supplies and Services	808	-	489	1,297	61
5	Third Party Payments	25	-	4	29	16
7	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	27	-	12	39	44
1,012	Recharges from other services	1,068	-	(67)	1,001	(6)
20,165	TOTAL CONTROLLABLE EXPENDITURE	19,765	-	750	20,515	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(20)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,418)	Recharges to other services	(1,664)	-	143	(1,521)	(9)
(1,438)	TOTAL CONTROLLABLE INCOME	(1,664)	-	143	(1,521)	n/a
18,727	NET CONTROLLABLE COST	18,101	-	893	18,994	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
18,727	NET COST OF SERVICE	18,101	-	893	18,994	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,727	TOTAL NET EXPENDITURE	18,101	-	893	18,994	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Compliance Team Employees budget growth						500
Budget realignment - Legal Fees for Disrepair increase						555
						1,055
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Reduction in recharges from other services						(90)
Growth Team - Service no longer required						(365)
Employees budget realignment						62
Supply and Services Budget realignment						61
Realignment of Internal Recharge						2
Increase in Recharges to General Fund						143
Minor Variation						25
						(162)
TOTAL OTHER VARIATIONS IN RESOURCE						893

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,985	Employees	7,897	-	47	7,944	1
4,279	Premises related expenditure	4,347	-	-	4,347	-
2,353	Supplies and Services	1,877	-	128	2,005	7
212	Third Party Payments	234	-	-	234	-
731	Transfer Payments	656	-	-	656	-
22	Transport related expenditure	16	-	3	19	19
5,502	Recharges from other services	5,526	-	(181)	5,345	(3)
20,084	TOTAL CONTROLLABLE EXPENDITURE	20,553	-	(3)	20,550	n/a
-	Government Grants	-	-	-	-	n/a
(79)	Other Grants, reimbursements and contributions	(185)	-	185	-	(100)
(85,538)	Customer and Client Receipts	(86,591)	(2,728)	5	(89,314)	3
-	Interest Receivable	-	-	-	-	n/a
(300)	Recharges to other services	(382)	-	20	(362)	(5)
(85,917)	TOTAL CONTROLLABLE INCOME	(87,158)	(2,728)	210	(89,676)	n/a
(65,833)	NET CONTROLLABLE COST	(66,605)	(2,728)	207	(69,126)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(65,833)	NET COST OF SERVICE	(66,605)	(2,728)	207	(69,126)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(65,833)	TOTAL NET EXPENDITURE	(66,605)	(2,728)	207	(69,126)	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Supplies & Services - Growth to create budget for Special Transfer Payments as now not capitalised						207
						207
<u>Strategic budget - agreed additional income / savings</u>						
Recharges from other services - Saving - Reduction of HRA Recharges						(80)
Realignment of General Fund Recharges						(100)
						(180)
<u>Other resource changes</u>						
Employees - Budget Realignment						42
Supplies and Services - realignment within services						(78)
Transport related expenditure - budget realignment within service						2
Recharges from other services - budget realignment within service						4
Other Grants, reimbursements and contributions - Insurance payments will not be received in 2022/23						185
Customer and Client Receipts - realignment within Directorate						5
Recharges to other services - realignment within service						20
						-
						180
TOTAL OTHER VARIATIONS IN RESOURCE						207

