

# **CROYDON COUNCIL**

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

**2016/17**

**Appendix B to agenda item 8.1  
Cabinet, 22nd February 2016**

# REVENUE BUDGET SUMMARY

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

ACTUAL 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
195,581	People Department	233,711	1,743	(39,246)	196,208	(16)
104,552	Place Department	72,719	440	(21,407)	51,752	(29)
10,904	Resources Department	21,438	455	445	22,338	4
239	Contribution to Provision for Doubtful Debts	180	-	-	180	-
3,226	Efficiency Dividend	-	-	-	-	n/a
-	National Insurance Changes	-	-	434	434	n/a
-	Care Act Provision	-	-	1,591	1,591	n/a
8,567	Pensions Contribution	9,432	-	(282)	9,150	(3)
	Redundancy					n/a
122	Carbon Credits	255			255	-
323,191	<b>NET COST OF SERVICES</b>	337,735	2,637	(58,465)	281,908	28,091
(21,967)	Core Grants	(14,784)		(1,454)	(16,238)	(6,070)
1,538	Contingency / Unallocated Provision	1,000		-	1,000	n/a
	<b>Levies from Other Bodies</b>					
254	Environment Agency	272		-	272	(33)
348	Lee Valley Regional Park Authority	407		-	407	n/a
364	London Boroughs Grants Committee	407		-	407	n/a
432	London Pensions Fund Authority	438		-	438	n/a
(6,880)	Interest and Investment Income	(1,971)		(2,000)	(3,971)	n/a
27,393	Interest Payable	20,393		(839)	19,554	(94)
324,673	<b>NET OPERATING EXPENDITURE</b>	343,897	2,637	(62,758)	283,777	12,456
	<b>APPROPRIATIONS</b>					
(10,554)	Contributions to / (from) Earmarked Reserves	2,260		(2,260)	-	(100)
14,594	Provision for Repayment of External Loans	(19,836)		1,856	(17,981)	n/a
(52,900)	Revenue Expenditure Funded from Capital under Statute ( REFCUS)	(54,045)		51,945	(2,100)	n/a
3,352	Deferred / Intangible Charges Written Off	(4,283)		586	(3,697)	(101)
	Contribution to / (from) General Balances	-		-	-	n/a
279,165	<b>BUDGET REQUIREMENT</b>	267,992	2,637	(10,631)	259,999	(201)
	<b>FINANCED BY</b>					
80,542	Revenue Support Grant	61,367			46,800	37
3,337	Collection Fund surplus / (deficit)	6,008			3,748	(97)
32,340	Business Rates Top Up Grant	32,958			33,230	n/a
33,633	Business Rates Income	34,246			32,732	(88)
129,313	Council Tax - Band D Equivalent	133,413			143,489	n/a
279,165	<b>TOTAL FINANCING</b>	267,992	-	-	259,999	n/a
2014/15 Band D Equivalent £.pp 129,313	<b>COUNCIL TAX SUMMARY</b>		2015/16 Band D Equivalent £.pp 1,171.39	2016/17 Band D Equivalent £.pp 1,194.70		Change Band D Equivalent % 1.99%
-	London Borough of Croydon		-	23.43	140,729	2.00%
33,008	Adult Social Care Levy		295.00	276.00	2,760	-6.44%
	Greater London Authority				32,511	
162,321			1,466.39	1,494.13	176,000	1.89%

**REVENUE BUDGET SUMMARY**

**SUBJECTIVE ANALYSIS**

ACTUAL 2014/15	DESCRIPTION	ORIGINAL BUDGET 2015/16	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17	% CHANGE
			Inflation	Other		
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
	<b>EXPENDITURE</b>					
276,621	Employees	133,741	1,157	(3,910)	130,988	(2)
47,598	Premises related expenditure	25,155	3	214	25,372	1
106,588	Supplies and Services	31,004	229	3,217	34,450	11
228,057	Third Party Payments	240,299	1,305	(40,891)	200,714	(16)
324,167	Transfer Payments	506,060	-	(44,518)	461,542	(9)
9,070	Transport related expenditure	8,426	61	829	9,316	11
30,831	Capital Charges	30,621	-	(5,859)	24,762	(19)
3,378	Deferred/Intangible Charges	4,273	-	(576)	3,697	(13)
12,649	REFCUS	54,050	-	(51,950)	2,100	(96)
-	Corporate support services bought in	(6,333)	-	(373)	(6,706)	6
(35,101)	Recharges from other services	19,019	-	8,042	27,061	42
1,003,858	<b>TOTAL EXPENDITURE</b>	1,046,315	2,755	(135,775)	913,296	(13)
	<b>INCOME</b>					
(563,460)	Government Grants	(568,235)	-	59,910	(508,325)	(11)
(39,357)	Other Grants, reimbursements and contributions	(37,388)	-	19,053	(18,335)	(51)
(57,700)	Fees and Charges	-	-	-	-	-
(20,150)	Customer and Client Receipts	(64,604)	(117)	(439)	(65,160)	1
-	Interest Receivable	(28)	-	-	(28)	-
-	Recharges to other services	(38,325)	-	(1,214)	(39,539)	3
(680,667)	<b>TOTAL INCOME</b>	(708,580)	(117)	77,310	(631,387)	(11)
323,191	<b>NET EXPENDITURE</b>	337,735	2,637	(58,465)	281,908	(17)

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	ORIGINAL BUDGET 2015/16	ORIGINAL BUDGET 2016/17	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
People	1,320.0	1,334.8	14.8
Place	492.3	482.1	(10.2)
Resources	1,014.6	915.6	(98.9)
<b>TOTAL FTE STAFF</b>	<b>2,826.8</b>	<b>2,732.5</b>	<b>(94.3)</b>

## REVENUE BUDGET SUMMARY

## CORPORATE SUPPORT SERVICES BOUGHT IN

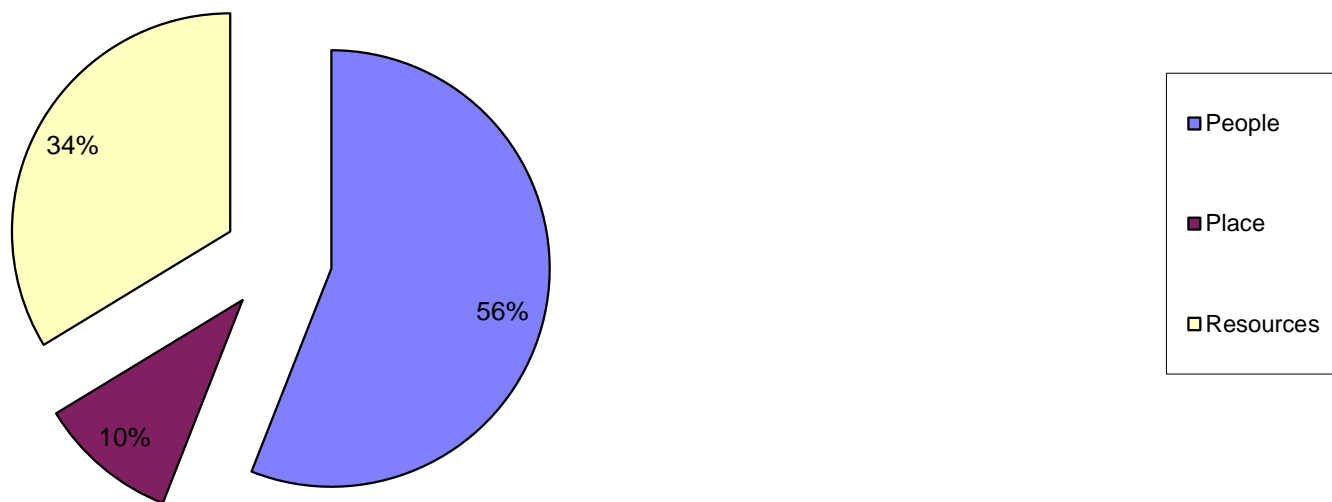
DESCRIPTION	People	Place	Resources	HRA	TOTAL
	£'000	£'000	£'000	£'000	£'000
Financial Services	930	546	201	87	1,764
Treasury and Pensions	31	13	7	7	58
Governance	598	251	127	145	1,121
Insurance, Risk & CPO	(438)	(184)	(93)	(104)	(819)
Asset Management & Estates	240	105	56	77	478
HR & Finance Service Centre	1,670	500	238	546	2,954
Strategy and Performance	445	187	94	108	834
Procurement and Commissioning	338	142	72	82	634
SCC - Services	1,313	525	143	270	2,251
Exchequer	356	37	25	116	534
Contact Centre	665	737	34	659	2,095
Communications and Engagement	(1,106)	(462)	(234)	(263)	(2,065)
Facilities Management	5,997	3,020	3,849	1,419	14,285
Information Communication Technology	8,530	1,769	2,406	1,756	14,461
Transformation	193	81	41	47	362
Business Support	3,771	807	250	494	5,322
HR Consultancy	1,042	314	167	232	1,755
<b>Total</b>	<b>24,575</b>	<b>8,388</b>	<b>7,383</b>	<b>5,678</b>	<b>46,024</b>

**REVENUE BUDGET SUMMARY**

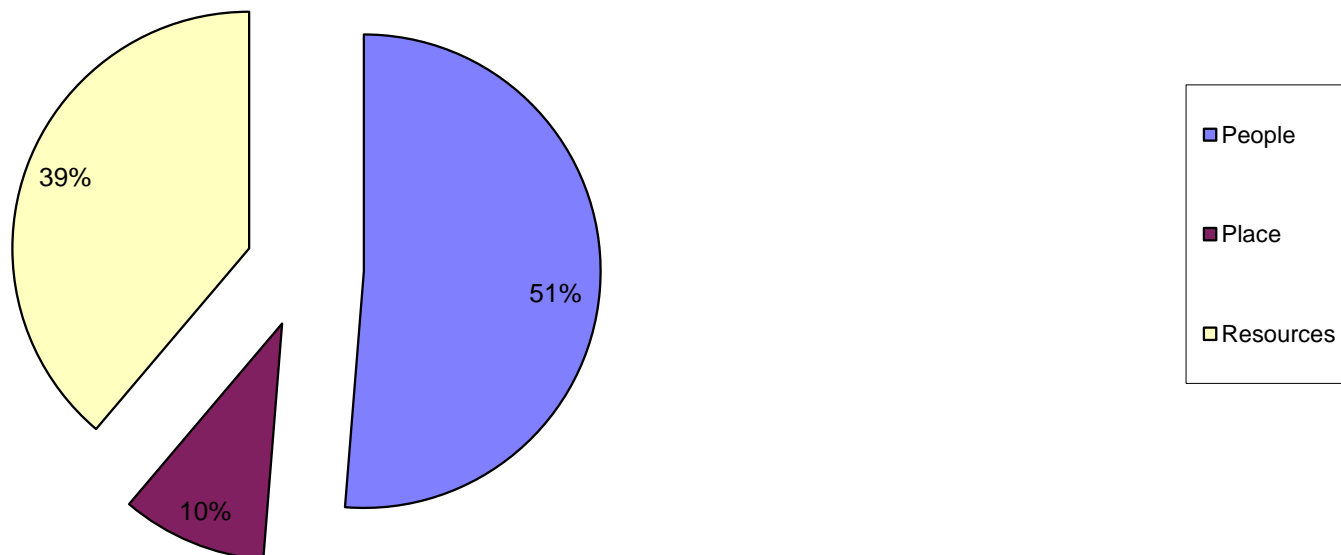
**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
522,983	People	580,000	1,775	(119,483)	462,292	(20)
151,803	Place	107,268	478	(18,299)	89,447	(17)
316,918	Resources	349,180	502	263	349,945	0
239	Contribution to Provision for Doubtful Debts	180	-	-	180	-
3,226	Efficiency Dividend	-	-	-	-	n/a
8,567	Pensions Contribution	9,432	-	(282)	9,150	(3)
122	Carbon Credits	255	-	-	255	-
-	National Insurance Changes	-	-	434	434	n/a
-	Care Act Provision	-	-	1,591	1,591	n/a
<b>1,003,858</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>1,046,315</b>	<b>2,755</b>	<b>(135,775)</b>	<b>913,296</b>	<b>(13)</b>

**2015/16 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



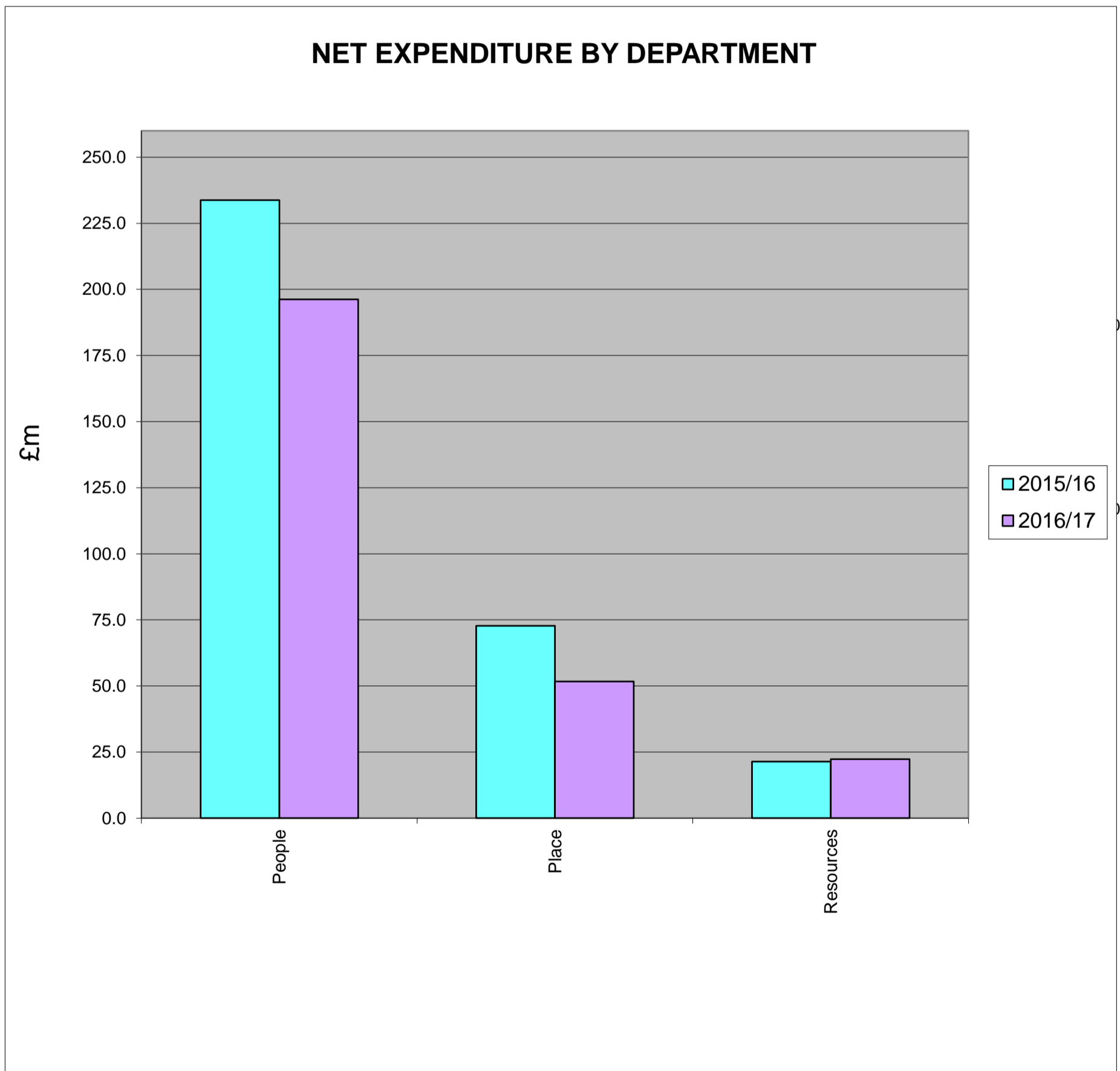
**2016/17 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
195,581	People	233,711	1,743	(39,247)	196,207	(16)
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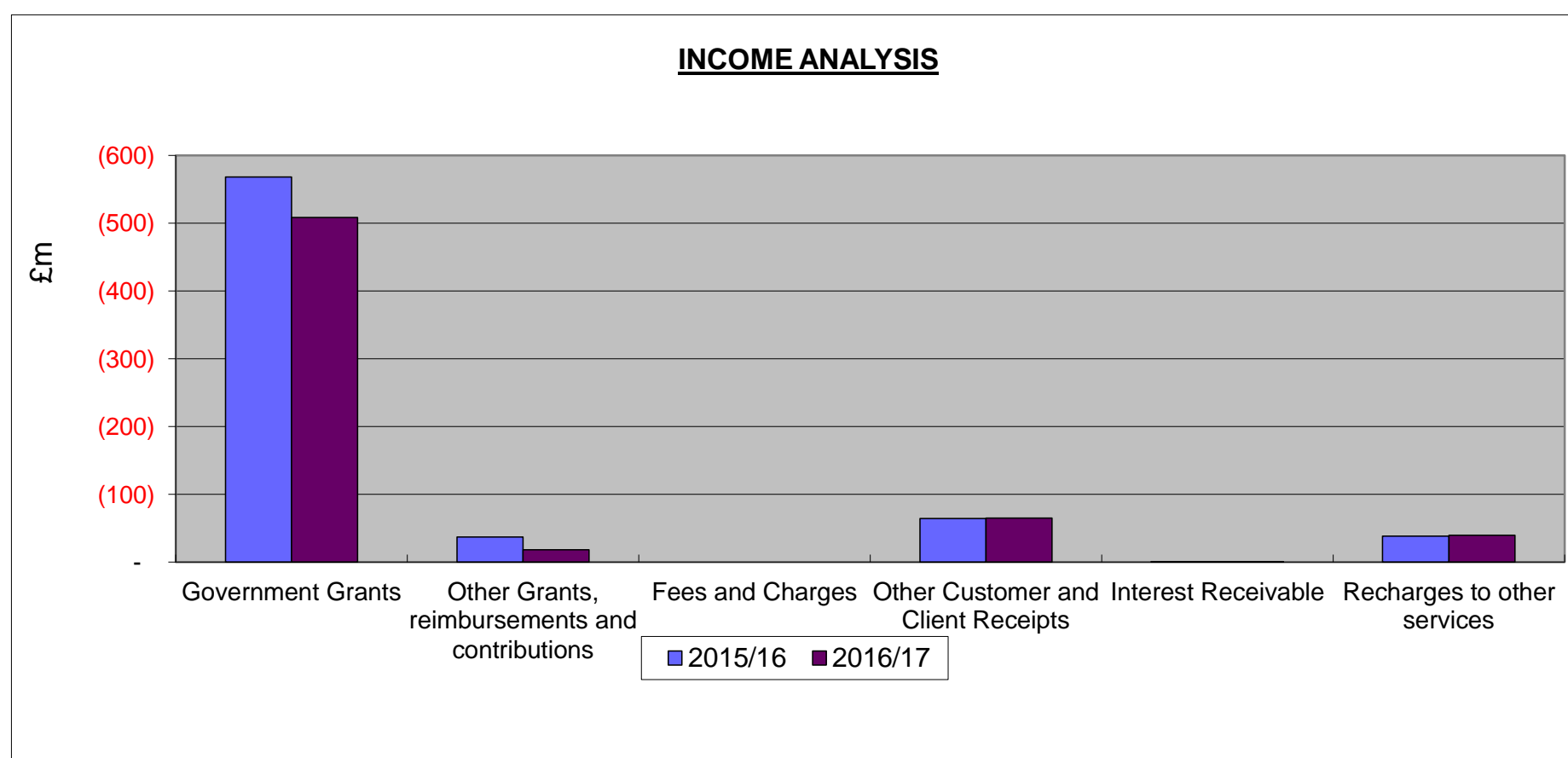
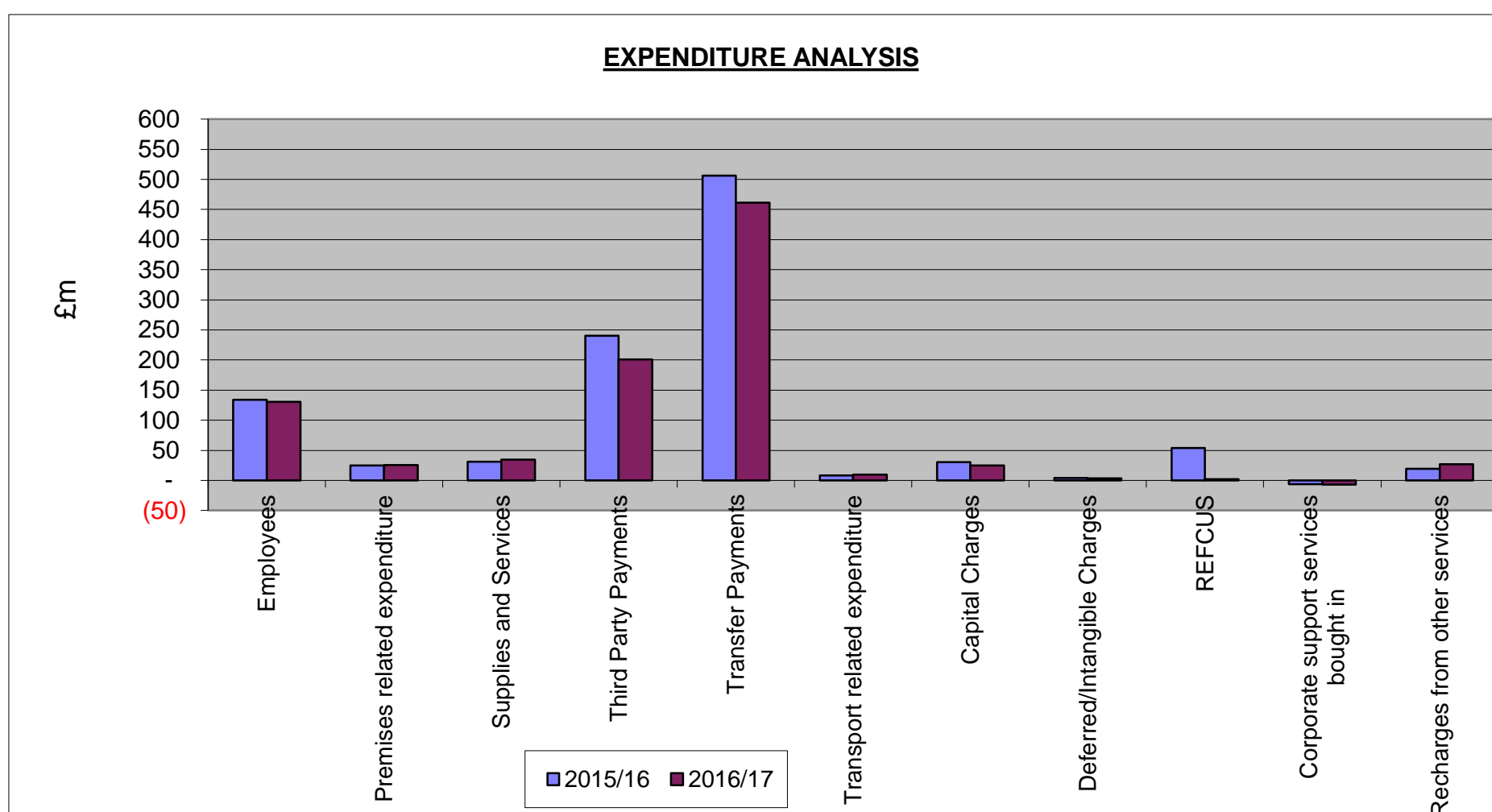




REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2014/15  £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
276,621	Employees	133,741	1,157	(4,192)	130,706	(2)
47,598	Premises related expenditure	25,155	3	214	25,372	1
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228,057	Third Party Payments	240,299	1,305	(40,891)	200,713	(16)
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9,070	Transport related expenditure	8,426	61	829	9,316	11
30,831	Capital Charges	30,621	-	(5,859)	24,762	(19)
3,378	Deferred/Intangible Charges	4,273	-	(576)	3,697	(13)
12,649	REFCUS	54,050	-	(51,950)	2,100	(96)
-	Corporate support services bought in	(6,333)	-	(373)	(6,706)	6
(35,101)	Recharges from other services	19,019	-	8,042	27,061	42
1,003,858	<b>TOTAL EXPENDITURE</b>	1,046,315	2,755	(135,775)	913,296	(13)
	<b>INCOME</b>					
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(39,357)	Other Grants, reimbursements and contributions	(37,388)	-	19,053	(18,335)	(51)
(57,700)	Fees and Charges	-	-	-	-	n/a
(20,150)	Other Customer and Client Receipts	(64,604)	(117)	(439)	(65,160)	1
-	Interest Receivable	(28)	-	-	(28)	-
-	Recharges to other services	(38,325)	-	(1,214)	(39,539)	3
(680,667)	<b>TOTAL INCOME</b>	(708,580)	(117)	77,310	(631,387)	(11)
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**PEOPLE**

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## KEY SERVICE TARGETS / PRIORITIES FOR 2016/17

1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthen efficiencies. In particular:
- Deliver adult social care transformation, based on the principles of personalisation and demand management
  - Further strengthen the integration of health and care integration, through the delivery of the Better Care Programme, as well as the implementation of Outcomes Based Commissioning for over 65s
  - Further develop joined up, preventative working across services through the further development of the Gateway approach
  - Implement our plans to deliver services differently for 'children in need' as part of our approach to demand management
  - Strengthen our housing need services through improved supply and reconsideration of our allocations policy
  - Strengthen our approach to community hubs, including libraries
  - Develop sustainability plans for adult learning
2. Deliver the Independence Strategy and the promises therein, for example:
- Support communities to achieve their own aspirations by building on their own assets
  - Work with partners to tackle attitudes to domestic violence and child sexual exploitation
  - Use information, advice and guidance to more effectively help people to live independent and healthy lives
  - Continue to improve the proportion of schools judged good or better by OFSTED
  - Provide a more joined up approach to helping families become financially stable, personally resilient, access training and employment
  - Give children and better start in life through the implementation of the Best Start programme
  - Reduce levels of homelessness and temporary accommodation
  - Establish a 0-65 disability service to strengthen pathways and opportunities for people with disabilities
  - Increase the number of people using direct payments to support their care
3. Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2014/15 £000	ORIGINAL 2015/16 £000	FORECAST 2015/16 £000	BUDGET 2016/17 £000	% CHANGE %
Employees	193,826	61,288	64,167	<b>60,813</b>	(5)
Premises related expenditure	17,336	13,149	18,173	<b>13,147</b>	(28)
Supplies and Services	52,263	9,045	24,045	<b>8,677</b>	(64)
Third Party Payments	146,890	171,991	143,706	<b>136,973</b>	(5)
Transfer Payments	58,549	222,010	74,683	<b>177,947</b>	138
Transport related expenditure	7,850	7,465	117,981	<b>8,339</b>	(93)
Capital Charges	9,093	9,501	9,478	<b>10,769</b>	14
Deferred/Intangible Charges	131	114	124	<b>46</b>	(63)
REFCUS	(1,126)	46,471	43,466	<b>2,100</b>	(95)
Corporate support services bought in		28,269	29,790	<b>24,574</b>	(18)
Recharges (to) / from other services	38,171	(4,442)	2,559	<b>3,333</b>	30
<b>TOTAL EXPENDITURE</b>	<b>522,983</b>	<b>564,861</b>	<b>528,172</b>	<b>446,718</b>	(15)
Government Grants	(272,461)	(269,883)	(227,654)	<b>(208,975)</b>	(8)
Other Grants, reimbursements and contributions	(22,812)	(30,711)	(17,007)	<b>(11,163)</b>	(34)
Fees and Charges	(27,870)	-	-	-	n/a
Customer and Client Receipts	(4,258)	(30,528)	(35,156)	<b>(30,345)</b>	(14)
Interest Receivable	-	(28)	(28)	<b>(28)</b>	-
<b>TOTAL INCOME</b>	<b>(327,401)</b>	<b>(331,150)</b>	<b>(279,845)</b>	<b>(250,511)</b>	(10)
<b>NET EXPENDITURE</b>	<b>195,582</b>	<b>233,711</b>	<b>248,327</b>	<b>196,208</b>	(21)
Contributions to / (from) Reserves		-	(2,081)	-	(100)
<b>CURRENT BUDGET</b>	<b>266,124</b>		<b>233,483</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(70,542)</b>		<b>12,763</b>		

## TOP FINANCIAL RISKS 2016/17

- Further increases in the demand for services
- Non-achievement of efficiencies
- Non-achievement of service transformation savings
- Non-achievement of re-procurement savings
- Reduction in external grant income, in particular grant income from the Home Office for Unaccompanied Asylum Seeking Children (UASC)
- Reduction in commercial income
- Unexpected significant increase due to ordinary residence claims

**PEOPLE**

**DEPARTMENT SUMMARY**

**CABINET MEMBER**

Cllr Flemming	Cabinet Member for Children, Families & Learning
Cllr Woodley	Cabinet Member for People and Communities

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Paul Greenhaulgh	Executive Director People Department	65729
Ian Lewis	Director - Children's Social Care and Family Support	88481
Jane Doyle	Director - Universal People Services	65671
Mark Fowler	Director - Director of Gateway and Welfare Services	65636
Brenda Scanlan	Director - Integrated Commissioning	65727
Pratima Solanki	Director - Personal Support	65416
Mark Meehan	Director - Housing Need	65474

COST CENTRE	DIVISION
C1210P	Children's Social Care
C1215P	Schools ISB
C1220P	Universal Services
C1245P	People Directorate
C1250P	Gateway and Welfare
C1410P	Adult Care and 0-65 Disability Services
C1415P	Intergrated Commissioning Unit & Adult Care Commissioning
C1420P	Housing Need

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2015/16 £000's	DIVISION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
56,217	Children's Social Care	55,312	454	1,296	57,062	3
-	Schools ISB	(2,000)	-	2,000	-	(100)
10,876	Universal Services	14,028	106	(3,537)	10,598	(24)
57,969	People Directorate	54,729	120	(38,854)	15,995	(71)
6,354	Gateway and Welfare	2,431	23	2,423	4,877	101
60,705	Adult Care and 0-65 Disability Services	55,919	691	3,915	60,525	8
48,094	Intergrated Commissioning Unit & Adult Care Commissioning	47,830	341	(4,548)	43,623	(9)
6,031	Housing Need	5,462	8	(1,942)	3,528	(35)
246,246	<b>TOTAL NET SPEND</b>	233,711	1,743	(39,247)	196,208	(16)

**STAFF ESTABLISHMENT NUMBERS**

DIVISION	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
	Children's Social Care	560.3	557.8
Schools ISB	-	-	-
Universal Services	172.7	174.5	1.8
People Directorate	2.0	1.0	(1.0)
Gateway and Welfare	110.5	118.4	7.9
Adult Care and 0-65 Disability Services	325.4	327.7	2.3
Intergrated Commissioning Unit & Adult Care Commissioning	121.7	128.0	6.3
Housing Need	27.4	27.4	-
<b>TOTAL FTE STAFF</b>	1,320.0	1,334.8	14.8

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
64,167	Employees	61,288	561	(1,036)	60,813	(1)
18,173	Premises related expenditure	13,149	3	(5)	13,147	(0)
24,045	Supplies and Services	9,045	-	(368)	8,677	(4)
143,706	Third Party Payments	171,991	1,150	(36,168)	136,973	(20)
74,683	Transfer Payments	222,010	-	(44,063)	177,947	(20)
117,981	Transport related expenditure	7,465	61	813	8,339	12
19,112	Recharges from other services	10,697	-	8,210	18,907	77
461,867	<b>TOTAL EXPENDITURE</b>	495,645	1,775	(72,617)	424,803	(14)
(227,654)	Government Grants	(269,883)	-	60,908	(208,975)	(23)
(17,007)	Other Grants, reimbursements and contributions	(30,711)	-	19,548	(11,163)	(64)
(35,156)	Customer and Client Receipts	(30,528)	(32)	215	(30,345)	(1)
(28)	Interest Receivable	(28)	-	-	(28)	-
(16,553)	Recharges to other services	(15,139)	-	(435)	(15,574)	3
(296,398)	<b>TOTAL INCOME</b>	(346,289)	(32)	80,236	(266,085)	(23)
165,469	<b>NET CONTROLLABLE COST</b>	149,356	1,743	7,619	158,718	6
9,478	Capital Charges	9,501	-	1,268	10,769	13
124	Deferred/Intangible Charges	114	-	(68)	46	(60)
43,466	REFCUS	46,471	-	(44,371)	2,100	(95)
29,790	Corporate support services bought in	28,269	-	(3,695)	24,574	(13)
82,858	<b>TOTAL UNCONTROLLABLE COST</b>	84,355	-	(46,866)	37,489	(56)
248,327	<b>NET COST OF SERVICE</b>	233,711	1,743	(39,247)	196,208	(16)
(2,084)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
3	Contribution to / (from) General Balances	-	-	-	-	n/a
(2,081)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
246,246	<b>TOTAL NET EXPENDITURE</b>	233,711	1,743	(39,247)	196,208	(16)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						8,910
Strategic budget - agreed additional income / savings						(5,191)
Other resource changes						(44,966)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(41,247)</b>



**SERVICE DESCRIPTION**

1) The work in the Early Intervention and Family Support Service comprises a wide range of activities. It ensures the sufficiency and quality of early years and child care and ensures families can access children's centre services in their community. The Children's Centres provide a range of services to assist in parenting skills. A further range of family support services is commissioned from local and national organisations. The service also provides an integrated youth offer. Early Help Co-ordinators and Advisers are available to give advice to families and other agencies about services to children across all levels of need. Services are aimed at providing good quality of assistance and preventing a greater level of need for specialist services. Furthermore, EIFS includes services relating to all aspects of Domestic Abuse and Sexual Violence, to the Family Resilience Service which meets the Government Troubled Families agenda, a Functional Family Therapy Service working with vulnerable adolescents and their families and with the Children and Young People Resilience Service, also assisting vulnerable adolescents.

2) The Safeguarding and Looked After Children Quality Assurance Service has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked After Children. The Service co-ordinates the Local Safeguarding Children's Board to ensure that everyone in Croydon who comes into contact with children understands their responsibilities in relation to safeguarding, and that the appropriate action is taken where safeguarding concerns are raised. It is also responsible for the Learning and Development Service for Children's Social Care, and the wider Safeguarding Board. The service also has responsibility for the implementation and co-ordination of quality assurance and audit activities across Children Social Care and member organisations of the Safeguarding Board. The Service further manages the implementation and maintenance of the electronic Children's Recording System throughout Children Social Care (CSC). In addition the service manages the LADO (Local Authority Designated Officer) whose function is to coordinate investigations where there are allegations of abuse by professionals working with children. The service has lead function for the implementation of the Systemic approach across CSs and EISS services. A key function is the co-ordination of services to address the issues of Child Sexual Exploitation and Missing Children.

3) The Children in Need service is responsible for the assessment and support for all children in need, including children in need of protection. The Multi-Agency Safeguarding Hub brings together staff from across all agencies involved in child protection within the Council and externally. Social Work units are also employed to undertake assessments including child protection investigations. The Children in Need teams work with cases where children are on child protection plans and those who have longer term needs. This service will be responsible in the main for applications to court when children are assessed as requiring a Court Order for their protection. Moreover, they provide reports to the Court for private proceedings in relation to children. Other services are Private Fostering and the Family Group Conference service. This service also includes the Emergency Duty Team for all children and adults social care outside office hours. All social work services for disabled children are based within Children in Need. A residential unit offering short term respite for children with disabilities is based at Calleydown.

4) The Looked After Children service is responsible for the planning and delivery of statutory social care services for approximately 850 looked after children and 750 care leavers. These are children and young people aged 0-18 years, placed for adoption, cared for in fostering placements, residential homes, or placed with family and friends carers, and care leavers aged 18-25 years. Approximately 400 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector. The Service also includes the Fostering Service, supporting over 200 foster placements, and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults.

**Inclusion, learning access and SEN**

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

2) The Special Educational Needs (SEN) Service has a statutory responsibility to provide specialist educational assessment, support and placements for pupils presenting with a range of special educational needs, as well as support schools to provide the services that they require as set out in their EHC plans.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1210Q	Safeguarding and Looked After Children Quality Assurance	1,888	18	868	2,774	47
C1212Q	Social Care and Family Support Directorate	689	2	87	778	13
C1214Q	Children in Need Service	15,537	87	1,584	17,208	11
C1216Q	Looked After Children	22,112	255	396	22,763	3
C1218Q	Early Intervention Support Service	11,100	66	921	12,087	9
C1220Q	Inclusion, Learning Access and SEN	3,986	26	(2,560)	1,452	(64)
	<b>TOTAL NET SPEND</b>	55,312	454	1,296	57,062	3

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16	ORIGINAL BUDGET 2016/17	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Safeguarding and Looked After Children Quality Assurance	31.8	36.0	4.2
Social Care and Family Support Directorate	1.0	1.0	-
Children in Need Service	151.4	150.4	(1.0)
Looked After Children	139.8	139.8	-
Early Intervention Support Service	150.6	166.9	16.3
Inclusion, Learning Access and SEN	85.7	63.7	(22.0)
<b>TOTAL FTE STAFF</b>	560.3	557.8	(2.5)

**COST CENTRE: C1210P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,183	Employees	27,516	252	(1,002)	26,762	(3)
368	Premises related expenditure	311	-	108	419	35
15,536	Supplies and Services	3,388	-	(811)	2,577	(24)
47,550	Third Party Payments	40,165	202	7,485	47,852	19
42,580	Transfer Payments	1,103	-	51,531	52,634	4,673
127	Transport related expenditure	221	-	(59)	162	(27)
5,340	Recharges from other services	5,593	-	836	6,429	15
139,684	<b>TOTAL EXPENDITURE</b>	78,297	454	58,088	136,835	75
(86,618)	Government Grants	(26,303)	-	(58,994)	(85,297)	224
(2,202)	Other Grants, reimbursements and contributions	(2,576)	-	1,333	(1,243)	(52)
(211)	Customer and Client Receipts	(304)	-	304	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(5,462)	Recharges to other services	(5,414)	-	(390)	(5,804)	7
(94,493)	<b>TOTAL INCOME</b>	(34,597)	-	(57,747)	(92,344)	167
45,191	<b>NET CONTROLLABLE COST</b>	43,700	454	341	44,495	2
181	Capital Charges	190	-	43	233	23
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
12,254	Corporate support services bought in	11,422	-	912	12,334	8
12,435	<b>TOTAL UNCONTROLLABLE COST</b>	11,612	-	955	12,567	8
57,626	<b>NET COST OF SERVICE</b>	55,312	454	1,296	57,062	3
(1,409)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,409)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
56,217	<b>TOTAL NET EXPENDITURE</b>	55,312	454	1,296	57,062	3



**PEOPLE  
CHILDREN'S SOCIAL CARE  
SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1210Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,369	Employees	2,037	18	147	2,202	8
7	Premises related expenditure	6	-	15	21	250
545	Supplies and Services	385	-	(25)	360	(6)
27	Third Party Payments	47	-	-	47	-
-	Transfer Payments	-	-	-	-	n/a
16	Transport related expenditure	3	-	(2)	1	(67)
129	Recharges from other services	88	-	10	98	11
3,093	<b>TOTAL EXPENDITURE</b>	2,566	18	145	2,729	6
(3)	Government Grants	(71)	-	-	(71)	-
(88)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
(124)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(741)	Recharges to other services	(741)	-	-	(741)	-
(956)	<b>TOTAL INCOME</b>	(902)	-	-	(902)	-

2,137	<b>NET CONTROLLABLE COST</b>	1,664	18	145	1,827	10
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
264	Corporate support services bought in	224	-	723	947	323
264	<b>TOTAL UNCONTROLLABLE COST</b>	224	-	723	947	323

2,401	<b>NET COST OF SERVICE</b>	1,888	18	868	2,774	47
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(81)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(81)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,320	<b>TOTAL NET EXPENDITURE</b>	1,888	18	868	2,774	47
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Sexual Exploitation Co-coordinator - additional post		50
		-
		-
		50
<u>Strategic budget - agreed additional income / savings</u>		
		-
		-
		-
		-
<u>Other resource changes</u>		
Transfer from Housing Need Directorate (PED 8.7)		120
Increase in corporate charges (SeRCOP)		682
Increase in employers pension contribution		16
		-
		818
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>868</b>