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,124	Employees	5,604	-	238	5,842	4
13,127	Premises related expenditure	12,233	-	74	12,307	1
1,874	Supplies and Services	808	-	489	1,297	61
5	Third Party Payments	25	-	4	29	16
7	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	27	-	12	39	44
1,012	Recharges from other services	1,068	-	(67)	1,001	(6)
20,165	TOTAL CONTROLLABLE EXPENDITURE	19,765	-	750	20,515	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(20)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,418)	Recharges to other services	(1,664)	-	143	(1,521)	(9)
(1,438)	TOTAL CONTROLLABLE INCOME	(1,664)	-	143	(1,521)	n/a
18,727	NET CONTROLLABLE COST	18,101	-	893	18,994	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
18,727	NET COST OF SERVICE	18,101	-	893	18,994	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,727	TOTAL NET EXPENDITURE	18,101	-	893	18,994	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Compliance Team Employees budget growth						500
Budget realignment - Legal Fees for Disrepair increase						555
						1,055
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Reduction in recharges from other services						(90)
Growth Team - Service no longer required						(365)
Employees budget realignment						62
Supply and Services Budget realignment						61
Realignment of Internal Recharge						2
Increase in Recharges to General Fund						143
Minor Variation						25
						(162)
TOTAL OTHER VARIATIONS IN RESOURCE						893

DIVISION: C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA

SERVICE: C2112F : RESPONSIVE REPAIRS AND SAFETY - HRA

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,431	Employees	3,137	-	482	3,619	15
13,039	Premises related expenditure	12,089	-	92	12,181	1
1,488	Supplies and Services	346	-	572	918	165
-	Third Party Payments	-	-	-	-	n/a
7	Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	16	-	3	19	19
904	Recharges from other services	830	-	(63)	767	(8)
17,881	TOTAL CONTROLLABLE EXPENDITURE	16,418	-	1,086	17,504	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(259)	Recharges to other services	(259)	-	-	(259)	-
(260)	TOTAL CONTROLLABLE INCOME	(259)	-	-	(259)	n/a
17,621	NET CONTROLLABLE COST	16,159	-	1,086	17,245	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
17,621	NET COST OF SERVICE	16,159	-	1,086	17,245	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
17,621	TOTAL NET EXPENDITURE	16,159	-	1,086	17,245	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Compliance Team Employees budget growth						500
Budget realignment - Legal Fees for Disrepair increase						555
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Reduction in recharges from other services						(90)
Employees budget realignment						7
Supply and Services Budget realignment						41
Supply and Services-Gas Appliance budget realignment						46
Realignment of Internal Recharge						2
Minor Variation						25
TOTAL OTHER VARIATIONS IN RESOURCE						1,086

SERVICE: C2113F : ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,693	Employees	2,467	-	(244)	2,223	(10)
88	Premises related expenditure	144	-	(18)	126	(13)
386	Supplies and Services	462	-	(83)	379	(18)
5	Third Party Payments	25	-	4	29	16
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	11	-	9	20	82
108	Recharges from other services	238	-	(4)	234	(2)
2,284	TOTAL CONTROLLABLE EXPENDITURE	3,347	-	(336)	3,011	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(19)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,159)	Recharges to other services	(1,405)	-	143	(1,262)	(10)
(1,178)	TOTAL CONTROLLABLE INCOME	(1,405)	-	143	(1,262)	n/a
1,106	NET CONTROLLABLE COST	1,942	-	(193)	1,749	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,106	NET COST OF SERVICE	1,942	-	(193)	1,749	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,106	TOTAL NET EXPENDITURE	1,942	-	(193)	1,749	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Employees - Budget Realignment						55
Supply & Services net Reduction						(26)
Increase in Recharges to General Fund						143
Growth Team - Service no longer required						(365)
						(193)
TOTAL OTHER VARIATIONS IN RESOURCE						(193)

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,985	Employees	7,897	-	47	7,944	1
4,279	Premises related expenditure	4,347	-	-	4,347	-
2,353	Supplies and Services	1,877	-	128	2,005	7
212	Third Party Payments	234	-	-	234	-
731	Transfer Payments	656	-	-	656	-
22	Transport related expenditure	16	-	3	19	19
5,502	Recharges from other services	5,526	-	(181)	5,345	(3)
20,084	TOTAL CONTROLLABLE EXPENDITURE	20,553	-	(3)	20,550	n/a
-	Government Grants	-	-	-	-	n/a
(79)	Other Grants, reimbursements and contributions	(185)	-	185	-	(100)
(85,538)	Customer and Client Receipts	(86,591)	(2,728)	5	(89,314)	3
-	Interest Receivable	-	-	-	-	n/a
(300)	Recharges to other services	(382)	-	20	(362)	(5)
(85,917)	TOTAL CONTROLLABLE INCOME	(87,158)	(2,728)	210	(89,676)	n/a
(65,833)	NET CONTROLLABLE COST	(66,605)	(2,728)	207	(69,126)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(65,833)	NET COST OF SERVICE	(66,605)	(2,728)	207	(69,126)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(65,833)	TOTAL NET EXPENDITURE	(66,605)	(2,728)	207	(69,126)	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Supplies & Services - Growth to create budget for Special Transfer Payments as now not capitalised						207
						207
<u>Strategic budget - agreed additional income / savings</u>						
Recharges from other services - Saving - Reduction of HRA Recharges						(80)
Realignment of General Fund Recharges						(100)
						(180)
<u>Other resource changes</u>						
Employees - Budget Realignment						42
Supplies and Services - realignment within services						(78)
Transport related expenditure - budget realignment within service						2
Recharges from other services - budget realignment within service						4
Other Grants, reimbursements and contributions - Insurance payments will not be received in 2022/23						185
Customer and Client Receipts - realignment within Directorate						5
Recharges to other services - realignment within service						20
						180
TOTAL OTHER VARIATIONS IN RESOURCE						207

SERVICE: C2440F : ALLOCATIONS LETTINGS AND INCOME COLLECTION - HRA

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,506	Employees	3,156	-	42	3,198	1
705	Premises related expenditure	627	-	-	627	-
1,379	Supplies and Services	1,328	-	129	1,457	10
202	Third Party Payments	214	-	-	214	-
729	Transfer Payments	652	-	-	652	-
1	Transport related expenditure	2	-	2	4	100
1,585	Recharges from other services	1,718	-	(76)	1,642	(4)
7,107	TOTAL CONTROLLABLE EXPENDITURE	7,697	-	97	7,794	n/a
-	Government Grants	-	-	-	-	n/a
(147)	Other Grants, reimbursements and contributions	(185)	-	185	-	(100)
(82,066)	Customer and Client Receipts	(83,005)	(2,728)	5	(85,728)	3
-	Interest Receivable	-	-	-	-	n/a
(171)	Recharges to other services	(253)	-	20	(233)	(8)
(82,384)	TOTAL CONTROLLABLE INCOME	(83,443)	(2,728)	210	(85,961)	n/a
(75,277)	NET CONTROLLABLE COST	(75,746)	(2,728)	307	(78,167)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
(75,277)	NET COST OF SERVICE	(75,746)	(2,728)	307	(78,167)	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(75,277)	TOTAL NET EXPENDITURE	(75,746)	(2,728)	307	(78,167)	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Supplies & Services - Growth to create budget for Special Transfer Payments as now not capitalised						207
						207
<u>Strategic budget - agreed additional income / savings</u>						
Recharges from other services - Saving - Reduction of HRA Recharges						(80)
						(80)
<u>Other resource changes</u>						
Employees - Budget Realignment						42
Supplies and Services - budget realignment within services						(78)
Transport related expenditure - budget realignment within service						2
Recharges from other services - budget realignment within service						4
Other Grants, reimbursements and contributions - Insurance payments will not be received in 2022/23						185
Customer and Client Receipts - Realignment within Directorate						5
Recharges to other services - Realignment within service						20
						180
TOTAL OTHER VARIATIONS IN RESOURCE						307