COST CENTRE: C1212Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
356	Employees	324	2	1	327	1
1	Premises related expenditure	3	-	-	3	-
52	Supplies and Services	102	-	(2)	100	(2)
591	Third Party Payments	600	-	-	600	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
13	Recharges from other services	1	-	-	1	-
1,013	<b>TOTAL EXPENDITURE</b>	1,031	2	(1)	1,032	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(360)	Recharges to other services	(360)	-	-	(360)	-
(360)	<b>TOTAL INCOME</b>	(360)	-	-	(360)	-

653	<b>NET CONTROLLABLE COST</b>	671	2	(1)	672	0
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
20	Corporate support services bought in	18	-	88	106	489
20	<b>TOTAL UNCONTROLLABLE COST</b>	18	-	88	106	489

673	<b>NET COST OF SERVICE</b>	689	2	87	778	13
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

673	<b>TOTAL NET EXPENDITURE</b>	689	2	87	778	13
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Increase in corporate charges(SeRCOP)		88
Increase in employers pension contribution		1
Minor variance		(2)
		-
		-
		-
		87
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>87</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE  
CHILDREN IN NEED SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1214Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,207	Employees	7,634	73	23	7,730	1
10	Premises related expenditure	10	-	(8)	2	(80)
216	Supplies and Services	669	-	(214)	455	(32)
4,663	Third Party Payments	4,950	14	(492)	4,472	(10)
931	Transfer Payments	356	-	344	700	97
50	Transport related expenditure	51	-	(9)	42	(18)
2,293	Recharges from other services	1,483	-	21	1,504	1
16,370	<b>TOTAL EXPENDITURE</b>	15,153	87	(335)	14,905	(2)
(463)	Government Grants	(513)	-	137	(376)	(27)
(361)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(577)	Recharges to other services	(577)	-	-	(577)	-
(1,401)	<b>TOTAL INCOME</b>	(1,090)	-	137	(953)	(13)

14,969	<b>NET CONTROLLABLE COST</b>	14,063	87	(198)	13,952	(1)
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11	Capital Charges	11	-	(1)	10	(9)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,655	Corporate support services bought in	1,463	-	1,783	3,246	122
1,666	<b>TOTAL UNCONTROLLABLE COST</b>	1,474	-	1,782	3,256	121

16,635	<b>NET COST OF SERVICE</b>	15,537	87	1,584	17,208	11
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

16,635	<b>TOTAL NET EXPENDITURE</b>	15,537	87	1,584	17,208	11
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Demand management - reduction in placements		(50)
Re procurement of Young Carers Framework - 10% saving		(8)
Review of residential placements for children with special needs		(100)
Re-commission contact assessments to one provider		(35)
		-
		(193)
<u>Other resource changes</u>		
Increase in corporate and capital charges (SeRCOP)		1,578
Increase in employers pension contribution		66
Realignment of DSG Funding		137
Minor variance		(4)
		-
		-
		-
		1,777
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1,584</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE  
LOOKED AFTER CHILDREN**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1216Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,819	Employees	7,428	67	(401)	7,094	(4)
5	Premises related expenditure	4	-	-	4	-
930	Supplies and Services	356	-	(59)	297	(17)
31,970	Third Party Payments	27,771	188	(661)	27,298	(2)
293	Transfer Payments	494	-	(31)	463	(6)
9	Transport related expenditure	26	-	(5)	21	(19)
4,026	Recharges from other services	3,684	-	505	4,189	14
45,052	<b>TOTAL EXPENDITURE</b>	39,763	255	(652)	39,366	(1)
(23,078)	Government Grants	(19,562)	-	1,613	(17,949)	(8)
(360)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
12	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,453)	Recharges to other services	(2,453)	-	-	(2,453)	-
(25,879)	<b>TOTAL INCOME</b>	(22,015)	-	1,613	(20,402)	(7)

19,173	<b>NET CONTROLLABLE COST</b>	17,748	255	961	18,964	7
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-	Capital Charges	9	-	(9)	-	(100)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,434	Corporate support services bought in	4,355	-	(556)	3,799	(13)
4,434	<b>TOTAL UNCONTROLLABLE COST</b>	4,364	-	(565)	3,799	(13)

23,607	<b>NET COST OF SERVICE</b>	22,112	255	396	22,763	3
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

23,607	<b>TOTAL NET EXPENDITURE</b>	22,112	255	396	22,763	3
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Special Guardianship Order / Residence Order / Adoption allowance - rate increase.		250
		-
		-
		250
<u>Strategic budget - agreed additional income / savings</u>		
Re-commission contract assessments to one provider.		(15)
		-
		-
		-
		(15)
<u>Other resource changes</u>		
Reduction in corporate charges (SeRCOP)		(635)
Virements actioned in year - Reduction in contract inflation.		(118)
Increase in employers pension contribution		60
Realignment of DSG Funding		863
Virements actioned in year - Depreciation.		(9)
		-
		-
		161
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>396</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE  
EARLY INTERVENTION SUPPORT SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1218Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,523	Employees	6,629	66	(14)	6,681	1
343	Premises related expenditure	287	-	101	388	35
1,066	Supplies and Services	1,759	-	(892)	867	(51)
6,290	Third Party Payments	6,711	-	339	7,050	5
19,764	Transfer Payments	50	-	19,375	19,425	38,750
48	Transport related expenditure	112	-	(27)	85	(24)
-	Recharges from other services	225	-	(1)	224	(0)
34,034	<b>TOTAL EXPENDITURE</b>	15,773	66	18,881	34,720	120
(23,240)	Government Grants	(2,892)	-	(20,009)	(22,901)	692
(1,080)	Other Grants, reimbursements and contributions	(2,186)	-	1,033	(1,153)	(47)
(95)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,331)	Recharges to other services	(1,283)	-	(390)	(1,673)	30
(25,746)	<b>TOTAL INCOME</b>	(6,361)	-	(19,366)	(25,727)	304

8,288	<b>NET CONTROLLABLE COST</b>	9,412	66	(485)	8,993	(4)
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170	Capital Charges	170	-	53	223	31
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,015	Corporate support services bought in	1,518	-	1,353	2,871	89
2,185	<b>TOTAL UNCONTROLLABLE COST</b>	1,688	-	1,406	3,094	83

10,473	<b>NET COST OF SERVICE</b>	11,100	66	921	12,087	9
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(962)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(962)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

9,511	<b>TOTAL NET EXPENDITURE</b>	11,100	66	921	12,087	9
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Family Based Intervention Commissioning Savings		(98)
Youth Service and Early Help Service restructure		(152)
Re procurement of Young Carers Framework - 10% saving		(6)
		-
		-
		(256)
<u>Other resource changes</u>		
Increase in corporate and capital charges (SeRCOP)		1,406
Increase in employers pension contribution		59
Reduction in rental Income target		30
Public Health Funding for Best Start		(250)
Reablement Reserve		(134)
Removal of credit budget for Capital Expenditure from 15/16 Original Budget		66
		-
		1,177
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>921</b>

COST CENTRE: C1220Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,909	Employees	3,464	26	(758)	2,732	(21)
2	Premises related expenditure	1	-	-	1	-
12,727	Supplies and Services	117	-	381	498	324
4,009	Third Party Payments	86	-	8,299	8,385	9,650
21,592	Transfer Payments	203	-	31,843	32,046	15,702
4	Transport related expenditure	28	-	(16)	12	(57)
(1,121)	Recharges from other services	112	-	301	413	269
40,122	<b>TOTAL EXPENDITURE</b>	4,011	26	40,050	44,087	999
(39,834)	Government Grants	(3,265)	-	(40,735)	(44,000)	1,248
(313)	Other Grants, reimbursements and contributions	(300)	-	300	-	(100)
(4)	Customer and Client Receipts	(304)	-	304	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(40,151)	<b>TOTAL INCOME</b>	(3,869)	-	(40,131)	(44,000)	1,037

(29)	<b>NET CONTROLLABLE COST</b>	142	26	(81)	87	(39)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,866	Corporate support services bought in	3,844	-	(2,479)	1,365	(64)
3,866	<b>TOTAL UNCONTROLLABLE COST</b>	3,844	-	(2,479)	1,365	(64)

3,837	<b>NET COST OF SERVICE</b>	3,986	26	(2,560)	1,452	(64)
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(366)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(366)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,471	<b>TOTAL NET EXPENDITURE</b>	3,986	26	(2,560)	1,452	(64)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Transfer of Educational Psychology to Octavo		(523)
Movement in corporate charges (serCOP) and Internal Recharges		(2,065)
Minor variance		5
Increase in employers contribution to pension		23
		-
		-
		-
		(2,560)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(2,560)</b>

**SERVICE DESCRIPTION**

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

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

- i) Early Years block – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent schools (PVI) and childminders. It also includes funding for some early years central services.
- ii) Schools block – this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, Carbon Reduction Commitment (CRC), Key Stage 4 (KS4), and funding for pupil growth such as expansions and bulge classes. Note most funding for academies is passed directly to the academies by the Education Funding Agency (EFA).
- iii) High Needs block – this includes the funding for the education for all Croydon responsible children and young adults with high needs from birth until age 25.

Other funding streams from the EFA include:

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

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

- i) PVI - currently 150 (note settings close and open throughout the year)
- ii) Child minders - currently 20 (note child minders join and leave throughout the year)
- iii) Nursery and early years centres - 6
- iv) Infant Schools - 9 schools (2 academies)
- v) Junior Schools - 10 schools (3 academies)
- vi) Primary Schools - 64 (25 academies and 1 free school)
- vii) Secondary Schools - 22 schools for ages from 11 to 16/18 (13 academies, 1 free school and 1 City Technology College 14-18)
- viii) Special Schools - 6 schools
- ix) Pupil Referral Units (PRUs) - 5 PRUs

Note numbers above are projected as at 1 April 2016 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.

5) Of the £312m DSG allocation, £53m sits within SEN (PED 1.8), £22m sits within EISS (PED 1.7) and an estimated £125m is recouped by the EFA to fund academies within the Borough, there are also Central amounts of DSG held within Corporate (for Prudential Borrowing) and Universal Services

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Schools	141,279	-	(38,243)	103,036	(27)
	Dedicated Schools Grant	(143,279)	-	40,243	(103,036)	(28)
	<b>TOTAL NET SPEND</b>	<b>(2,000)</b>	-	2,000	-	<b>(100)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	N/A	N/A	N/A
<b>TOTAL FTE STAFF</b>	-	-	-

PEOPLE  
SCHOOLS BUDGET  
DEDICATED SCHOOLS BUDGET

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1215P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
83,704	Primary	101,599	-	(22,380)	79,219	(22)
25,787	Secondary	30,787	-	(11,099)	19,688	(36)
8,610	Central	8,893	-	(4,764)	4,129	(54)
118,101	<b>TOTAL EXPENDITURE</b>	141,279	-	(38,243)	103,036	(27)
(118,101)	Dedicated Schools Grant	(143,279)	-	40,243	(103,036)	(28)
(118,101)	<b>TOTAL INCOME</b>	(143,279)	-	40,243	(103,036)	(28)
-	<b>NET EXPENDITURE</b>	(2,000)	-	2,000	-	(100)



COST CENTRE: C12151P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	1,279	-	(1,279)	-	(100)
-	Third Party Payments	9,394	-	(9,394)	-	(100)
8,610	Transfer Payments	218,347	-	(115,311)	<b>103,036</b>	(53)
109,491	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
118,101	<b>TOTAL EXPENDITURE</b>	229,020	-	(125,984)	<b>103,036</b>	(55)
(118,101)	Government Grants	(231,020)	-	127,984	(103,036)	(55)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(118,101)	<b>TOTAL INCOME</b>	(231,020)	-	127,984	(103,036)	(55)

-	<b>NET CONTROLLABLE COST</b>	(2,000)	-	2,000	-	(100)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

-	<b>NET COST OF SERVICE</b>	(2,000)	-	2,000	-	(100)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

-	<b>TOTAL NET EXPENDITURE</b>	(2,000)	-	2,000	-	(100)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Transfer of Enhanced Learning Provisions' Prudential Borrowing Funding to Corporate		2,000
		-
		-
		-
		-
		2,000
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>2,000</b>



**SERVICE DESCRIPTION**

<p><b>Adult Learning</b> The adult education provision is known as CALAT (Croydon Adult Learning and Training) and provides a wide range of accredited (1000) and non-accredited (500) courses annually in every curriculum area. The service offers courses in basic skills to level 2/3 qualifications, leisure and recreational courses, extensive family learning programme and support services such as IAG, dyslexia support and language support. The service is operating from 4 sites across the borough following the completion of the service's capital strategy.</p> <p><b>Partnership and Business Development</b> This service is responsible for managing the Croydon Children and Families Partnership and providing the strategic lead for the commissioning cycle and preparation of the Children and Families Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities. The service leads on delivering the child poverty strategy which is one of the Partnership priorities including the role of play streets coordinator and supporting the Flexible Working Borough project.</p> <p><b>Libraries &amp; Culture</b> This service is responsible for the borough's archive service and management of the Museum of Croydon. It is also responsible for the provision of the Borough's library service which comprises the Central library and 12 community libraries. The Libraries service is provided by an external provider (Carillion Integrated Services).</p> <p><b>School Places &amp; Admissions</b> Three services are provided by School Places and Admissions; the Schools Crossing Patrol Team, the Admissions Team and the School Places Team. This service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements to ensure each child is allocated an appropriate place at a local school and co-ordinating support to assist their safe journey to school where required. The School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate, works closely with the Capital Delivery Hub, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places. There are approximately 60 live projects being delivered at any time through community schools, Academies, VA and VC schools. The School Admissions Team is the core team responsible for allocating school places to children and young people. It co-ordinates admissions work across several council teams and works collaboratively with other London Boroughs to ensure a consistent cross authority co-ordination of allocation.</p> <p><b>School Standards and Commissioning</b> 1) The Schools Standards Service consists of the team who ensure the Council meets its statutory duties are met. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention. 2) The Division has focused on five key themes to improve the quality of education and learning provision in Croydon over the coming five years. These are improving service delivery, raising all standards, narrowing the gap, enriching the curriculum and building learning communities. 3) School standards and commissioning -This service area is responsible for the commissioning and contract monitoring of the education mutual, the local authority statutory functions in relation to intervention in underperforming schools, the Virtual School for looked after children, 16-19 including NEET tracking, SACRE, and the schools music service. 4) The team includes ensuring provision for Children Missing Education, children who are Electively Home Educated, the commissioning of Alternative Provision and Pupil Referral Units, the Fair Access Panel, children excluded from school and statutory education welfare. A key role is to provide educational input in to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board.</p>
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**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1234Q	Adult Learning	1,336	31	(1,109)	258	(81)
C1236Q	Partnership and Business Development	212	1	(64)	150	(29)
C1238Q	Libraries and Culture	8,674	36	(3,208)	5,502	(37)
C1240Q	School Places & Admissions	361	12	110	483	34
C1242Q	School Standards and Commissioning	3,447	25	725	4,197	22
C1235Q	Universal People Services Directorate	(2)	1	9	8	(500)
	<b>TOTAL NET SPEND</b>	14,028	106	(3,537)	10,598	(24)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16	ORIGINAL BUDGET 2016/17	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Learning	86.2	69.5	(16.7)
Partnership and Business Development	3.9	2.9	(1.0)
Libraries and Culture	8.2	8.2	-
School Places & Admissions	25.5	31.0	5.5
School Standards and Commissioning	47.9	61.9	14.0
Universal People Services Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	172.7	174.5	1.8

COST CENTRE: C1220P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,782	Employees	10,931	77	(2,184)	8,824	(19)
337	Premises related expenditure	377	-	(150)	227	(40)
3,288	Supplies and Services	1,276	-	1,297	2,573	102
6,554	Third Party Payments	5,701	33	237	5,971	5
5,852	Transfer Payments	-	-	4,564	4,564	n/a
44	Transport related expenditure	49	-	(26)	23	(53)
1,436	Recharges from other services	88	-	1,247	1,335	1,417
26,293	<b>TOTAL EXPENDITURE</b>	18,422	110	4,985	23,517	28
(15,348)	Government Grants	(7,689)	-	(6,551)	(14,240)	85
(607)	Other Grants, reimbursements and contributions	(857)	-	217	(640)	(25)
(1,767)	Customer and Client Receipts	(3,191)	(3)	1,449	(1,745)	(45)
-	Interest Receivable	-	-	-	-	n/a
(1,429)	Recharges to other services	(730)	-	(7)	(737)	1
(19,151)	<b>TOTAL INCOME</b>	(12,467)	(3)	(4,892)	(17,362)	39
7,142	<b>NET CONTROLLABLE COST</b>	5,955	107	93	6,155	3
627	Capital Charges	627	-	1,001	1,628	160
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	3,000	-	(3,000)	-	(100)
3,332	Corporate support services bought in	4,446	-	(1,631)	2,815	(37)
3,959	<b>TOTAL UNCONTROLLABLE COST</b>	8,073	-	(3,630)	4,443	(45)
11,101	<b>NET COST OF SERVICE</b>	14,028	107	(3,537)	10,598	(24)
(228)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
3	Contribution to / (from) General Balances	-	-	-	-	n/a
(225)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,876	<b>TOTAL NET EXPENDITURE</b>	14,028	107	(3,537)	10,598	(24)

COST CENTRE: C1234Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,048	Employees	3,910	31	(1,073)	2,868	(27)
95	Premises related expenditure	84	-	(16)	68	(19)
528	Supplies and Services	603	-	(145)	458	(24)
48	Third Party Payments	252	-	(155)	97	(62)
-	Transfer Payments	-	-	-	-	n/a
15	Transport related expenditure	15	-	1	16	7
1,099	Recharges from other services	21	-	974	995	4,638
4,833	<b>TOTAL EXPENDITURE</b>	4,885	31	(414)	4,502	(8)
(4,122)	Government Grants	(4,672)	-	439	(4,233)	(9)
(20)	Other Grants, reimbursements and contributions	(22)	-	-	(22)	-
(857)	Customer and Client Receipts	(1,020)	-	-	(1,020)	-
-	Interest Receivable	-	-	-	-	n/a
56	Recharges to other services	56	-	-	56	-
(4,943)	<b>TOTAL INCOME</b>	(5,658)	-	439	(5,219)	(8)

(110)	<b>NET CONTROLLABLE COST</b>	(773)	31	25	(717)	(7)
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279	Capital Charges	279	-	120	399	43
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
558	Corporate support services bought in	1,830	-	(1,254)	576	(69)
837	<b>TOTAL UNCONTROLLABLE COST</b>	2,109	-	(1,134)	975	(54)

727	<b>NET COST OF SERVICE</b>	1,336	31	(1,109)	258	(81)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

727	<b>TOTAL NET EXPENDITURE</b>	1,336	31	(1,109)	258	(81)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Minor variance		(2)
Reduction in corporate and capital charges (serCOP)		(1,135)
Increase in employers pension contribution		28
		-
		-
		-
		(1,109)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,109)</b>

**PEOPLE  
UNIVERSAL SERVICES  
PARTNERSHIP AND BUSINESS DEVELOPMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1236Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
297	Employees	248	1	(40)	210	(15)
-	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	11	-	(4)	7	(36)
1,244	Third Party Payments	510	-	-	510	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
19	Recharges from other services	18	-	20	38	111
1,567	<b>TOTAL EXPENDITURE</b>	787	1	(24)	765	(3)
(606)	Government Grants	(498)	-	-	(498)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(22)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(898)	Recharges to other services	(156)	-	-	(156)	-
(1,526)	<b>TOTAL INCOME</b>	(705)	-	-	(705)	-

41	<b>NET CONTROLLABLE COST</b>	82	1	(24)	60	(27)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
134	Corporate support services bought in	130	-	(40)	90	(31)
134	<b>TOTAL UNCONTROLLABLE COST</b>	130	-	(40)	90	(31)

175	<b>NET COST OF SERVICE</b>	212	1	(64)	150	(29)
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(15)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(15)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

160	<b>TOTAL NET EXPENDITURE</b>	212	1	(64)	150	(29)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
End officer support for Partnership engagement strategy		(22)
		-
		-
		(22)
<u>Other resource changes</u>		
Minor variance		(4)
Reduction in corporate and capital charges (serCOP)		(40)
Increase in employers pension contribution		2
		-
		(42)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(64)</b>