SERVICE: C2454F : TENANCY AND RESIDENT ENGAGEMENT - HRA

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,225	Employees	4,466	-	-	4,466	-
634	Premises related expenditure	664	-	-	664	-
488	Supplies and Services	272	-	(1)	271	(0)
10	Third Party Payments	20	-	-	20	-
2	Transfer Payments	4	-	-	4	-
20	Transport related expenditure	13	-	1	14	8
3,044	Recharges from other services	2,935	-	-	2,935	-
8,423	TOTAL CONTROLLABLE EXPENDITURE	8,374	-	-	8,374	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(444)	Customer and Client Receipts	(450)	-	-	(450)	-
-	Interest Receivable	-	-	-	-	n/a
(129)	Recharges to other services	(129)	-	-	(129)	-
(573)	TOTAL CONTROLLABLE INCOME	(579)	-	-	(579)	n/a
7,850	NET CONTROLLABLE COST	7,795	-	-	7,795	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
7,850	NET COST OF SERVICE	7,795	-	-	7,795	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,850	TOTAL NET EXPENDITURE	7,795	-	-	7,795	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment of budgets						(1)
Realignment of budgets						1
						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

SERVICE: C2458F : HOMELESSNESS AND ASSESSMENTS - HRA

FORECAST 2021/22	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
255	Employees	275	-	5	280	2
2,940	Premises related expenditure	3,056	-	-	3,056	-
486	Supplies and Services	277	-	-	277	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
873	Recharges from other services	873	-	(105)	768	(12)
4,555	TOTAL CONTROLLABLE EXPENDITURE	4,482	-	(100)	4,382	n/a
-	Government Grants	-	-	-	-	n/a
68	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,028)	Customer and Client Receipts	(3,136)	-	-	(3,136)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,960)	TOTAL CONTROLLABLE INCOME	(3,136)	-	-	(3,136)	n/a
1,595	NET CONTROLLABLE COST	1,346	-	(100)	1,246	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	-	n/a
1,595	NET COST OF SERVICE	1,346	-	(100)	1,246	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,595	TOTAL NET EXPENDITURE	1,346	-	(100)	1,246	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Realignment of General Fund Recharges						(100)
<u>Other resource changes</u>						-
TOTAL OTHER VARIATIONS IN RESOURCE						(100)

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
- SERCOP charge and other central recharges

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400D	DIRECTORATE AND CENTRALISED COSTS - HRA	48,504	365	1,263	50,132	3
					-	
					-	
					-	
					-	
					-	
					-	
					-	
					-	
					-	
					-	
	TOTAL NET EXPENDITURE	48,504	365	1,263	50,132	3

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2021/22 FTE STAFF	ORIGINAL BUDGET 2022/23 FTE STAFF	CHANGE IN FTE FTE STAFF
DIRECTORATE AND CENTRALISED COSTS - HRA	3.0	6.0	3.0
TOTAL FTE STAFF	3.0	6.0	3.0

FORECAST 2021/22 £000's	DESCRIPTION	ORIGINAL BUDGET 2021/22 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2022/23 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,871	Employees	1,664	365	1,802	3,831	130
1,162	Premises related expenditure	1,161	-	754	1,915	65
511	Supplies and Services	396	-	-	396	-
104	Third Party Payments	104	-	38	142	37
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	47	47	n/a
2,398	Recharges from other services	2,394	-	19	2,413	1
6,046	TOTAL CONTROLLABLE EXPENDITURE	5,719	365	2,660	8,744	n/a
-	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)	TOTAL CONTROLLABLE INCOME	(43)	-	-	(43)	n/a
6,003	NET CONTROLLABLE COST	5,676	365	2,660	8,701	n/a
35,821	Capital Charges	35,821	-	(1,397)	34,424	(4)
122	Intangible Charges	122	-	-	122	-
180	REFCUS	180	-	-	180	-
6,705	Corporate support services bought in	6,705	-	-	6,705	-
42,828	TOTAL NON-CONTROLLABLE EXPENDITURE	42,828	-	(1,397)	41,431	n/a
48,831	NET COST OF SERVICE	48,504	365	1,263	50,132	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
48,831	TOTAL NET EXPENDITURE	48,504	365	1,263	50,132	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Employee Budget - New Corporate Structure, Housing Change Management Team, additional National Insurance contribution						1,802
Premises related expenditure - Fire Insurance budget increase						754
Third Party Payments - PFI Street Lighting budget increase						38
Transport related expenditure - Vehicle Leases/Fuel budget increase						47
						2,641
<u>Strategic budget - agreed additional income / savings</u>						
Decrease in Capital Charges						(1,397)
						(1,397)
<u>Other resource changes</u>						
Minor Variations						19
						19
TOTAL OTHER VARIATIONS IN RESOURCE						1,263

CAPITAL PROGRAMME

CONTENTS

	Page
CAPITAL PROGRAMME	CP1 - CP3

			2021/22	2022/23	2023/24	2024/25
			(£,000's)	(£,000's)	(£,000's)	(£,000's)
GENERAL FUND CAPITAL PROGRAMME						
GF CAP 04	Disabled Facilities Grant	Spend	2,993	2,993	2,993	2,993
GF CAP 04	Disabled Facilities Grant	Grant	(2,993)	(2,993)	(2,993)	(2,993)
GF CAP 05	Empty Homes Grants	Spend	400	500	-	-
HOUSING			400	500	-	-
GF CAP 01	Adults ICT	Spend	64	110	110	-
GF CAP 02	Adult Social Care Provision	Spend	4	-	-	-
GF CAP 06	Provider Services - Extra Care	Spend	-	500	-	-
GF CAP 07	Sheltered Housing	Spend	-	938	-	-
GF CAP 72	Capital investment in Garden Centre	Spend	-	159	159	-
ADULTS			68	1,707	269	-
GF CAP 03	Bereavement Services	Spend	800	1,000	-	-
GF CAP 63	Finance and HR system	Spend	498	500	250	-
GF CAP 64	ICT Refresh & Transformation	Spend	6,430	8,955	6,200	6,200
GF CAP 65	People ICT	Spend	3,500	3,000	-	-
GF CAP 66	Uniform ICT Upgrade	Spend	140	-	-	-
GF CAP 74	Members Enquiries Transformation Bid	Spend	29	43	11	11
GF CAP 75	Core Contract Procurement Transformation	Spend	470	530	810	65
ASSISTANT CHIEF EXECUTIVE			11,867	14,028	7,271	6,276
GF CAP 08	Education – Fire Safety Works	Spend	450	902	-	-
GF CAP 08	Education – Fire Safety Works	Grant	(450)	(902)	-	-
GF CAP 09	Education - Fixed Term Expansions	Spend	69	3,243	2,993	-
GF CAP 09	Education - Fixed Term Expansions	Grant	(69)	(3,243)	(2,993)	-
GF CAP 10	Education - Major Maintenance	Spend	2,945	9,549	2,558	-
GF CAP 10	Education - Major Maintenance	Grant	(2,945)	(9,549)	(2,558)	-
GF CAP 11	Kenley School Modular Replacement Works	Spend	366	-	-	-
GF CAP 11	Kenley School Modular Replacement Works	Grant	(366)	-	-	-
GF CAP 12	Education - Permanent Expansion	Spend	425	44	-	-
GF CAP 12	Education - Permanent Expansion	Grant	(425)	(44)	-	-
GF CAP 13	Education - Secondary Estate	Spend	88	-	-	-
GF CAP 13	Education - Secondary Estate	Grant	(88)	-	-	-
GF CAP 14	Education - SEN	Spend	11,108	2,226	506	-
GF CAP 14	Education - SEN	Grant	(7,766)	(1,899)	(146)	-
GF CAP 14	Education - SEN	CIL	(300)	(327)	(360)	-
GF CAP 14	Education - SEN	s106	(240)	-	-	-
CHILDREN'S, FAMILIES & EDUCATION			2,802	-	-	-