COST CENTRE: C1238Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
338	Employees	326	3	8	337	3
155	Premises related expenditure	111	-	(15)	96	(14)
221	Supplies and Services	65	-	(5)	60	(8)
4,028	Third Party Payments	4,106	33	(538)	3,601	(12)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
17	Recharges from other services	15	-	8	23	53
4,760	<b>TOTAL EXPENDITURE</b>	4,623	36	(542)	4,117	(11)
(17)	Government Grants	-	-	-	-	n/a
(6)	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
(5)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
17	Recharges to other services	15	-	-	15	-
(11)	<b>TOTAL INCOME</b>	(12)	-	-	(12)	-

4,749	<b>NET CONTROLLABLE COST</b>	4,611	36	(542)	4,105	(11)
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348	Capital Charges	348	-	881	1,229	253
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	3,000	-	(3,000)	-	(100)
722	Corporate support services bought in	715	-	(547)	168	(77)
1,070	<b>TOTAL UNCONTROLLABLE COST</b>	4,063	-	(2,666)	1,397	(66)

5,819	<b>NET COST OF SERVICE</b>	8,674	36	(3,208)	5,502	(37)
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(175)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
3	Contribution to / (from) General Balances	-	-	-	-	n/a
(172)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

5,647	<b>TOTAL NET EXPENDITURE</b>	8,674	36	(3,208)	5,502	(37)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Creation of a Culture Budget		250
		-
		-
		-
		250
<u>Strategic budget - agreed additional income / savings</u>		
End Fairfield Hall Grant		(787)
		-
		-
		-
		(787)
<u>Other resource changes</u>		
Minor variance		(8)
Reduction in corporate and capital charges (serCOP)		(2,666)
Increase in employers pension contribution		3
		-
		-
		-
		(2,671)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(3,208)</b>

**PEOPLE  
UNIVERSAL SERVICES  
SCHOOL PLACES AND ADMISSIONS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1240Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
953	Employees	1,080	12	132	1,224	13
36	Premises related expenditure	26	-	(6)	20	(23)
102	Supplies and Services	116	-	(39)	77	(34)
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
161	Recharges from other services	3	-	170	173	5,667
1,257	<b>TOTAL EXPENDITURE</b>	1,230	12	257	1,499	22
(998)	Government Grants	(998)	-	-	(998)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(96)	Customer and Client Receipts	(96)	-	-	(96)	-
-	Interest Receivable	-	-	-	-	n/a
(334)	Recharges to other services	(189)	-	(182)	(371)	96
(1,428)	<b>TOTAL INCOME</b>	(1,283)	-	(182)	(1,465)	14
(171)	<b>NET CONTROLLABLE COST</b>	(53)	12	75	34	(164)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
430	Corporate support services bought in	414	-	35	449	8
430	<b>TOTAL UNCONTROLLABLE COST</b>	414	-	35	449	8
259	<b>NET COST OF SERVICE</b>	361	12	110	483	34
(12)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(12)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
247	<b>TOTAL NET EXPENDITURE</b>	361	12	110	483	34
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						
Coordinated admissions training to academies and traded service school appeal presenting officer						(6)
						-
						-
						(6)
<u>Other resource changes</u>						
Realignment of internal recharge for transfer of Director post to Octavo						(44)
Virements actioned in year - Centralised ICT						(16)
Increase in corporate charges (serCOP)						36
Increase in employers pension contribution						11
Corporate Items - Recharge adjustment						129
						-
						116
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>110</b>



COST CENTRE: C1242Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,011	Employees	5,244	28	(1,221)	4,051	(23)
51	Premises related expenditure	156	-	(113)	43	(72)
2,430	Supplies and Services	481	-	1,490	1,971	310
1,233	Third Party Payments	832	-	930	1,762	112
5,852	Transfer Payments	-	-	4,564	4,564	n/a
24	Transport related expenditure	30	-	(27)	3	(90)
140	Recharges from other services	31	-	75	106	242
13,741	<b>TOTAL EXPENDITURE</b>	6,774	28	5,698	12,500	85
(9,605)	Government Grants	(1,521)	-	(6,990)	(8,511)	460
(581)	Other Grants, reimbursements and contributions	(815)	-	217	(598)	(27)
(787)	Customer and Client Receipts	(2,017)	(3)	1,449	(571)	(72)
-	Interest Receivable	-	-	-	-	n/a
(95)	Recharges to other services	(293)	-	184	(109)	(63)
(11,068)	<b>TOTAL INCOME</b>	(4,646)	(3)	(5,140)	(9,789)	111

2,673	<b>NET CONTROLLABLE COST</b>	2,128	25	558	2,711	27
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,326	Corporate support services bought in	1,319	-	167	1,486	13
1,326	<b>TOTAL UNCONTROLLABLE COST</b>	1,319	-	167	1,486	13

3,999	<b>NET COST OF SERVICE</b>	3,447	25	725	4,197	22
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(26)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(26)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,973	<b>TOTAL NET EXPENDITURE</b>	3,447	25	725	4,197	22
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Octavo contract savings of 5% in 2016/17		(47)
Delete Finance Manager Post in School Standards and Commissioning		(40)
Removal of contingency funding provided in 2015/16 as part of the Octavo restructure		(90)
Delete vacant apprentice post		(12)
		(189)
<u>Other resource changes</u>		
Increase in corporate charges (serCOP)		167
Pensions budget transfer from Corporate to the Music Service		24
Realignment of internal recharge for transfer of Director post to Octavo		114
Consolidation of Octavo savings across departments		590
Minor variance		(6)
Increase in employers pension contribution		25
		914
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>725</b>

COST CENTRE: C1235Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
135	Employees	123	1	10	134	9
-	- 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
135	<b>TOTAL EXPENDITURE</b>	123	1	10	134	9
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(175)	Recharges to other services	(163)	-	(9)	(172)	6
(175)	<b>TOTAL INCOME</b>	(163)	-	(9)	(172)	6
(40)	<b>NET CONTROLLABLE COST</b>	(40)	1	1	(38)	(5)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
162	Corporate support services bought in	38	-	8	46	21
162	<b>TOTAL UNCONTROLLABLE COST</b>	38	-	8	46	21
122	<b>NET COST OF SERVICE</b>	(2)	1	9	8	(500)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
122	<b>TOTAL NET EXPENDITURE</b>	(2)	1	9	8	(500)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Increase in corporate charges (serCOP)						8
Increase in employers pension contribution						1
						-
						-
						9
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>9</b>

**SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1244Q	Children's Directorate	47,823	1	(39,760)	8,064	(83)
C1245Q	SEN Transport	6,906	61	762	7,729	12
C1436Q	Adult's Directorate	-	57	144	201	n/a
	<b>TOTAL NET SPEND</b>	54,729	120	(38,854)	15,995	(71)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Children's Directorate	2.0	1.0	(1.0)
SEN Transport	-	-	-
Adult's Directorate	-	-	-
<b>TOTAL FTE STAFF</b>	2.0	1.0	(1.0)

**COST CENTRE: C1245P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
376	Employees	99	1	84	184	86
3	Premises related expenditure	1	-	-	1	-
471	Supplies and Services	357	-	(152)	205	(43)
521	Third Party Payments	75	57	236	368	391
213	Transfer Payments	102	-	-	102	-
7,681	Transport related expenditure	6,664	61	1,000	7,725	16
(57)	Recharges from other services	206	-	(190)	16	(92)
9,208	<b>TOTAL EXPENDITURE</b>	7,504	119	978	8,601	15
-	Government Grants	(250)	-	250	-	(100)
(151)	Other Grants, reimbursements and contributions	(80)	-	-	(80)	-
-	Customer and Client Receipts	(8)	-	-	(8)	-
-	Interest Receivable	-	-	-	-	n/a
(927)	Recharges to other services	(927)	-	408	(519)	(44)
(1,078)	<b>TOTAL INCOME</b>	(1,265)	-	658	(607)	(52)
8,130	<b>NET CONTROLLABLE COST</b>	6,239	119	1,636	7,994	28
6,512	Capital Charges	6,507	-	753	7,260	12
-	Deferred/Intangible Charges	-	-	-	-	n/a
41,366	REFCUS	41,371	-	(41,371)	-	(100)
1,961	Corporate support services bought in	612	-	128	740	21
49,839	<b>TOTAL UNCONTROLLABLE COST</b>	48,490	-	(40,490)	8,000	(84)
57,969	<b>NET COST OF SERVICE</b>	54,729	119	(38,854)	15,994	(71)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
57,969	<b>TOTAL NET EXPENDITURE</b>	54,729	119	(38,854)	15,994	(71)

COST CENTRE: C1244Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
224	Employees	99	1	84	184	86
3	Premises related expenditure	1	-	-	1	-
279	Supplies and Services	222	-	(17)	205	(8)
-	Third Party Payments	23	-	272	295	1,183
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
198	Recharges from other services	93	-	(35)	58	(38)
704	<b>TOTAL EXPENDITURE</b>	438	1	304	743	70
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(80)	-	-	(80)	-
-	Customer and Client Receipts	(8)	-	-	(8)	-
-	Interest Receivable	-	-	-	-	n/a
(693)	Recharges to other services	(693)	-	174	(519)	(25)
(693)	<b>TOTAL INCOME</b>	(781)	-	174	(607)	(22)

11	<b>NET CONTROLLABLE COST</b>	(343)	1	478	136	(140)
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6,512	Capital Charges	6,507	-	753	7,260	12
-	Deferred/Intangible Charges	-	-	-	-	n/a
41,366	REFCUS	41,371	-	(41,371)	-	(100)
1,490	Corporate support services bought in	288	-	380	668	132
49,368	<b>TOTAL UNCONTROLLABLE COST</b>	48,166	-	(40,238)	7,928	(84)

49,379	<b>NET COST OF SERVICE</b>	47,823	1	(39,760)	8,064	(83)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

49,379	<b>TOTAL NET EXPENDITURE</b>	47,823	1	(39,760)	8,064	(83)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
<u>Other resource changes</u>		-
Movement in corporate charges (SeRCOP), capital charges and internal recharges		(40,273)
Virements in year - centralisation of printing budgets		(17)
Realignment of Dedicated School Grant (DSG) funding		527
Increase in employers pension contribution		3
		-
		-
		-
		(39,760)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(39,760)</b>

COST CENTRE: C1245Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
130	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
144	Supplies and Services	-	-	-	-	n/a
521	Third Party Payments	-	-	73	73	n/a
213	Transfer Payments	102	-	-	102	-
7,681	Transport related expenditure	6,664	61	1,000	7,725	16
(257)	Recharges from other services	77	-	(320)	(243)	(416)
8,432	<b>TOTAL EXPENDITURE</b>	6,843	61	753	7,657	12
-	Government Grants	(250)	-	250	-	(100)
(151)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(151)	<b>TOTAL INCOME</b>	(250)	-	250	-	(100)

8,281	<b>NET CONTROLLABLE COST</b>	6,593	61	1,003	7,657	16
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
313	Corporate support services bought in	313	-	(241)	72	(77)
313	<b>TOTAL UNCONTROLLABLE COST</b>	313	-	(241)	72	(77)

8,594	<b>NET COST OF SERVICE</b>	6,906	61	762	7,729	12
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

8,594	<b>TOTAL NET EXPENDITURE</b>	6,906	61	762	7,729	12
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth - SEN Transport increase in demand		1,000
		-
		-
		1,000
<u>Strategic budget - agreed additional income / savings</u>		
		-
		-
		-
		-
<u>Other resource changes</u>		
Movement in corporate charges (SeRCOP) and internal recharges		(311)
Transfer of Adults transport budget from Learning Disability Assessment and Case Management (PED 6.6)		51
Transfer of Adults transport budget from Assessment and Case Management (PED 6.5)		19
Minor variance		3
		-
		(238)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>762</b>

COST CENTRE: C1436Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
22	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
48	Supplies and Services	135	-	(135)	-	(100)
-	Third Party Payments	52	57	(109)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	36	-	165	201	458
72	<b>TOTAL EXPENDITURE</b>	223	57	(79)	201	(10)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(234)	Recharges to other services	(234)	-	234	-	(100)
(234)	<b>TOTAL INCOME</b>	(234)	-	234	-	(100)

(162)	<b>NET CONTROLLABLE COST</b>	(11)	57	155	201	(1,927)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
158	Corporate support services bought in	11	-	(11)	-	(100)
158	<b>TOTAL UNCONTROLLABLE COST</b>	11	-	(11)	-	(100)

(4)	<b>NET COST OF SERVICE</b>	-	57	144	201	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(4)	<b>TOTAL NET EXPENDITURE</b>	-	57	144	201	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Movement in Corporate charges (SeRCOP) and internal recharges		74
Transfer of one social worker post to Social Work (PED 6.7)		(53)
Virement in year - centralisation of ICT budget		123
		-
		144
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>144</b>





**SERVICE DESCRIPTION**

The Gateway and Welfare division comprises of 4 services areas. These include:

- Enablement and Welfare - responsible for financial support of residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 3,500 residents per annum and is responsible for the safe administration of over £2m in bridge, support funding.
- Bereavement & Registrars - responsible for the burial, cremations and maintenance of 3 cemeteries and the provision of our registration services including birth, deaths, marriages and citizenship. The service generates over £3m per year in income.
- Housing Need - responsible for the assessment and placement of residents requiring emergency and short term accommodation. The service supports over 3,000 residents per year
- Gateway Service Development - responsible for the co-ordination of the people departments approach to ICT, community empowerment and work with the third sector. The service also monitors the usage and distribution of the homelessness prevention grant.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enabling and Community Empowerment	-	16	2,195	2,211	n/a
C1250Q	Gateway Assessments	-	2	291	293	n/a
C1252Q	Bereavement	139	(9)	(315)	(185)	(233)
C1254Q	Registrars	(145)	4	(56)	(197)	36
C1256Q	Gateway and Welfare - General	-	1	47	48	n/a
C1258Q	Emergency Accommodation	2,437	8	100	2,545	4
C1259Q	Gateway and Welfare Service Improvements	-	1	161	162	n/a
	<b>TOTAL NET SPEND</b>	2,431	23	2,423	4,877	101

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16	ORIGINAL BUDGET 2016/17	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Enabling and Community Empowerment	46.9	49.5	2.6
Gateway Assessments	6.1	6.1	-
Bereavement	23.0	23.1	0.1
Registrars	11.1	11.1	-
Gateway and Welfare - General	-	-	-
Emergency Accommodation	23.4	28.6	5.2
Gateway and Welfare Service Improvements	-	-	-
<b>TOTAL FTE STAFF</b>	110.5	118.4	7.9

**COST CENTRE: C1250P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,653	Employees	1,992	40	2,277	<b>4,309</b>	116
11,968	Premises related expenditure	10,008	3	218	<b>10,229</b>	2
2,350	Supplies and Services	630	-	426	<b>1,056</b>	68
57	Third Party Payments	24	-	28	<b>52</b>	117
-	Transfer Payments	-	-	-	-	n/a
38	Transport related expenditure	49	-	7	<b>56</b>	14
90	Recharges from other services	194	-	(72)	<b>122</b>	(37)
<b>19,156</b>	<b>TOTAL EXPENDITURE</b>	<b>12,897</b>	<b>43</b>	<b>2,884</b>	<b>15,824</b>	<b>23</b>
(1,091)	Government Grants	-	-	-	-	n/a
(589)	Other Grants, reimbursements and contributions	-	-	(138)	<b>(138)</b>	n/a
(11,369)	Customer and Client Receipts	(10,853)	(20)	(839)	<b>(11,712)</b>	8
-	Interest Receivable	-	-	-	-	n/a
(182)	Recharges to other services	(60)	-	(323)	<b>(383)</b>	538
<b>(13,231)</b>	<b>TOTAL INCOME</b>	<b>(10,913)</b>	<b>(20)</b>	<b>(1,300)</b>	<b>(12,233)</b>	<b>12</b>
<b>5,925</b>	<b>NET CONTROLLABLE COST</b>	<b>1,984</b>	<b>23</b>	<b>1,584</b>	<b>3,591</b>	<b>81</b>
145	Capital Charges	155	-	8	<b>163</b>	5
10	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
598	Corporate support services bought in	292	-	831	<b>1,123</b>	285
<b>753</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>447</b>	<b>-</b>	<b>839</b>	<b>1,286</b>	<b>188</b>
<b>6,678</b>	<b>NET COST OF SERVICE</b>	<b>2,431</b>	<b>23</b>	<b>2,423</b>	<b>4,877</b>	<b>101</b>
(324)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(324)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>6,354</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,431</b>	<b>23</b>	<b>2,423</b>	<b>4,877</b>	<b>101</b>

**PEOPLE  
GATEWAY AND WELFARE  
ENABLING AND COMMUNITY EMPOWERMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1248Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,314	Employees	-	16	1,575	<b>1,591</b>	n/a
-	Premises related expenditure	-	-	-	-	n/a
1,610	Supplies and Services	-	-	465	<b>465</b>	n/a
1	Third Party Payments	-	-	2	<b>2</b>	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	5	<b>5</b>	n/a
-	Recharges from other services	-	-	-	-	n/a
<b>2,926</b>	<b>TOTAL EXPENDITURE</b>	-	16	2,047	<b>2,063</b>	n/a
(1,091)	Government Grants	-	-	-	-	n/a
(589)	Other Grants, reimbursements and contributions	-	-	(138)	<b>(138)</b>	n/a
(40)	Customer and Client Receipts	-	-	(70)	<b>(70)</b>	n/a
-	Interest Receivable	-	-	-	-	n/a
(142)	Recharges to other services	-	-	(192)	<b>(192)</b>	n/a
<b>(1,862)</b>	<b>TOTAL INCOME</b>	-	-	(400)	<b>(400)</b>	n/a

1,064	<b>NET CONTROLLABLE COST</b>	-	16	1,647	<b>1,663</b>	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
126	Corporate support services bought in	-	-	548	<b>548</b>	n/a
126	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	548	<b>548</b>	n/a

1,190	<b>NET COST OF SERVICE</b>	-	16	2,195	<b>2,211</b>	n/a
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(66)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(66)</b>	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,124	<b>TOTAL NET EXPENDITURE</b>	-	16	2,195	<b>2,211</b>	n/a
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		
	Increase in Corporate charges (SeRCOP)	548
	Local welfare provision (CDS Revenue grant) RED 6.10)	455
	Budget transfer from Corporate	303
	Transfer Free School Meals administration from Customer Services (RED 6.3)	(50)
	Budget transfer to Gateway and Welfare from Customer Services (RED 6.3)	638
	Budget Transfer Between Gateway and Emergency Accommodation (PED 5.8)	375
	Budget Transfer Between Gateway and Emergency Accommodation (PED 5.8)	24
	Realignment of budget - Service Development Team to Gateway and Welfare (PED 5.9)	(119)
	Increase in employers pension contribution	13
	Minor variance	8
		2,195
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>2,195</b>

COST CENTRE: C1250Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
220	Employees	-	2	222	224	n/a
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	-	-	9	9	n/a
25	Third Party Payments	-	-	25	25	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
251	<b>TOTAL EXPENDITURE</b>	-	2	256	258	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(43)	Customer and Client Receipts	-	-	(42)	(42)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(43)	<b>TOTAL INCOME</b>	-	-	(42)	(42)	n/a

208	<b>NET CONTROLLABLE COST</b>	-	2	214	216	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
118	Corporate support services bought in	-	-	77	77	n/a
118	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	77	77	n/a

326	<b>NET COST OF SERVICE</b>	-	2	291	293	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

326	<b>TOTAL NET EXPENDITURE</b>	-	2	291	293	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Increase in Corporate charges (SeRCOP)		77
Budget transfer to Gateway and Welfare from Customer Services (RED 6.3)		212
Increase in employers pension contribution		2
		-
		-
		291
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>291</b>

COST CENTRE: C1252Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
802	Employees	801	8	6	815	2
455	Premises related expenditure	536	3	(53)	486	(9)
292	Supplies and Services	320	-	(20)	300	(6)
5	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
37	Transport related expenditure	48	-	-	48	-
196	Recharges from other services	194	-	(72)	122	(37)
1,787	<b>TOTAL EXPENDITURE</b>	1,907	11	(139)	1,779	(7)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,355)	Customer and Client Receipts	(2,215)	(20)	(180)	(2,415)	9
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,355)	<b>TOTAL INCOME</b>	(2,215)	(20)	(180)	(2,415)	9