		2021/22 (£,000's)	2022/23 (£,000's)	2023/24 (£,000's)	2024/25 (£,000's)	
GENERAL FUND CAPITAL PROGRAMME						
GF CAP 15	Allotments	Spend	100	200	-	-
GF CAP 17	Brick by Brick programme	Spend	3,797	6,203	-	-
GF CAP 18	Fairfield	Spend	4,000	1,000	1,000	1,000
GF CAP 73	Fixtures & Fittings FFH	Spend	574			
GF CAP 19	CALAT Transformation	Spend	6	390	-	-
GF CAP 22	Electric Vehicle Charging Points	Spend	-	500	500	700
GF CAP 22	Electric Vehicle Charging Points	s106	-	(100)	-	-
GF CAP 22	Electric Vehicle Charging Points	Grant	-	(300)	-	-
GF CAP 23	Capitalised Feasibility Fund	Spend	505	330	330	-
GF CAP 24	Fieldway Cluster (Timebridge Community Centre)	Spend	300	-	-	-
GF CAP 25	Growth Zone	Spend	2,500	4,000	4,000	4,000
GF CAP 25	Growth Zone	Grant	(2,500)	(4,000)	(4,000)	(4,000)
GF CAP 26	Grounds Maintenance Insourced Equipment	Spend	1,000	200	-	-
GF CAP 27	Highways - maintenance programme	Spend	13,474	8,618	8,618	8,618
GF CAP 29	Highways – flood water management	Spend	1,076	435	435	435
GF CAP 30	Highways – bridges and highways structures	Spend	1,139	3,403	2,000	3,000
GF CAP 30	Highways – bridges and highways structures	Grant	(350)	(3,000)	(1,800)	(2,000)
GF CAP 31	Highways - Tree works	Spend	89	56	56	56
GF CAP 31	Highways - Tree works	Grant	(89)	(56)	(56)	(56)
GF CAP 32	Mitigate unauthorised access to parks and open spaces	Spend	73	73	73	-
GF CAP 33	Leisure centres equipment upgrade	Spend	628	70	-	-
GF CAP 33	Leisure centres equipment upgrade	Reserves	(208)	(70)	-	-
GF CAP 34	Libraries Investment - General	Spend	300	1,614	-	-
GF CAP 35	Libraries investment – South Norwood library	Spend	100	412	-	-
GF CAP 36	Museum Archives	Spend	-	75	-	-
GF CAP 37	Neighbourhood Support Safety Measures	Spend	50	-	-	-
GF CAP 39	Parking	Spend	1,735	2,141	1,922	1,662
GF CAP 41	Play Equipment	Spend	720	380	-	-
GF CAP 41	Play Equipment	s106	(310)	-	-	-
GF CAP 43	Safety - digital upgrade of CCTV	Spend	20	1,539	-	-
GF CAP 44	Section 106 Schemes	Spend	4,674	-	-	-
GF CAP 44	Section 106 Schemes	s106	(4,674)			
GF CAP 46	Signage	Spend	137	137	137	137
GF CAP 47	South Norwood Regeneration	Spend	812	1,032	117	-
GF CAP 47	South Norwood Regeneration	s106	-	(45)	-	-
GF CAP 47	South Norwood Regeneration	Grant	(812)	(987)	(118)	-
GF CAP 48	Connected Kenley	Spend	545	425	-	-
GF CAP 48	Connected Kenley	s106	-	(140)	-	-
GF CAP 48	Connected Kenley	Grant	(545)	(285)	-	-
GF CAP 49	Sustainability Programme	Spend	60	565	-	-
GF CAP 49	Sustainability Programme	CIL	-	(500)	-	-
GF CAP 50	TFL - LIP	Spend	3,884	9,266	9,198	9,888
GF CAP 50	TFL - LIP	s106	(330)	(2,276)	(226)	(226)
GF CAP 50	TFL - LIP	Grant	(3,554)	(6,489)	(8,472)	(9,162)
GF CAP 51	Unsuitable Housing Fund	Spend	14	-	-	-
GF CAP 53	Waste and Recycling Investment	Spend	1,558	1,000	-	-
GF CAP 54	Waste and Recycling – Don't Mess with Croydon	Spend	1,558	1,000	-	-
GF CAP 55	Schemes with completion date prior to 2020/21	Spend	(158)	-	-	-
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC DVLPT			31,898	26,815	13,714	14,052

			2021/22 (£,000's)	2022/23 (£,000's)	2023/24 (£,000's)	2024/25 (£,000's)
GENERAL FUND CAPITAL PROGRAMME						
GF CAP 56	Asset Strategy - Stubbs Mead	Spend	250	700	-	-
GF CAP 57	Asset Strategy Programme	Spend	23	225	153	-
GF CAP 58	Asset Acquisition Fund	Spend	25	390	-	-
GF CAP 59	Clocktower Chillers	Spend	50	412	-	-
GF CAP 60	Corporate Property Programme	Spend	2,794	2,500	2,500	-
GF CAP 61	Crossfield (relocation of CES)	Spend	146	-	-	-
GF CAP 71	Croydon Healthy Homes	Spend	168	404	34	-
GF CAP 71	Croydon Healthy Homes	s106	(168)	(404)	(34)	-
RESOURCES			3,288	4,227	2,653	-
GF CAP 68	Capitalisation Direction	Spend	50,000	25,000	5,000	-
GF CAP 69	Transformation Spend (Flexible Capital Receipts)	Spend	1,348	4,662	2,500	2,500
GF CAP 69	Transformation Spend (Flexible Capital Receipts)	Cap Rcp	(1,348)	(4,662)	(2,500)	(2,500)
GF CAP 70	Further CIL (to be allocated)	CIL	(6,400)	(6,600)	(6,600)	-
CORPORATE			43,600	18,400	(1,600)	-
TOTAL - GENERAL FUND CAPITAL			46,888	22,627	1,053	-

Spend	130,852	114,549	55,162	41,265
CIL	(6,700)	(7,427)	(6,960)	-
s106	(5,722)	(2,965)	(260)	(226)
Reserves	(208)	(70)	-	-
Grant	(22,951)	(33,747)	(23,136)	(18,211)
Cap Rcp	(1,348)	(4,662)	(2,500)	(2,500)
	93,923	93,923	93,923	93,923

2021/22 2022/23 2023/24 2024/25
(£,000's) (£,000's) (£,000's) (£,000's)

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HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

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HRA CAP 01	Asset management ICT database	Spend	155	-	-
HRA CAP 02	Fire safety (Sprinkler) programme	Spend	5,555	-	-
HRA CAP 03	Larger Homes	Spend	1,339	-	-
HRA CAP 04	Major Repairs and Improvements Programme	Spend	35,306	23,708	26,771
HRA CAP 05	Affordable Housing	Spend	31,932	-	-
HRA CAP 06	BBB Properties part funded by GLA and HRA RTB 1	Spend	108,120	-	-
HRA CAP 06	BBB Properties part funded by GLA and HRA RTB 1	Grant	(8,500)	-	-
HRA CAP 07	Special Transfer Payments	Spend	802	-	-
HRA CAP 08	Contribution from Major Repairs Reserve	MRR	(13,668)	(14,059)	(20,003)
HRA CAP 09	Contribution From Revenue	Revenue	(8,186)	-	-
HRA CAP 10	Contribution From Reserves	Reserves	(19,805)	(9,649)	(6,768)
TOTAL - HRA CAPITAL			133,050	-	-

Spend	183,209	23,708	26,771	-
Grant	(8,500)	-	-	-
MRR	(13,668)	(14,059)	(20,003)	-
Revenue	(8,186)	-	-	-
Reserves	(19,805)	(9,649)	(6,768)	-
	133,050	-	-	-