(568)	<b>NET CONTROLLABLE COST</b>	(308)	(9)	(319)	(636)	106
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145	Capital Charges	155	-	8	163	5
10	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
312	Corporate support services bought in	292	-	(4)	288	(1)
467	<b>TOTAL UNCONTROLLABLE COST</b>	447	-	4	451	1

(101)	<b>NET COST OF SERVICE</b>	139	(9)	(315)	(185)	(233)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(101)	<b>TOTAL NET EXPENDITURE</b>	139	(9)	(315)	(185)	(233)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		(181)
Additional income		-
		-
		-
		(181)
<u>Other resource changes</u>		
Movement in corporate charger (SeRCOP) and capital charges		4
Reduction of intra-departmental recharges from Place (PL 6.2)		(125)
Virements in year - Centralisation of ICT budgets (RED 6.7)		(7)
Increase in employers pension contribution		7
Minor variance		(13)
		(134)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(315)</b>

COST CENTRE: C1254Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
381	Employees	362	4	(8)	358	(1)
-	Premises related expenditure	3	-	-	3	-
21	Supplies and Services	11	-	-	11	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
403	<b>TOTAL EXPENDITURE</b>	376	4	(8)	372	(1)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(476)	Customer and Client Receipts	(521)	-	(171)	(692)	33
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(476)	<b>TOTAL INCOME</b>	(521)	-	(171)	(692)	33

(73)	<b>NET CONTROLLABLE COST</b>	(145)	4	(179)	(320)	121
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	123	123	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	123	123	n/a

(73)	<b>NET COST OF SERVICE</b>	(145)	4	(56)	(197)	36
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(73)	<b>TOTAL NET EXPENDITURE</b>	(145)	4	(56)	(197)	36
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Additional income through an increase in service provision		(171)
		-
		-
		(171)
<u>Other resource changes</u>		
Increase in Corporate charges (SeRCOP)		123
Transfer staffing budget (0.13fte) to Electoral Registration (RED 1.5)		(10)
Increase in employers pension contribution		3
Minor variance		(1)
		115
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(56)</b>

COST CENTRE: C1256Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
393	Employees	-	1	132	133	n/a
-	Premises related expenditure	-	-	-	-	n/a
60	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(131)	Recharges from other services	-	-	-	-	n/a
322	<b>TOTAL EXPENDITURE</b>	-	1	132	133	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	-	-	(131)	(131)	n/a
-	<b>TOTAL INCOME</b>	-	-	(131)	(131)	n/a

322	<b>NET CONTROLLABLE COST</b>	-	1	1	2	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	46	46	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	46	46	n/a

322	<b>NET COST OF SERVICE</b>	-	1	47	48	n/a
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(258)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(258)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

64	<b>TOTAL NET EXPENDITURE</b>	-	1	47	48	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Increase in Corporate charges (SeRCOP)		46
Increase in employers pension contribution		1
		-
		-
		47
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>47</b>

**PEOPLE  
GATEWAY AND WELFARE  
EMERGENCY ACCOMMODATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1258Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,385	Employees	829	8	234	1,071	29
11,513	Premises related expenditure	9,469	-	271	9,740	3
419	Supplies and Services	299	-	(30)	269	(10)
25	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
23	Recharges from other services	-	-	-	-	n/a
13,365	<b>TOTAL EXPENDITURE</b>	10,614	8	475	11,097	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(8,455)	Customer and Client Receipts	(8,117)	-	(375)	(8,492)	5
-	Interest Receivable	-	-	-	-	n/a
(40)	Recharges to other services	(60)	-	-	(60)	-
(8,495)	<b>TOTAL INCOME</b>	(8,177)	-	(375)	(8,552)	5

4,870	<b>NET CONTROLLABLE COST</b>	2,437	8	100	2,545	4
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3	Corporate support services bought in	-	-	-	-	n/a
3	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

4,873	<b>NET COST OF SERVICE</b>	2,437	8	100	2,545	4
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,873	<b>TOTAL NET EXPENDITURE</b>	2,437	8	100	2,545	4
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth for increased demand in emergency accommodation		500
		-
		-
		500
<u>Strategic budget - agreed additional income / savings</u>		
		-
		-
		-
		-
<u>Other resource changes</u>		
Transfer of a post to the income team (PED 5.3)		(24)
Welfare Reform 15-16 review budget transfer from Emergency Accommodation to Gateway (PED 5.3)		(375)
Increase in employers pension contribution		7
Minor variance		(8)
		(400)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>100</b>



**PEOPLE  
GATEWAY AND WELFARE  
GATEWAY AND WELFARE SERVICE IMPROVEMENTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1259Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
158	Employees	-	1	116	117	n/a
-	Premises related expenditure	-	-	-	-	n/a
(57)	Supplies and Services	-	-	2	2	n/a
1	Third Party Payments	-	-	1	1	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	2	2	n/a
-	Recharges from other services	-	-	-	-	n/a
102	<b>TOTAL EXPENDITURE</b>	-	1	121	122	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(1)	(1)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(1)	(1)	n/a

102	<b>NET CONTROLLABLE COST</b>	-	1	120	121	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
39	Corporate support services bought in	-	-	41	41	n/a
39	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	41	41	n/a

141	<b>NET COST OF SERVICE</b>	-	1	161	162	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

141	<b>TOTAL NET EXPENDITURE</b>	-	1	161	162	n/a
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Realignment of budget - Service Development Team from Gateway and Welfare (PED 5.3)		119
Increase in Corporate charges (SeRCOP)		41
Increase in employers pension contribution		1
		-
		161
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>161</b>



**SERVICE DESCRIPTION**

The Social Care Division undertakes the Council's statutory adult social services functions with regard to the assessment of Croydon residents, and their carers, who appear to be in need of support and the organisation of services or direct payments, within available resources, in a timely manner.

This Division discharges a range of statutory duties including safeguarding adults who are vulnerable to abuse, the delivery of a range of care and support services; carers' assessments and the completion of mental capacity and deprivation of liberty assessments. The Adult Social Care Division works in close partnership with health partners to find solutions to prevent hospital admissions and arrange safe and timely discharges. The ASC service also deliver reablement and recovery services to maximise the independence of residents. The Division supports people who are experiencing mental health difficulties or dementia as they age enables people with learning disabilities to live within their local communities. It provides financial support and deputyships for those who are unable to manage their own affairs, and supports individuals through financial assessment and deferred payments for care homes placements.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1410Q	Director Of Adult Care And 0-65 Disability Services		
C1412Q	Quality Assurance And Adult Safeguarding Board	-	8	1	9	n/a
C1414Q	Assessment And Case Management	13,680	221	2,592	16,493	21
C1415Q	Learning Disabilities Assessment And Case Management	31,973	337	1,431	33,741	6
C1416Q	Social Work	4,798	60	407	5,265	10
C1418Q	Early Interventions And Reablement	4,892	42	(226)	4,708	(4)
C1420Q	Strategic Development/Better Care Fund	137	2	1	140	2
C1422Q	Provider Relations And Brokerage	-	19	(4)	15	n/a
	<b>TOTAL NET SPEND</b>	55,919	690	3,915	60,526	8

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Director Of Adult Care And 0-65 Disability Services	3.0	2.0	(1.0)
Quality Assurance And Adult Safeguarding Board	16.2	16.2	-
Assessment And Case Management	44.9	52.1	7.2
Learning Disabilities Assessment And Case Management	33.9	34.4	0.5
Social Work	63.7	61.3	(2.4)
Early Interventions And Reablement	113.8	115.2	1.4
Strategic Development/Better Care Fund	2.0	3.0	1.0
Provider Relations And Brokerage	47.9	43.5	(4.4)
<b>TOTAL FTE STAFF</b>	325.4	327.7	2.3

COST CENTRE: C1410P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15,254	Employees	14,002	130	(439)	13,693	(2)
51	Premises related expenditure	172	-	(3)	169	(2)
913	Supplies and Services	934	-	265	1,199	28
52,688	Third Party Payments	80,320	567	(33,518)	47,369	(41)
17,224	Transfer Payments	2,202	-	15,153	17,355	688
134	Transport related expenditure	330	-	(104)	226	(32)
7,894	Recharges from other services	197	-	6,441	6,638	3,270
94,158	<b>TOTAL EXPENDITURE</b>	98,157	697	(12,205)	86,649	(12)
(3,384)	Government Grants	(1,591)	-	(1,781)	(3,372)	112
(12,511)	Other Grants, reimbursements and contributions	(26,334)	-	18,369	(7,965)	(70)
(12,320)	Customer and Client Receipts	(9,540)	(6)	(354)	(9,900)	4
-	Interest Receivable	-	-	-	-	n/a
(5,381)	Recharges to other services	(4,908)	-	(46)	(4,954)	1
(33,596)	<b>TOTAL INCOME</b>	(42,373)	(6)	16,188	(26,191)	(38)
60,562	<b>NET CONTROLLABLE COST</b>	55,784	691	3,983	60,458	8
21	Capital Charges	21	-	-	21	-
114	Deferred/Intangible Charges	114	-	(68)	46	(60)
-	REFCUS	-	-	-	-	n/a
108	Corporate support services bought in	-	-	-	-	n/a
243	<b>TOTAL UNCONTROLLABLE COST</b>	135	-	(68)	67	(50)
60,805	<b>NET COST OF SERVICE</b>	55,919	691	3,915	60,525	8
(100)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(100)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
60,705	<b>TOTAL NET EXPENDITURE</b>	55,919	691	3,915	60,525	8

**PEOPLE**  
**ADULT CARE AND 0-65 DISABILITY SERVICES**  
**DIRECTOR OF ADULT CARE AND 0-65 DISABILITY SERVICES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1410Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
320	Employees	378	2	(112)	268	(29)
11	Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	60	-	23	83	38
-	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
238	Recharges from other services	-	-	2	2	n/a
579	<b>TOTAL EXPENDITURE</b>	439	2	(87)	354	(19)
-	Government Grants	-	-	-	-	n/a
(37)	Other Grants, reimbursements and contributions	-	-	(200)	(200)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(37)	<b>TOTAL INCOME</b>	-	-	(200)	(200)	n/a
542	<b>NET CONTROLLABLE COST</b>	439	2	(287)	154	(65)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
5	Corporate support services bought in	-	-	-	-	n/a
5	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
547	<b>NET COST OF SERVICE</b>	439	2	(287)	154	(65)
(100)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(100)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
447	<b>TOTAL NET EXPENDITURE</b>	439	2	(287)	154	(65)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						
Managing the Care Market - accounting for VAT differently thereby reducing the cost of placements						(200)
						-
						-
						(200)
<u>Other resource changes</u>						
Contribution towards staffing - Ordinary Residence project						(84)
Increase in employers pension contribution						2
Minor variance						(5)
						-
						-
						-
						(87)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(287)</b>

COST CENTRE: C1412Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
926	Employees	963	8	19	990	3
2	Premises related expenditure	7	-	-	7	-
266	Supplies and Services	372	-	324	696	87
11	Third Party Payments	60	-	(60)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
104	Recharges from other services	106	-	18	124	17
1,309	<b>TOTAL EXPENDITURE</b>	1,508	8	301	1,817	20
(149)	Government Grants	-	-	-	-	n/a
(130)	Other Grants, reimbursements and contributions	(102)	-	(58)	(160)	57
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,406)	Recharges to other services	(1,406)	-	(242)	(1,648)	17
(1,685)	<b>TOTAL INCOME</b>	(1,508)	-	(300)	(1,808)	20

(376)	<b>NET CONTROLLABLE COST</b>	-	8	1	9	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
5	Corporate support services bought in	-	-	-	-	n/a
5	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

(371)	<b>NET COST OF SERVICE</b>	-	8	1	9	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(371)	<b>TOTAL NET EXPENDITURE</b>	-	8	1	9	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth for the increased burden in relation to Deprivation of Liberty due to High Court judgement		250
		-
		-
		-
		250
<u>Strategic budget - agreed additional income / savings</u>		
		-
		-
		-
		-
		-
<u>Other resource changes</u>		
Virements in year - centralisation of ICT budget		(9)
Reduction in Corporate charges (SeRCOP)		(5)
Reduction in departmental recharges		(242)
Increase in employers pension contribution		7
		-
		(249)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		1

**PEOPLE  
ADULT CARE AND 0-65 DISABILITY SERVICES  
ASSESSMENT AND CASE MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1414Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,592	Employees	1,866	19	5	1,890	1
-	Premises related expenditure	-	-	-	-	n/a
149	Supplies and Services	74	-	(5)	69	(7)
24,853	Third Party Payments	20,763	204	(2,145)	18,822	(9)
3,864	Transfer Payments	1,421	-	1,333	2,754	94
1	Transport related expenditure	17	-	(8)	9	(47)
19	Recharges from other services	3	-	11	14	367
31,478	<b>TOTAL EXPENDITURE</b>	24,144	223	(809)	23,558	(2)
(287)	Government Grants	-	-	(363)	(363)	n/a
(4,610)	Other Grants, reimbursements and contributions	(3,760)	-	3,760	-	(100)
(8,150)	Customer and Client Receipts	(5,699)	(2)	(1)	(5,702)	0
-	Interest Receivable	-	-	-	-	n/a
(1,524)	Recharges to other services	(1,005)	-	5	(1,000)	(0)
(14,571)	<b>TOTAL INCOME</b>	(10,464)	(2)	3,401	(7,065)	(32)

16,907	<b>NET CONTROLLABLE COST</b>	13,680	221	2,592	16,493	21
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3	Corporate support services bought in	-	-	-	-	n/a
3	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

16,910	<b>NET COST OF SERVICE</b>	13,680	221	2,592	16,493	21
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

16,910	<b>TOTAL NET EXPENDITURE</b>	13,680	221	2,592	16,493	21
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth for the Domiciliary care budget due to increased demand		3,000
		-
		-
		3,000
<u>Strategic budget - agreed additional income / savings</u>		
Review of commissioning arrangements - strengthened arrangements for using the Integrated Framework Agreement		(100)
		-
		-
		(100)
<u>Other resource changes</u>		
Virements in year - centralisation of ICT budget		(3)
Virements in year - reduction in contract inflation		(298)
Reduction in Corporate charges (SeRCOP)		(5)
Increase in employers pension contribution		17
Transfer of Adults transport budget to People Directorate (PED 4.4)		(19)
		(308)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>2,592</b>

**PEOPLE  
ADULT CARE AND 0-65 DISABILITY SERVICES  
LEARNING DISABILITIES ASSESSMENT AND CASE MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1415Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,634	Employees	1,653	16	(33)	1,636	(1)
-	Premises related expenditure	-	-	-	-	n/a
125	Supplies and Services	13	-	55	68	423
22,434	Third Party Payments	32,857	325	(10,172)	23,010	(30)
12,876	Transfer Payments	748	-	13,468	14,216	1,801
3	Transport related expenditure	39	-	(37)	2	(95)
71	Recharges from other services	3	-	10	13	333
37,143	<b>TOTAL EXPENDITURE</b>	35,313	341	3,291	38,945	10
(507)	Government Grants	-	-	(1,393)	(1,393)	n/a
(372)	Other Grants, reimbursements and contributions	(1,101)	-	-	(1,101)	-
(2,491)	Customer and Client Receipts	(2,132)	(4)	(467)	(2,603)	22
-	Interest Receivable	-	-	-	-	n/a
(108)	Recharges to other services	(107)	-	-	(107)	-
(3,478)	<b>TOTAL INCOME</b>	(3,340)	(4)	(1,860)	(5,204)	56

33,665	<b>NET CONTROLLABLE COST</b>	31,973	337	1,431	33,741	6
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2	Corporate support services bought in	-	-	-	-	n/a
2	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

33,667	<b>NET COST OF SERVICE</b>	31,973	337	1,431	33,741	6
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

33,667	<b>TOTAL NET EXPENDITURE</b>	31,973	337	1,431	33,741	6
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Transitional Growth - increased numbers of Children with Disabilities moving to Adult Services		800
Growth to address changes in regulations on Ordinary Residence, leading to additional number of clients		460
Growth to realign the budget as a result of rising demand and the complexity of cases.		1,950
		-
		3,210
<u>Strategic budget - agreed additional income / savings</u>		
Resilience & Transition to Adults - reduction in placement costs of children moving to Adults		(173)
Supported Living - review of high cost placements, in particular those needing 24hr care.		(317)
Review of partnership funding responsibilities		(750)
Shared Lives - expansion of scheme with resource to increase the availability of less expensive placements		(90)
Day Services - service users will be empowered to use other services		(125)
		(1,455)
<u>Other resource changes</u>		
Transfer of Adults transport budget to People Directorate (PED)		(51)
Transfer of supported living budget from ICU to Adult Care Services (PED 7.5)		55
Virements in year - centralisation of ICT budgets		(42)
Contribution towards staffing - Ordinary Residence project		84
Reduction in Corporate charges (SeRCOP)		(2)
Virement in year - reduction in contract inflation		(382)
Increase in employers pension contribution		14
		(324)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1,431</b>



COST CENTRE: C1416Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,861	Employees	2,671	26	14	2,711	1
-	Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	19	-	(10)	9	(53)
3,880	Third Party Payments	3,440	34	21	3,495	2
484	Transfer Payments	33	-	352	385	1,067
2	Transport related expenditure	38	-	(30)	8	(79)
3	Recharges from other services	2	-	-	2	-
8,248	<b>TOTAL EXPENDITURE</b>	6,203	60	347	6,610	7
-	Government Grants	-	-	(25)	(25)	n/a
(921)	Other Grants, reimbursements and contributions	(109)	-	22	(87)	(20)
(754)	Customer and Client Receipts	(778)	-	-	(778)	-
-	Interest Receivable	-	-	-	-	n/a
(502)	Recharges to other services	(518)	-	63	(455)	(12)
(2,177)	<b>TOTAL INCOME</b>	(1,405)	-	60	(1,345)	(4)

6,071	<b>NET CONTROLLABLE COST</b>	4,798	60	407	5,265	10
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3	Corporate support services bought in	-	-	-	-	n/a
3	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

6,074	<b>NET COST OF SERVICE</b>	4,798	60	407	5,265	10
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

6,074	<b>TOTAL NET EXPENDITURE</b>	4,798	60	407	5,265	10
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth - vulnerable adults packages increase in demand		400
		-
		-
		400
<u>Strategic budget - agreed additional income / savings</u>		
		-
		-
		-
		-
<u>Other resource changes</u>		
Virements in year - centralisation of ICT budget		(7)
Virements in year - reduction in contract inflation		(50)
Reduction in Corporate charges (SeRCOP)		(10)
Transfer of one social worker post from People Directorate		53
Increase in employers pension contribution		24
Minor variance		(3)
		7
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>407</b>

**PEOPLE  
ADULT CARE AND 0-65 DISABILITY SERVICES  
EARLY INTERVENTIONS AND REABLEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1418Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,871	Employees	4,484	38	(141)	4,381	(2)
38	Premises related expenditure	165	-	(3)	162	(2)
63	Supplies and Services	228	-	(79)	149	(35)
412	Third Party Payments	421	4	(8)	417	(1)
-	Transfer Payments	-	-	-	-	n/a
118	Transport related expenditure	217	-	(13)	204	(6)
16	Recharges from other services	8	-	26	34	325
4,518	<b>TOTAL EXPENDITURE</b>	5,523	42	(218)	5,347	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(12)	-	12	-	(100)
(746)	Customer and Client Receipts	(599)	-	(20)	(619)	3
-	Interest Receivable	-	-	-	-	n/a
(71)	Recharges to other services	(41)	-	-	(41)	-
(817)	<b>TOTAL INCOME</b>	(652)	-	(8)	(660)	1

3,701	<b>NET CONTROLLABLE COST</b>	4,871	42	(226)	4,687	(4)
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21	Capital Charges	21	-	-	21	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
34	Corporate support services bought in	-	-	-	-	n/a
55	<b>TOTAL UNCONTROLLABLE COST</b>	21	-	-	21	-

3,756	<b>NET COST OF SERVICE</b>	4,892	42	(226)	4,708	(4)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,756	<b>TOTAL NET EXPENDITURE</b>	4,892	42	(226)	4,708	(4)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Early Intervention and Reablement - more efficient use of Addington Heights		(60)
Reprocurement of Careline Plus contract and service review		(54)
Re-tender of Learning Disability respite care provision		(100)
		-
		(214)
<u>Other resource changes</u>		
Virements in year - reduction in contract inflation		(6)
Reduction in Corporate charges (SeRCOP)		(39)
Increase in employers pension contribution		34
Minor variance		(1)
		(12)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(226)</b>

**PEOPLE  
ADULT CARE AND 0-65 DISABILITY SERVICES  
STRATEGIC DEVELOPMENT/BETTER CARE FUND**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1420Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
432	Employees	187	2	(49)	140	(25)
-	- Premises related expenditure	-	-	-	-	n/a
222	Supplies and Services	-	-	-	-	n/a
1,098	Third Party Payments	22,745	-	(21,154)	1,591	(93)
-	- Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	-	-	-	-	n/a
7,356	Recharges from other services	-	-	6,371	6,371	n/a
9,117	<b>TOTAL EXPENDITURE</b>	22,932	2	(14,832)	8,102	(65)
(2,441)	Government Grants	(1,591)	-	-	(1,591)	-
(6,371)	Other Grants, reimbursements and contributions	(21,204)	-	14,833	(6,371)	(70)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(8,812)	<b>TOTAL INCOME</b>	(22,795)	-	14,833	(7,962)	(65)

305	<b>NET CONTROLLABLE COST</b>	137	2	1	140	2
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

305	<b>NET COST OF SERVICE</b>	137	2	1	140	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

305	<b>TOTAL NET EXPENDITURE</b>	137	2	1	140	2
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Increase in employers pension contribution		1
		-
		-
		1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1</b>

**PEOPLE  
ADULT CARE AND 0-65 DISABILITY SERVICES  
PROVIDER RELATIONS AND BROKERAGE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1422Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,618	Employees	1,800	19	(142)	1,677	(7)
-	Premises related expenditure	-	-	-	-	n/a
60	Supplies and Services	168	-	(43)	125	(26)
-	Third Party Payments	33	-	-	33	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	19	-	(16)	3	(84)
87	Recharges from other services	75	-	3	78	4
1,766	<b>TOTAL EXPENDITURE</b>	2,095	19	(198)	1,916	(9)
-	Government Grants	-	-	-	-	n/a
(70)	Other Grants, reimbursements and contributions	(46)	-	-	(46)	-
(179)	Customer and Client Receipts	(332)	-	134	(198)	(40)
-	Interest Receivable	-	-	-	-	n/a
(1,770)	Recharges to other services	(1,831)	-	128	(1,703)	(7)
(2,019)	<b>TOTAL INCOME</b>	(2,209)	-	262	(1,947)	(12)

(253)	<b>NET CONTROLLABLE COST</b>	(114)	19	64	(31)	(73)
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-	Capital Charges	-	-	-	-	n/a
114	Deferred/Intangible Charges	114	-	(68)	46	(60)
-	REFCUS	-	-	-	-	n/a
56	Corporate support services bought in	-	-	-	-	n/a
170	<b>TOTAL UNCONTROLLABLE COST</b>	114	-	(68)	46	(60)

(83)	<b>NET COST OF SERVICE</b>	-	19	(4)	15	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(83)	<b>TOTAL NET EXPENDITURE</b>	-	19	(4)	15	n/a
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Movement in corporate charges(SeRCOP) and capital charges		(124)
Virements in year - centralisation of ICT budget		(20)
Change in Departmental recharges		128
Increase in employers pension contribution		15
Minor variance		(3)
		(4)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(4)</b>

**SERVICE DESCRIPTION**

The Integrated Commissioning Unit (ICU) was established by Croydon Clinical Commissioning Group (CCG) and Croydon Council in April 2014. As well as commissioning on behalf of the CCG, the ICU's responsibilities include adult services commissioning previously undertaken in the Council's Adult Care Commissioning Division. A range of children's services are also commissioned from within the ICU.

The Director of the ICU is responsible, through a section 75, for the delivery of Croydon's adult social care services and budgets, delivered through the Croydon Integrated Adult Mental Health Service which is managed by South London & Maudsley NHS Foundation Trust.

The ICU brings together commissioning for health, social care public health and a range of children's services into a single structure. The purpose of the ICU is to focus on commissioning a comprehensive range of high quality "end to end" integrated health and social care services for people in Croydon, using health and social care commissioning resources more efficiently and, over time, achieving better value for money.

The principles that underpin the work of the ICU Unit are:

- Commissioning will be evidence-based
- Focus on good outcomes for individuals, their families and communities
- Enhance quality and value for money via market development
- Promote personalised care and support, close to home
- Effective management of current and future demand for services.
- Promote Prevention, Self-Care/Management and Shared Decision making

Promote integrated care & support which puts the patient or service user at its heart and gives them genuine choice  
Governance arrangements will be clear, workable and understood by everyone working in the ICU  
Our systems, processes and protocols with partners will assure quality and safety in commissioned services

The ICU is responsible for holding and determining budgets for the council's services that are commissioned, either through internal partners in the People Department e.g. Adult Social Care Services and children's social care division, externally from other statutory sector NHS partners, or voluntary & community sector providers'. Service areas covered include:-  
older people (including the development and implementation of Outcome Based Commissioning (OBC) for people over 65)  
people with long-term conditions, end of life care and carers  
children and maternity services  
people with learning disabilities  
people with mental health needs  
people with physical disabilities/sensory impairment  
supported housing  
people with substance misuse problems  
asylum seekers  
Public health including sexual health including services for people who are HIV+ or have AIDS  
Market management and development  
Contract and quality monitoring and support

ICU commissioners also work jointly with the CCG to support Service Redesign and the delivery of the Quality, Innovation, Productivity and Prevention (QIPP) programme through the Programme Management Function (PMO),

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2015/16 (A) £000's	Inflation (B) £000's	Other (C) £000's	2016/17 (D) £000's	
C1424Q	Director of Integrated Commissioning Unit and Adult Care Commissioning	210	2	(281)	(69)	(133)
C1426Q	Integrated Commissioning Working Age Adults	7,585	28	(1,122)	6,491	(14)
C1428Q	Commissioning Vulnerable Adults and Supported Housing	7,474	60	(394)	7,140	(4)
C1430Q	Adult Social Care Mental Health	9,005	72	(510)	8,567	(5)
C1432Q	Integrated Commissioning Long Term Conditions and Older People	19,246	146	(2,293)	17,099	(11)
C1434Q	Integrated Specialist Services Commissioning	4,310	33	52	4,395	2
	<b>TOTAL NET SPEND</b>	<b>47,830</b>	<b>341</b>	<b>(4,548)</b>	<b>43,623</b>	<b>(9)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Director of Integrated Commissioning Unit and Adult Care Commissioning	2.7	2.7	-
Integrated Commissioning Working Age Adults	7.2	7.2	-
Commissioning Vulnerable Adults and Supported Housing	15.4	19.4	4.0
Adult Social Care Mental Health	59.3	61.5	2.1
Integrated Commissioning Long Term Conditions and Older People	13.6	13.8	0.2
Integrated Specialist Services Commissioning	23.5	23.5	-
<b>TOTAL FTE STAFF</b>	<b>121.7</b>	<b>128.0</b>	<b>6.3</b>

**PEOPLE  
INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1415P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,705	Employees	5,682	50	168	<b>5,900</b>	4
796	Premises related expenditure	636	-	(72)	<b>564</b>	(11)
1,283	Supplies and Services	941	-	(64)	<b>877</b>	(7)
34,768	Third Party Payments	35,530	291	(1,219)	<b>34,602</b>	(3)
204	Transfer Payments	256	-	-	<b>256</b>	-
452	Transport related expenditure	131	-	(5)	<b>126</b>	(4)
4,297	Recharges from other services	4,322	-	(50)	<b>4,272</b>	(1)
<b>47,505</b>	<b>TOTAL EXPENDITURE</b>	<b>47,498</b>	<b>341</b>	<b>(1,242)</b>	<b>46,597</b>	<b>(2)</b>
(2,923)	Government Grants	(2,923)	-	-	<b>(2,923)</b>	-
(885)	Other Grants, reimbursements and contributions	(813)	-	(233)	<b>(1,046)</b>	29
(3,492)	Customer and Client Receipts	(3,811)	-	(70)	<b>(3,881)</b>	2
(28)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(2,655)	Recharges to other services	(2,673)	-	(74)	<b>(2,747)</b>	3
<b>(9,983)</b>	<b>TOTAL INCOME</b>	<b>(10,248)</b>	<b>-</b>	<b>(377)</b>	<b>(10,625)</b>	<b>4</b>
<b>37,522</b>	<b>NET CONTROLLABLE COST</b>	<b>37,250</b>	<b>341</b>	<b>(1,619)</b>	<b>35,972</b>	<b>(3)</b>
773	Capital Charges	782	-	140	<b>922</b>	18
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,822	Corporate support services bought in	9,798	-	(3,069)	<b>6,729</b>	(31)
<b>10,595</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>10,580</b>	<b>-</b>	<b>(2,929)</b>	<b>7,651</b>	<b>(28)</b>
<b>48,117</b>	<b>NET COST OF SERVICE</b>	<b>47,830</b>	<b>341</b>	<b>(4,548)</b>	<b>43,623</b>	<b>(9)</b>
(23)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(23)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>48,094</b>	<b>TOTAL NET EXPENDITURE</b>	<b>47,830</b>	<b>341</b>	<b>(4,548)</b>	<b>43,623</b>	<b>(9)</b>

## INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING

## DIRECTOR OF INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING

## COST CENTRE: C1424Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
163	Employees	219	2	3	224	2
-	Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	14	-	(4)	10	(29)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
11	Recharges from other services	20	-	-	20	-
192	<b>TOTAL EXPENDITURE</b>	253	2	(1)	254	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(210)	(210)	n/a
(76)	Customer and Client Receipts	(43)	-	(70)	(113)	163
-	Interest Receivable	-	-	-	-	n/a
81	Recharges to other services	-	-	-	-	n/a
5	<b>TOTAL INCOME</b>	(43)	-	(280)	(323)	651
197	<b>NET CONTROLLABLE COST</b>	210	2	(281)	(69)	(133)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4	Corporate support services bought in	-	-	-	-	n/a
4	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
201	<b>NET COST OF SERVICE</b>	210	2	(281)	(69)	(133)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
201	<b>TOTAL NET EXPENDITURE</b>	210	2	(281)	(69)	(133)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						
Joint QIPP/Council efficiency programme: a more coordinated approach to delivery of agreed efficiencies						(210)
Review of functions in ICU which are CCG/NHS (staff savings) - obtain more income from NHS						(70)
						-
						-
						(280)
<u>Other resource changes</u>						
Increase in employers pension contribution						2
Minor variance						(3)
						-
						-
						-
						-
						(1)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(281)</b>

**PEOPLE  
INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING  
INTEGRATED COMMISSIONING WORKING AGE ADULTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1426Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
327	Employees	454	4	1	459	1
-	Premises related expenditure	-	-	-	-	n/a
129	Supplies and Services	128	-	(6)	122	(5)
2,514	Third Party Payments	2,524	24	(129)	2,419	(4)
98	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	2	-	-	2	-
1,525	Recharges from other services	1,525	-	(24)	1,501	(2)
4,597	<b>TOTAL EXPENDITURE</b>	4,633	28	(158)	4,503	(3)
-	Government Grants	-	-	-	-	n/a
(37)	Other Grants, reimbursements and contributions	(35)	-	-	(35)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(37)	<b>TOTAL INCOME</b>	(35)	-	-	(35)	-
4,560	<b>NET CONTROLLABLE COST</b>	4,598	28	(158)	4,468	(3)
79	Capital Charges	79	-	-	79	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,913	Corporate support services bought in	2,908	-	(964)	1,944	(33)
2,992	<b>TOTAL UNCONTROLLABLE COST</b>	2,987	-	(964)	2,023	(32)
7,552	<b>NET COST OF SERVICE</b>	7,585	28	(1,122)	6,491	(14)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7,552	<b>TOTAL NET EXPENDITURE</b>	7,585	28	(1,122)	6,491	(14)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Learning Disability Day Services - utilisation of other universal and community services						(125)
						-
						-
						(125)
<u>Other resource changes</u>						
Reduction in Departmental Support Services recharges						(30)
Virements in year - reduction in contract Inflation						(4)
Reduction in Corporate charges (SeRCOP)						(964)
Increase in employers pension contribution						3
Minor variance						(2)
						(997)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,122)</b>



**PEOPLE  
INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING  
COMMISSIONING VULNERABLE ADULTS AND SUPPORTED HOUSING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1428Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
729	Employees	710	7	29	746	5
-	Premises related expenditure	-	-	-	-	n/a
49	Supplies and Services	45	-	(12)	33	(27)
7,002	Third Party Payments	7,003	53	(75)	6,981	(0)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	3	-	-	3	-
19	Recharges from other services	20	-	(18)	2	(90)
7,799	<b>TOTAL EXPENDITURE</b>	7,781	60	(76)	7,765	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(716)	Recharges to other services	(697)	-	(75)	(772)	11
(716)	<b>TOTAL INCOME</b>	(697)	-	(75)	(772)	11

7,083	<b>NET CONTROLLABLE COST</b>	7,084	60	(151)	6,993	(1)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
400	Corporate support services bought in	390	-	(243)	147	(62)
400	<b>TOTAL UNCONTROLLABLE COST</b>	390	-	(243)	147	(62)

7,483	<b>NET COST OF SERVICE</b>	7,474	60	(394)	7,140	(4)
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(23)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(23)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

7,460	<b>TOTAL NET EXPENDITURE</b>	7,474	60	(394)	7,140	(4)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Supported Housing Efficiencies - re-tendering of contracts		(75)
		-
		-
		(75)
<u>Other resource changes</u>		
Reduction in Corporate charges (SeRCOP)		(253)
Reduction in Departmental Support Services recharges		(18)
Transfer of supported living budget from ICU to Adult Care Services (PED 6.6)		(55)
Increase in employers pension contribution		6
Minor variance		1
		(319)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(394)</b>

**PEOPLE  
INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING  
ADULT SOCIAL CARE MENTAL HEALTH**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1430Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,677	Employees	2,637	21	120	2,778	5
84	Premises related expenditure	91	-	(38)	53	(42)
112	Supplies and Services	108	-	(5)	103	(5)
5,875	Third Party Payments	5,935	51	(160)	5,826	(2)
176	Transfer Payments	185	-	-	185	-
42	Transport related expenditure	43	-	(3)	40	(7)
357	Recharges from other services	359	-	6	365	2
9,323	<b>TOTAL EXPENDITURE</b>	9,358	72	(80)	9,350	(0)
(54)	Government Grants	(54)	-	-	(54)	-
(614)	Other Grants, reimbursements and contributions	(594)	-	(103)	(697)	17
(537)	Customer and Client Receipts	(529)	-	-	(529)	-
-	Interest Receivable	-	-	-	-	n/a
(346)	Recharges to other services	(336)	-	-	(336)	-
(1,551)	<b>TOTAL INCOME</b>	(1,513)	-	(103)	(1,616)	7

7,772	<b>NET CONTROLLABLE COST</b>	7,845	72	(183)	7,734	(1)
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12	Capital Charges	21	-	-	21	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,143	Corporate support services bought in	1,139	-	(327)	812	(29)
1,155	<b>TOTAL UNCONTROLLABLE COST</b>	1,160	-	(327)	833	(28)

8,927	<b>NET COST OF SERVICE</b>	9,005	72	(510)	8,567	(5)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

8,927	<b>TOTAL NET EXPENDITURE</b>	9,005	72	(510)	8,567	(5)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Shared lives - expansion of current scheme to increase the availability of placements		(35)
Review of Mental Health Younger Adults cost placements and seek more cost effective placements		(62)
		-
		-
		(97)
<u>Other resource changes</u>		
Virements in year - reduction in contract Inflation		(73)
Reduction in Corporate charges (SERCOP)		(332)
Increase in capital charges		9
Reduction in Departmental Support Services recharges		(33)
Increase in employers pension contribution		18
Minor variance		(2)
		-
		(413)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(510)</b>

**PEOPLE** **SERVICE SUBJECTIVE SUMMARY**  
**INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING**  
**INTEGRATED COMMISSIONING LONG TERM CONDITIONS AND OLDER PEOPLE**

**COST CENTRE: C1432Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
829	Employees	645	6	2	653	1
706	Premises related expenditure	545	-	(34)	511	(6)
943	Supplies and Services	595	-	(26)	569	(4)
16,307	Third Party Payments	16,982	140	(837)	16,285	(4)
-	Transfer Payments	-	-	-	-	n/a
405	Transport related expenditure	79	-	-	79	-
2,263	Recharges from other services	2,281	-	(21)	2,260	(1)
21,453	<b>TOTAL EXPENDITURE</b>	21,127	146	(916)	20,357	(4)
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
(128)	Other Grants, reimbursements and contributions	(109)	-	80	(29)	(73)
(2,879)	Customer and Client Receipts	(3,239)	-	-	(3,239)	-
(28)	Interest Receivable	(28)	-	-	(28)	-
(1,574)	Recharges to other services	(1,540)	-	1	(1,539)	(0)
(7,478)	<b>TOTAL INCOME</b>	(7,785)	-	81	(7,704)	(1)

13,975	<b>NET CONTROLLABLE COST</b>	13,342	146	(835)	12,653	(5)
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682	Capital Charges	682	-	140	822	21
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
5,222	Corporate support services bought in	5,222	-	(1,598)	3,624	(31)
5,904	<b>TOTAL UNCONTROLLABLE COST</b>	5,904	-	(1,458)	4,446	(25)

19,879	<b>NET COST OF SERVICE</b>	19,246	146	(2,293)	17,099	(11)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

19,879	<b>TOTAL NET EXPENDITURE</b>	19,246	146	(2,293)	17,099	(11)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Meals on Wheels - increase in charges		(125)
Redesign of catering services to special sheltered blocks		(240)
Older People Commissioning - Care UK concierge at 6 special sheltered homes to be charged to Housing Benefit		(200)
		-
		(565)
<u>Other resource changes</u>		
Virements in year - reduction in contract inflation		(193)
Movement in Corporate charges (SeRCOP) and capital charges		(1,458)
Reduction in Departmental Support Services recharges		(61)
Virements in year - centralisation of ICT budgets		(25)
Increase in employers pension contribution		6
Minor variance		3
		(1,728)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(2,293)</b>

**PEOPLE  
INTEGRATED COMMISSIONING UNIT AND ADULT CARE COMMISSIONING  
INTEGRATED SPECIALIST SERVICES COMMISSIONING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1434Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
980	Employees	1,017	10	13	1,040	2
6	Premises related expenditure	-	-	-	-	n/a
32	Supplies and Services	51	-	(11)	40	(22)
3,070	Third Party Payments	3,086	23	(18)	3,091	0
(70)	Transfer Payments	71	-	-	71	-
1	Transport related expenditure	4	-	(2)	2	(50)
122	Recharges from other services	117	-	7	124	6
4,141	<b>TOTAL EXPENDITURE</b>	4,346	33	(11)	4,368	1
-	Government Grants	-	-	-	-	n/a
(106)	Other Grants, reimbursements and contributions	(75)	-	-	(75)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(100)	Recharges to other services	(100)	-	-	(100)	-
(206)	<b>TOTAL INCOME</b>	(175)	-	-	(175)	-

3,935	<b>NET CONTROLLABLE COST</b>	4,171	33	(11)	4,193	1
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
140	Corporate support services bought in	139	-	63	202	45
140	<b>TOTAL UNCONTROLLABLE COST</b>	139	-	63	202	45

4,075	<b>NET COST OF SERVICE</b>	4,310	33	52	4,395	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,075	<b>TOTAL NET EXPENDITURE</b>	4,310	33	52	4,395	2
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Reduction in Corporate charges (SeRCOP)		58
Virements in year - reduction in contract Inflation		(15)
Increase in employers pension contribution		9
		-
		52
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>52</b>

**SERVICE DESCRIPTION**

The Housing Needs Service is made up of the following sections: The Housing Solutions service and Housing Renewals Service are mainly funded from General Fund.

**Housing Solutions**

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

**Housing Renewal**

Responsible for the Staying Put Home Improvement Agency enabling older people to stay in their own homes through repairs, adaptations, reablement and handyman services. It provides loans for vulnerable home owners for repairs and together with the Major Adaptations Unit, provides the disabled adaptation service for all tenures, including processing of Disabled Facilities Grants. 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.

**Service Development**

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

It promotes youth involvement, tackles worklessness and fund raising. 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 £78m annually) and the collection of all forms of former tenant debt, garage arrears and rechargeable repairs. It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages.

**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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1438Q	Housing Needs And Assessment	(889)	-	(7)	(896)	1
C1440Q	Housing Renewal	4,923	3	(1,543)	3,383	(31)
C1442Q	Housing Solutions	1,366	4	(120)	1,250	(8)
C1444Q	Service Development	71	1	(2)	70	(1)
C1445Q	Housing Need Directorate	(9)	-	(270)	(279)	3,000
	<b>TOTAL NET SPEND</b>	5,462	8	(1,942)	3,528	(35)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Housing Needs And Assessment	1.0	1.0	-
Housing Renewal	14.2	14.2	-
Housing Solutions	10.8	10.8	-
Service Development	1.0	1.0	-
Housing Need Directorate	0.4	0.4	-
<b>TOTAL FTE STAFF</b>	27.4	27.4	-

**COST CENTRE: C1415P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,214	Employees	1,066	11	60	1,137	7
4,650	Premises related expenditure	1,644	-	(106)	1,538	(6)
204	Supplies and Services	240	-	(50)	190	(21)
1,568	Third Party Payments	782	-	(23)	759	(3)
-	Transfer Payments	-	-	-	-	n/a
14	Transport related expenditure	21	-	-	21	-
112	Recharges from other services	97	-	(2)	95	(2)
7,762	<b>TOTAL EXPENDITURE</b>	3,850	11	(121)	3,740	(3)
(189)	Government Grants	(107)	-	-	(107)	-
(62)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(5,997)	Customer and Client Receipts	(2,821)	(3)	(275)	(3,099)	10
-	Interest Receivable	-	-	-	-	n/a
(517)	Recharges to other services	(427)	-	(3)	(430)	1
(6,765)	<b>TOTAL INCOME</b>	(3,406)	(3)	(278)	(3,687)	8
997	<b>NET CONTROLLABLE COST</b>	444	8	(399)	53	(88)
1,219	Capital Charges	1,219	-	(677)	542	(56)
-	Deferred/Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
1,715	Corporate support services bought in	1,699	-	(866)	833	(51)
5,034	<b>TOTAL UNCONTROLLABLE COST</b>	5,018	-	(1,543)	3,475	(31)
6,031	<b>NET COST OF SERVICE</b>	5,462	8	(1,942)	3,528	(35)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,031	<b>TOTAL NET EXPENDITURE</b>	5,462	8	(1,942)	3,528	(35)

PEOPLE  
HOUSING NEED  
HOUSING NEEDS AND ASSESSMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1438Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
37	Employees	37	-	1	38	3
279	Premises related expenditure	441	-	(1)	440	(0)
8	Supplies and Services	12	-	(2)	10	(17)
26	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
353	<b>TOTAL EXPENDITURE</b>	490	-	(2)	488	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,317)	Customer and Client Receipts	(1,379)	-	(5)	(1,384)	0
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,317)	<b>TOTAL INCOME</b>	(1,379)	-	(5)	(1,384)	0

(964)	<b>NET CONTROLLABLE COST</b>	(889)	-	(7)	(896)	1
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2	Corporate support services bought in	-	-	-	-	n/a
2	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

(962)	<b>NET COST OF SERVICE</b>	(889)	-	(7)	(896)	1
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(962)	<b>TOTAL NET EXPENDITURE</b>	(889)	-	(7)	(896)	1
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	
Income collection from tenants car parking permits	(5)
	-
	-
	(5)
<u>Other resource changes</u>	
Minor variance	(2)
	-
	-
	-
	-
	(2)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(7)</b>

COST CENTRE: C1440Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
557	Employees	560	6	7	573	2
22	Premises related expenditure	-	-	-	-	n/a
99	Supplies and Services	23	-	(5)	18	(22)
182	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	20	-	-	20	-
2	Recharges from other services	3	-	(2)	1	(67)
873	<b>TOTAL EXPENDITURE</b>	606	6	-	612	1
(120)	Government Grants	-	-	-	-	n/a
(39)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(230)	Customer and Client Receipts	(301)	(3)	-	(304)	1
-	Interest Receivable	-	-	-	-	n/a
(442)	Recharges to other services	(349)	-	-	(349)	-
(831)	<b>TOTAL INCOME</b>	(701)	(3)	-	(704)	0

42	<b>NET CONTROLLABLE COST</b>	(95)	3	-	(92)	(3)
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1,219	Capital Charges	1,219	-	(677)	542	(56)
-	Deferred/Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
1,702	Corporate support services bought in	1,699	-	(866)	833	(51)
5,021	<b>TOTAL UNCONTROLLABLE COST</b>	5,018	-	(1,543)	3,475	(31)

5,063	<b>NET COST OF SERVICE</b>	4,923	3	(1,543)	3,383	(31)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

5,063	<b>TOTAL NET EXPENDITURE</b>	4,923	3	(1,543)	3,383	(31)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Reduction in Corporate charges (SERCOP) and capital charges		(1,543)
		-
		-
		-
		(1,543)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,543)</b>



COST CENTRE: C1442Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
463	Employees	374	4	31	409	9
4,349	Premises related expenditure	1,201	-	(105)	1,096	(9)
81	Supplies and Services	130	-	(23)	107	(18)
1,333	Third Party Payments	782	-	(23)	759	(3)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
48	Recharges from other services	31	-	-	31	-
6,275	<b>TOTAL EXPENDITURE</b>	2,519	4	(120)	2,403	(5)
-	Government Grants	(16)	-	-	(16)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,403)	Customer and Client Receipts	(1,062)	-	-	(1,062)	-
-	Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(75)	-	-	(75)	-
(4,478)	<b>TOTAL INCOME</b>	(1,153)	-	-	(1,153)	-
1,797	<b>NET CONTROLLABLE COST</b>	1,366	4	(120)	1,250	(8)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
11	Corporate support services bought in	-	-	-	-	n/a
11	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,808	<b>NET COST OF SERVICE</b>	1,366	4	(120)	1,250	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,808	<b>TOTAL NET EXPENDITURE</b>	1,366	4	(120)	1,250	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						
Expansion of Empty Properties Programme						(70)
Fraud detection for Temporary Accommodation						(35)
						-
						-
						(105)
<u>Other resource changes</u>						
Virements in year centralised ICT						(18)
Minor variance						3
						-
						-
						(15)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(120)</b>

PEOPLE  
HOUSING NEED  
SERVICE DEVELOPMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1444Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
106	Employees	74	1	21	96	30
-	Premises related expenditure	-	-	-	-	n/a
16	Supplies and Services	75	-	(20)	55	(27)
27	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
12	Recharges from other services	16	-	-	16	-
163	<b>TOTAL EXPENDITURE</b>	165	1	1	167	1
(69)	Government Grants	(91)	-	-	(91)	-
(23)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(3)	-	(3)	(6)	100
(92)	<b>TOTAL INCOME</b>	(94)	-	(3)	(97)	3

71	<b>NET CONTROLLABLE COST</b>	71	1	(2)	70	(1)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

71	<b>NET COST OF SERVICE</b>	71	1	(2)	70	(1)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

71	<b>TOTAL NET EXPENDITURE</b>	71	1	(2)	70	(1)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Minor variance		(2)
		-
		-
		-
		-
		-
		(2)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(2)</b>

COST CENTRE: C1445Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
51	Employees	21	-	-	21	-
-	Premises related expenditure	2	-	-	2	-
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
47	Recharges from other services	47	-	-	47	-
98	<b>TOTAL EXPENDITURE</b>	70	-	-	70	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(47)	Customer and Client Receipts	(79)	-	(270)	(349)	342
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(47)	<b>TOTAL INCOME</b>	(79)	-	(270)	(349)	342

51	<b>NET CONTROLLABLE COST</b>	(9)	-	(270)	(279)	3,000
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

51	<b>NET COST OF SERVICE</b>	(9)	-	(270)	(279)	3,000
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

51	<b>TOTAL NET EXPENDITURE</b>	(9)	-	(270)	(279)	3,000
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Streamline the structure - Housing Need Division		(150)
		-
		-
		(150)
<u>Other resource changes</u>		
Transfer budget to Safeguarding and LAC Quality Assurance Service (PED 1.3)		(120)
		-
		-
		-
		-
		(120)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(270)</b>

**PLACE**

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## KEY SERVICE TARGETS / PRIORITIES FOR 2016/17

The priorities across the department are to:

Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.

Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Health, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.

Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.

Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs to developers and homeowners.

We will 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.

A cross cutting theme for all areas and priorities is to better manage demand and promote more efficient and targeted service delivery.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1100N

DESCRIPTION	ACTUAL 2014/15 £000	ORIGINAL 2015/16 £000	FORECAST 2015/16 £000	BUDGET 2016/17 £000	% CHANGE %
Employees	25,111	21,932	21,762	<b>21,322</b>	(2)
Premises related expenditure	19,290	3,331	3,387	<b>3,188</b>	(6)
Supplies and Services	27,625	15,644	17,007	<b>15,481</b>	(9)
Third Party Payments	47,645	25,327	24,537	<b>23,414</b>	(5)
Transfer Payments	3	-	4	-	(100)
Transport related expenditure	936	769	837	<b>734</b>	(12)
Capital Charges	16,889	16,333	16,333	<b>10,857</b>	(34)
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	3,120	7,579	7,579	-	(100)
Corporate support services bought in	-	10,154	10,489	<b>8,388</b>	(20)
Recharges (to) / from other services	11,184	(5,588)	(6,755)	<b>(6,982)</b>	3
<b>TOTAL EXPENDITURE</b>	<b>151,803</b>	<b>95,481</b>	<b>95,180</b>	<b>76,402</b>	<b>(20)</b>
Government Grants	(4,786)	-	(127)	-	(100)
Other Grants, reimbursements and contributions	(6,611)	(246)	(1,181)	<b>(346)</b>	(71)
Fees and Charges	(22,363)	-	-	-	n/a
Customer and Client Receipts	(13,491)	(22,516)	(22,952)	<b>(24,304)</b>	6
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(47,251)</b>	<b>(22,762)</b>	<b>(24,260)</b>	<b>(24,650)</b>	<b>2</b>
<b>NET EXPENDITURE</b>	<b>104,552</b>	<b>72,719</b>	<b>70,920</b>	<b>51,752</b>	<b>(27)</b>
Contributions to / (from) Reserves	-	-	(280)	-	(100)
<b>CURRENT BUDGET</b>	<b>83,075</b>		<b>70,890</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>21,477</b>		<b>(250)</b>		

## TOP FINANCIAL RISKS 2016/17

The changing social housing policy context will result in increasing pressure on the Housing Revenue Account (HRA) budget and could significantly alter the way the Council delivers housing services including the way it maintains and invests in existing Council stock, delivers a range of services on estates and our ability to invest in building new affordable homes.

The headcount in the Department has reduced significantly over the past few years, further reductions expected in 16/17 increase the risk that staff in the Department may not be able to respond quickly and appropriately to new opportunities or seasonal peaks in demand, negatively impacting on our ability to generate fee income and deliver maximum return on investment.

## PLACE

## DEPARTMENT SUMMARY

## CABINET MEMBER

Councillor Bee	Cabinet Member for Transport and Environment
Councillor Butler	Cabinet Member for Homes and Regeneration
Councillor Collins	Cabinet Member for Clean Green Croydon
Councillor Godfrey	Cabinet Member for Culture, Leisure and Sports
Councillor Letts	Cabinet Member for Economic Development
Councillor Watson	Cabinet Member for Safety and Justice

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Place	61325
Steve Iles	Director - Streets	52821
Heather Cheesborough	Director - Planning & Strategic Transport	65599
Stephen Tate	Director - District Centres and Regeneration	47446
Andy Opie	Director - Safety	65686
Colm Lacey	Director - Development	47367

COST CENTRE	DIVISION
C1110P	Streets
C1120P	Planning
C1125P	District Centres and Regeneration
C1130P	Safety
C1115P	Development
C1100P	Place Directorate

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2015/16 £000's	DIVISION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
55,967	Streets	56,235	278	(8,459)	48,054	(15)
3,275	Planning	3,954	41	(692)	3,303	(16)
10,211	District Centres and Regeneration	11,801	32	(9,006)	2,827	(76)
80	Safety	729	89	(3,969)	(3,151)	(532)
1,439	Development	-	-	719	719	n/a
(332)	Place Directorate	-	-	-	-	n/a
70,640	<b>TOTAL NET SPEND</b>	72,719	440	(21,407)	51,752	(639)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Streets	103.0	95.0	(8.0)
Planning	93.5	90.2	(3.3)
District Centres and Regeneration	3.0	34.0	31.0
Safety	239.8	236.9	(2.9)
Development	-	25.0	25.0
Place Directorate	3.0	1.0	(2.0)
<b>TOTAL FTE STAFF</b>	442.3	482.1	39.8

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
21,762	Employees	21,932	209	(819)	21,322	(3)
3,387	Premises related expenditure	3,331	-	(143)	3,188	(4)
17,007	Supplies and Services	15,644	114	(277)	15,481	(1)
24,537	Third Party Payments	25,327	155	(2,068)	23,414	(8)
4	Transfer Payments	-	-	-	-	n/a
837	Transport related expenditure	769	-	(35)	734	(5)
6,300	Recharges from other services	6,199	-	(136)	6,063	(2)
73,834	<b>TOTAL EXPENDITURE</b>	73,202	478	(3,478)	70,202	(4)
(127)	Government Grants	-	-	-	-	n/a
(1,181)	Other Grants, reimbursements and contributions	(246)	-	(100)	(346)	41
(22,952)	Customer and Client Receipts	(22,516)	(38)	(1,750)	(24,304)	8
-	Interest Receivable	-	-	-	-	n/a
(13,055)	Recharges to other services	(11,787)	-	(1,258)	(13,045)	11
(37,315)	<b>TOTAL INCOME</b>	(34,549)	(38)	(3,108)	(37,695)	9
36,519	<b>NET CONTROLLABLE COST</b>	38,653	440	(6,586)	32,507	(16)
16,333	Capital Charges	16,333	-	(5,476)	10,857	(34)
-	Deferred/Intangible Charges	-	-	-	-	n/a
7,579	REFCUS	7,579	-	(7,579)	-	(100)
10,489	Corporate support services bought in	10,154	-	(1,766)	8,388	(17)
34,401	<b>TOTAL UNCONTROLLABLE COST</b>	34,066	-	(14,821)	19,245	(44)
70,920	<b>NET COST OF SERVICE</b>	72,719	440	(21,407)	51,752	(29)
(280)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(280)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
70,640	<b>TOTAL NET EXPENDITURE</b>	72,719	440	(21,407)	51,752	(29)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(4,657)
Other resource changes						(16,750)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(21,407)</b>





**SERVICE DESCRIPTION**

The Streets Division comprise Highway services, Environment and Waste Management, grounds maintenance of open spaces and Leisure centres

Environment and waste services provides waste management and recycling services, manage the operational management of Croydon's parks and green spaces. The Waste Management and Recycling team contract manage waste services for domestic and trade waste collections, recycling and street cleaning services, processing of green garden waste and kitchen food waste and operation of household recycling centres .

The leisure contract management team manage Croydon's leisure centres in partnership with Fusion Leisure in addition to two centres managed directly by the Local Authority.

The Green Spaces grounds maintenance 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, park buildings and games courts.

Highways service ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures and drainage.

The Highways team also monitor all statutory works across the borough to coordinate and minimise the delay and disruption. The service also provides a road safety service which covers both preventative measures such as educational and physical measures on the highway. They also play a key role in the development and implementation of School travel planning.

Parking Infrastructure implements and maintains parking schemes including new and extended CPZ's (Controlled Parking Zones), disabled parking and upkeep of the boroughs signs and lines. Additionally this area facilitate Traffic Management Orders on behalf of internal and external clients.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1102Q	Parking Infrastructure	363	2	19	384	6
C1103Q	Highways	19,038	35	(5,357)	13,716	(28)
C1104Q	Environment & Waste	36,834	241	(3,121)	33,954	(8)
	<b>TOTAL NET SPEND</b>	56,235	278	(8,459)	48,054	(15)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Parking Infrastructure	7.0	7.0	-
Highways	57.0	53.0	(4.0)
Environment & Waste	39.0	35.0	(4.0)
<b>TOTAL FTE STAFF</b>	103.0	95.0	(8.0)

**COST CENTRE: C1110P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,188	Employees	3,930	38	73	4,041	3
2,157	Premises related expenditure	2,243	-	(143)	2,100	(6)
12,322	Supplies and Services	12,250	114	(72)	12,292	0
23,896	Third Party Payments	24,334	155	(2,070)	22,419	(8)
-	Transfer Payments	-	-	-	-	n/a
431	Transport related expenditure	444	-	(12)	432	(3)
1,418	Recharges from other services	1,438	-	(109)	1,329	(8)
44,412	<b>TOTAL EXPENDITURE</b>	44,639	307	(2,333)	42,613	(5)
(127)	Government Grants	-	-	-	-	n/a
(73)	Other Grants, reimbursements and contributions	(102)	-	-	(102)	-
(5,668)	Customer and Client Receipts	(5,715)	(29)	(177)	(5,921)	4
-	Interest Receivable	-	-	-	-	n/a
(1,786)	Recharges to other services	(1,792)	-	-	(1,792)	-
(7,654)	<b>TOTAL INCOME</b>	(7,609)	(29)	(177)	(7,815)	3
36,758	<b>NET CONTROLLABLE COST</b>	37,030	278	(2,510)	34,798	(6)
15,552	Capital Charges	15,552	-	(5,302)	10,250	(34)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,701	Corporate support services bought in	3,653	-	(647)	3,006	(18)
19,253	<b>TOTAL UNCONTROLLABLE COST</b>	19,205	-	(5,949)	13,256	(31)
56,011	<b>NET COST OF SERVICE</b>	56,235	278	(8,459)	48,054	(15)
(44)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(44)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
55,967	<b>TOTAL NET EXPENDITURE</b>	56,235	278	(8,459)	48,054	(15)

PLACE  
STREETS  
PARKING INFRASTRUCTURE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1102Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
307	Employees	302	3	1	306	1
-	Premises related expenditure	-	-	-	-	n/a
115	Supplies and Services	116	-	(4)	112	(3)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
-	Recharges from other services	-	-	22	22	n/a
425	<b>TOTAL EXPENDITURE</b>	421	3	19	443	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(158)	Customer and Client Receipts	(58)	(1)	-	(59)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(158)	<b>TOTAL INCOME</b>	(58)	(1)	-	(59)	2

267	<b>NET CONTROLLABLE COST</b>	363	2	19	384	6
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3	Corporate support services bought in	-	-	-	-	n/a
3	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

270	<b>NET COST OF SERVICE</b>	363	2	19	384	6
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

270	<b>TOTAL NET EXPENDITURE</b>	363	2	19	384	6
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Minor variations		19
		-
		19
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>19</b>

COST CENTRE: C1103Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,306	Employees	2,179	22	58	2,259	4
1,024	Premises related expenditure	1,023	-	(143)	880	(14)
570	Supplies and Services	541	-	(28)	513	(5)
2,961	Third Party Payments	3,013	15	-	3,028	0
-	Transfer Payments	-	-	-	-	n/a
83	Transport related expenditure	82	-	(8)	74	(10)
600	Recharges from other services	600	-	(65)	535	(11)
7,544	<b>TOTAL EXPENDITURE</b>	7,438	37	(186)	7,289	(2)
(127)	Government Grants	-	-	-	-	n/a
(73)	Other Grants, reimbursements and contributions	(95)	-	-	(95)	-
(2,408)	Customer and Client Receipts	(2,400)	(2)	(60)	(2,462)	3
-	Interest Receivable	-	-	-	-	n/a
(786)	Recharges to other services	(786)	-	-	(786)	-
(3,394)	<b>TOTAL INCOME</b>	(3,281)	(2)	(60)	(3,343)	2

4,150	<b>NET CONTROLLABLE COST</b>	4,157	35	(246)	3,946	(5)
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13,749	Capital Charges	13,749	-	(5,046)	8,703	(37)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,160	Corporate support services bought in	1,132	-	(65)	1,067	(6)
14,909	<b>TOTAL UNCONTROLLABLE COST</b>	14,881	-	(5,111)	9,770	(34)

19,059	<b>NET COST OF SERVICE</b>	19,038	35	(5,357)	13,716	(28)
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	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

19,059	<b>TOTAL NET EXPENDITURE</b>	19,038	35	(5,357)	13,716	(28)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
	Streets Restructure	(150)
	Coring Income	(60)
	Variable Lighting Policy	(143)
		-
		(353)
<u>Other resource changes</u>		
	Corporate Item: Pensions Adjustment	20
	Centralisation of ICT Charges	(28)
	Transfer of budget to Business Support	(35)
	Eyes & Ears Saving transfer to Safety (See page PL 4.7)	200
	Variations in Capital Charges	(5,046)
	Variations in Corporate Support Charges	(65)
	Minor variations	15
	Variations in Directorate Recharge	(65)
		(5,004)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(5,357)</b>

COST CENTRE: C1104Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,575	Employees	1,449	13	14	1,476	2
1,133	Premises related expenditure	1,220	-	-	1,220	-
11,637	Supplies and Services	11,593	114	(40)	11,667	1
20,935	Third Party Payments	21,321	140	(2,070)	19,391	(9)
-	Transfer Payments	-	-	-	-	n/a
345	Transport related expenditure	359	-	(4)	355	(1)
818	Recharges from other services	838	-	(66)	772	(8)
36,443	<b>TOTAL EXPENDITURE</b>	36,780	267	(2,166)	34,881	(5)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(3,102)	Customer and Client Receipts	(3,257)	(26)	(117)	(3,400)	4
-	Interest Receivable	-	-	-	-	n/a
(1,000)	Recharges to other services	(1,006)	-	-	(1,006)	-
(4,102)	<b>TOTAL INCOME</b>	(4,270)	(26)	(117)	(4,413)	3

32,341	<b>NET CONTROLLABLE COST</b>	32,510	241	(2,283)	30,468	(6)
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1,803	Capital Charges	1,803	-	(256)	1,547	(14)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,538	Corporate support services bought in	2,521	-	(582)	1,939	(23)
4,341	<b>TOTAL UNCONTROLLABLE COST</b>	4,324	-	(838)	3,486	(19)

36,682	<b>NET COST OF SERVICE</b>	36,834	241	(3,121)	33,954	(8)
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(44)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(44)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

36,638	<b>TOTAL NET EXPENDITURE</b>	36,834	241	(3,121)	33,954	(8)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Charging for Green Garden Waste		(1,600)
Monks Hill Sport Centre Income		(65)
		-
		-
		-
		(1,665)
<u>Other resource changes</u>		
Corporate Item: Pensions Adjustment		12
Contract Savings relating to waste collection, disposal and tree works		(444)
Centralisation of ICT Charges		(40)
Variations in Capital Charges		(256)
Variations in Corporate Support Charges		(582)
Transfer of Parks team to District Centres & Regeneration		(76)
Minor variations		(4)
Variations in Directorate Recharge		(66)
		(1,456)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(3,121)</b>



**SERVICE DESCRIPTION**

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

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

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

Spatial Planning provides the functions of place making and plan making, which combined provide the councils spatial planning strategy over a future time horizon spanning twenty years. Plan making carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).

Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness through character appraisals, briefs, feasibility studies and master planning. It also integrates with Development Management through the pre-application process.

Strategic Transport is responsible for development of transport policy, translating local priorities and regional policies into delivery plans and programmes. As well as developing and managing the Local Implementation Plan (LIP), the team also provides transport advice to the planning authority on development plan and master plan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals. The team also bids for funds through the LIP drawing funding from TfL, CIL and the Capital Programme to improve transport and infrastructure in Croydon and runs a large 'Active Travel' programme including School Travel Planning, Work Place Travel Planning and overseeing and reporting delivery of the Biking Borough programme.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	524	11	(13)	522	(0)
C1109Q	Development Management	1,858	19	(489)	1,388	(25)
C1110Q	Spatial Planning	1,198	8	(151)	1,055	(12)
C1111Q	Strategic Transport	374	3	(39)	338	(10)
<b>TOTAL NET SPEND</b>		<b>3,954</b>	<b>41</b>	<b>(692)</b>	<b>3,303</b>	<b>(16)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Building Control	21.6	21.6	-
Development Management	48.9	47.6	(1.3)
Spatial Planning	18.0	17.0	(1.0)
Strategic Transport	5.0	4.0	(1.0)
<b>TOTAL FTE STAFF</b>	<b>93.5</b>	<b>90.2</b>	<b>(3.3)</b>

**COST CENTRE: C1120P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,986	Employees	4,387	44	(143)	4,288	(2)
11	Premises related expenditure	-	-	-	-	n/a
421	Supplies and Services	408	-	(56)	352	(14)
22	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
25	Transport related expenditure	42	-	(5)	37	(12)
1,783	Recharges from other services	1,837	-	(94)	1,743	(5)
6,248	<b>TOTAL EXPENDITURE</b>	6,699	44	(298)	6,445	(4)
-	Government Grants	-	-	-	-	n/a
(183)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,399)	Customer and Client Receipts	(2,920)	(3)	(250)	(3,173)	9
-	Interest Receivable	-	-	-	-	n/a
(1,155)	Recharges to other services	(1,550)	-	-	(1,550)	-
(4,737)	<b>TOTAL INCOME</b>	(4,470)	(3)	(250)	(4,723)	6
1,511	<b>NET CONTROLLABLE COST</b>	2,229	41	(548)	1,722	(23)
10	Capital Charges	10	-	(1)	9	(10)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,754	Corporate support services bought in	1,715	-	(143)	1,572	(8)
1,764	<b>TOTAL UNCONTROLLABLE COST</b>	1,725	-	(144)	1,581	(8)
3,275	<b>NET COST OF SERVICE</b>	3,954	41	(692)	3,303	(16)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,275	<b>TOTAL NET EXPENDITURE</b>	3,954	41	(692)	3,303	(16)



COST CENTRE: C1108Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
715	Employees	1,072	11	11	1,094	2
7	Premises related expenditure	-	-	-	-	n/a
89	Supplies and Services	94	-	(11)	83	(12)
-	Third Party Payments	3	-	-	3	-
-	Transfer Payments	-	-	-	-	n/a
23	Transport related expenditure	29	-	(1)	28	(3)
1,136	Recharges from other services	1,197	-	(15)	1,182	(1)
1,970	<b>TOTAL EXPENDITURE</b>	2,395	11	(16)	2,390	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,038)	Customer and Client Receipts	(1,112)	-	-	(1,112)	-
-	Interest Receivable	-	-	-	-	n/a
(966)	Recharges to other services	(1,050)	-	-	(1,050)	-
(2,004)	<b>TOTAL INCOME</b>	(2,162)	-	-	(2,162)	-

(34)	<b>NET CONTROLLABLE COST</b>	233	11	(16)	228	(2)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
302	Corporate support services bought in	291	-	3	294	1
302	<b>TOTAL UNCONTROLLABLE COST</b>	291	-	3	294	1

268	<b>NET COST OF SERVICE</b>	524	11	(13)	522	(0)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

268	<b>TOTAL NET EXPENDITURE</b>	524	11	(13)	522	(0)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
		-
		(11)
	Centralisation of ICT Charges	11
	Corporate Item: Pensions Adjustment	3
	Variations in Corporate Support Charges	(16)
	Minor variations	(13)
		(13)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(13)</b>

COST CENTRE: C1109Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,200	Employees	2,177	22	(103)	2,096	(4)
-	Premises related expenditure	-	-	-	-	n/a
240	Supplies and Services	154	-	(13)	141	(8)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	11	-	(4)	7	(36)
446	Recharges from other services	465	-	(59)	406	(13)
2,887	<b>TOTAL EXPENDITURE</b>	2,807	22	(179)	2,650	(6)
-	Government Grants	-	-	-	-	n/a
(15)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,320)	Customer and Client Receipts	(1,757)	(3)	(250)	(2,010)	14
-	Interest Receivable	-	-	-	-	n/a
(101)	Recharges to other services	(206)	-	-	(206)	-
(2,436)	<b>TOTAL INCOME</b>	(1,963)	(3)	(250)	(2,216)	13

451	<b>NET CONTROLLABLE COST</b>	844	19	(429)	434	(49)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,027	Corporate support services bought in	1,014	-	(60)	954	(6)
1,027	<b>TOTAL UNCONTROLLABLE COST</b>	1,014	-	(60)	954	(6)

1,478	<b>NET COST OF SERVICE</b>	1,858	19	(489)	1,388	(25)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,478	<b>TOTAL NET EXPENDITURE</b>	1,858	19	(489)	1,388	(25)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Service Transformation - Development Management		(125)
Increased Development and Planning activity		(250)
		-
		(375)
<u>Other resource changes</u>		-
Corporate Item: Pensions Adjustment		22
Centralisation of ICT Charges		(13)
Reduction in Car Allowances		(4)
Variations in Directorate Recharge		(59)
Variations in Corporate Support Charges		(60)
		(114)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(489)</b>

COST CENTRE: C1110Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
770	Employees	848	8	(42)	814	(4)
-	Premises related expenditure	-	-	-	-	n/a
64	Supplies and Services	139	-	(40)	99	(29)
22	Third Party Payments	22	-	-	22	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
147	Recharges from other services	122	-	(13)	109	(11)
1,003	<b>TOTAL EXPENDITURE</b>	1,132	8	(95)	1,045	(8)
-	Government Grants	-	-	-	-	n/a
(168)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(41)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(50)	Recharges to other services	(202)	-	-	(202)	-
(259)	<b>TOTAL INCOME</b>	(253)	-	-	(253)	-

744	<b>NET CONTROLLABLE COST</b>	879	8	(95)	792	(10)
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7	Capital Charges	7	-	(1)	6	(14)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
323	Corporate support services bought in	312	-	(55)	257	(18)
330	<b>TOTAL UNCONTROLLABLE COST</b>	319	-	(56)	263	(18)

1,074	<b>NET COST OF SERVICE</b>	1,198	8	(151)	1,055	(12)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,074	<b>TOTAL NET EXPENDITURE</b>	1,198	8	(151)	1,055	(12)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Place/Plan making efficiencies		(79)
		-
		-
		(79)
<u>Other resource changes</u>		-
Corporate Item: Pensions Adjustment		8
Centralisation of ICT Charges		(11)
Minor variations		(13)
Variations in Capital Charges		(1)
Variations in Corporate Support Charges		(55)
		(72)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(151)</b>

COST CENTRE: C1111Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
301	Employees	290	3	(9)	284	(2)
4	Premises related expenditure	-	-	-	-	n/a
28	Supplies and Services	21	-	8	29	38
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
54	Recharges from other services	53	-	(7)	46	(13)
388	<b>TOTAL EXPENDITURE</b>	365	3	(8)	360	(1)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(38)	Recharges to other services	(92)	-	-	(92)	-
(38)	<b>TOTAL INCOME</b>	(92)	-	-	(92)	-

350	<b>NET CONTROLLABLE COST</b>	273	3	(8)	268	(2)
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3	Capital Charges	3	-	-	3	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
102	Corporate support services bought in	98	-	(31)	67	(32)
105	<b>TOTAL UNCONTROLLABLE COST</b>	101	-	(31)	70	(31)

455	<b>NET COST OF SERVICE</b>	374	3	(39)	338	(10)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

455	<b>TOTAL NET EXPENDITURE</b>	374	3	(39)	338	(10)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Corporate Item: Pensions Adjustment		3
Minor variations		(7)
Centralisation of ICT Charges		(4)
Variations in Corporate Support Charges		(31)
		(39)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(39)</b>

**SERVICE DESCRIPTION**

The District Centre & Regeneration division helps create district centres that are places that residents choose to stay by ensuring that they include high quality homes, schools, leisure facilities and parks /open spaces with vibrant and attractive high streets and well-used community spaces.

The services in the division encompass the following functions:

Asset Management and Engagement - Housing Asset Management & Resident Involvement  
Homes & School Improvement - Schools Capital Delivery & Housing Planned Maintenance & Improvement,  
Regeneration & Partnership - Regeneration & Development, Business & SME growth, Parks & Leisure

The key objectives of the division are to:

- Work in partnership with local people to develop and regenerate our district centres
- To encourage business to invest in our district centres and to employ local people.
- Work towards increasing employment and reducing poverty across all our communities.
- Support our colleagues in People to deliver the necessary additional school places through our schools delivery programme.
- Ensure that all residents have the right to a decent home.
- Undertaking several significant procurement projects for improvement work on our housing estates;
- Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations.
- Through sport and physical activity, promote health and wellbeing across the borough
- Integrating the new division – bringing together different parts of the Council that have not worked together before.

Currently included within this division are the 2015/16 costs of the old Regeneration Division which have been realigned between the District Centres and Regeneration Division and Development Division as part of the corporate restructure.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1117-9Q	Regeneration Division	10,169	29	(10,198)	-	(100)
C1113Q	Asset Management & Engagement	569	1	54	624	10
C1114Q	Homes & School Improvement	-	-	213	213	n/a
C1115Q	Regeneration & Partnership	1,063	2	601	1,666	57
C1127Q	Regeneration Directorate	-	-	324	324	n/a
	<b>TOTAL NET SPEND</b>	11,801	32	(9,006)	2,827	(76)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE
Regeneration Division	50.0	-	(50.0)
Asset Management & Engagement	3.0	3.0	-
Homes & School Improvement	-	8.0	8.0
Regeneration & Partnership	-	22.0	22.0
Regeneration Directorate	-	1.0	1.0
<b>TOTAL FTE STAFF</b>	3.0	34.0	31.0

COST CENTRE: C1125P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,707	Employees	3,315	32	(1,351)	1,996	(40)
455	Premises related expenditure	468	-	-	468	-
346	Supplies and Services	251	-	(116)	135	(46)
372	Third Party Payments	478	-	(33)	445	(7)
3	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	5	-	(1)	4	(20)
462	Recharges from other services	793	-	(320)	473	(40)
3,349	<b>TOTAL EXPENDITURE</b>	5,310	32	(1,821)	3,521	(34)
-	Government Grants	-	-	-	-	n/a
(82)	Other Grants, reimbursements and contributions	(3)	-	(100)	(103)	3,333
(168)	Customer and Client Receipts	(335)	-	90	(245)	(27)
-	Interest Receivable	-	-	-	-	n/a
(1,418)	Recharges to other services	(2,228)	-	819	(1,409)	(37)
(1,668)	<b>TOTAL INCOME</b>	(2,566)	-	809	(1,757)	(32)
1,681	<b>NET CONTROLLABLE COST</b>	2,744	32	(1,012)	1,764	(36)
523	Capital Charges	523	-	(30)	493	(6)
-	Deferred/Intangible Charges	-	-	-	-	n/a
7,579	REFCUS	7,579	-	(7,579)	-	(100)
428	Corporate support services bought in	955	-	(385)	570	(40)
8,530	<b>TOTAL UNCONTROLLABLE COST</b>	9,057	-	(7,994)	1,063	(88)
10,211	<b>NET COST OF SERVICE</b>	11,801	32	(9,006)	2,827	(76)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,211	<b>TOTAL NET EXPENDITURE</b>	11,801	32	(9,006)	2,827	(76)

COST CENTRE: C1116-9Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	2,993	29	(3,022)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	167	-	(167)	-	(100)
-	Third Party Payments	90	-	(90)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	2	-	(2)	-	(100)
-	Recharges from other services	587	-	(587)	-	(100)
-	<b>TOTAL EXPENDITURE</b>	<b>3,839</b>	<b>29</b>	<b>(3,868)</b>	<b>-</b>	<b>(100)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(90)	-	90	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(2,067)	-	2,067	-	(100)
-	<b>TOTAL INCOME</b>	<b>(2,157)</b>	<b>-</b>	<b>2,157</b>	<b>-</b>	<b>(100)</b>
-	<b>NET CONTROLLABLE COST</b>	<b>1,682</b>	<b>29</b>	<b>(1,711)</b>	<b>-</b>	<b>(100)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	7,579	-	(7,579)	-	(100)
-	Corporate support services bought in	908	-	(908)	-	(100)
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>8,487</b>	<b>-</b>	<b>(8,487)</b>	<b>-</b>	<b>(100)</b>
-	<b>NET COST OF SERVICE</b>	<b>10,169</b>	<b>29</b>	<b>(10,198)</b>	<b>-</b>	<b>(100)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
-	<b>TOTAL NET EXPENDITURE</b>	<b>10,169</b>	<b>29</b>	<b>(10,198)</b>	<b>-</b>	<b>(100)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
						-
These services no longer exist due to the Restructure of the Regeneration Division to form the Development and District Centres and Regeneration divisions						(1,711)
Variations in Capital Charges						(7,579)
Variations in Corporate Support Charges						(908)
						(10,198)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(10,198)</b>

COST CENTRE: C1113Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
144	Employees	144	1	2	147	2
18	Premises related expenditure	132	-	-	132	-
37	Supplies and Services	46	-	-	46	-
331	Third Party Payments	331	-	-	331	-
3	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
135	Recharges from other services	136	-	-	136	-
668	<b>TOTAL EXPENDITURE</b>	789	1	2	792	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(98)	Customer and Client Receipts	(220)	-	-	(220)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(98)	<b>TOTAL INCOME</b>	(220)	-	-	(220)	-

570	<b>NET CONTROLLABLE COST</b>	569	1	2	572	1
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	52	52	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	52	52	n/a

570	<b>NET COST OF SERVICE</b>	569	1	54	624	10
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

570	<b>TOTAL NET EXPENDITURE</b>	569	1	54	624	10
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Variations in Corporate Support Charges		52
Corporate Item: Pensions Adjustment		2
		-
		54
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>54</b>



COST CENTRE: C1114Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
442	Employees	-	-	488	488	n/a
-	Premises related expenditure	-	-	-	-	n/a
10	Supplies and Services	-	-	16	16	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	30	30	n/a
452	<b>TOTAL EXPENDITURE</b>	-	-	534	534	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(412)	Recharges to other services	-	-	(432)	(432)	n/a
(412)	<b>TOTAL INCOME</b>	-	-	(432)	(432)	n/a

40	<b>NET CONTROLLABLE COST</b>	-	-	102	102	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	111	111	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	111	111	n/a

40	<b>NET COST OF SERVICE</b>	-	-	213	213	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

40	<b>TOTAL NET EXPENDITURE</b>	-	-	213	213	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
		-
Corporate Item: Pensions Adjustment		4
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		68
Variations in Corporate Support Charges		111
Variations in Directorate Recharge		30
		213
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>213</b>

COST CENTRE: C1115Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
994	Employees	178	2	1,046	1,226	589
437	Premises related expenditure	336	-	-	336	-
298	Supplies and Services	38	-	33	71	87
41	Third Party Payments	57	-	49	106	86
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	3	-	1	4	33
327	Recharges from other services	70	-	237	307	339
2,101	<b>TOTAL EXPENDITURE</b>	682	2	1,366	2,050	201
-	Government Grants	-	-	-	-	n/a
(82)	Other Grants, reimbursements and contributions	(3)	-	(100)	(103)	3,333
(70)	Customer and Client Receipts	(25)	-	-	(25)	-
-	Interest Receivable	-	-	-	-	n/a
(1,006)	Recharges to other services	(161)	-	(816)	(977)	507
(1,158)	<b>TOTAL INCOME</b>	(189)	-	(916)	(1,105)	485

943	<b>NET CONTROLLABLE COST</b>	493	2	450	945	92
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523	Capital Charges	523	-	(30)	493	(6)
-	Deferred/Intangible Charges	-	-	-	-	n/a
7,579	REFCUS	-	-	-	-	n/a
428	Corporate support services bought in	47	-	181	228	385
8,530	<b>TOTAL UNCONTROLLABLE COST</b>	570	-	151	721	26

9,473	<b>NET COST OF SERVICE</b>	1,063	2	601	1,666	57
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

9,473	<b>TOTAL NET EXPENDITURE</b>	1,063	2	601	1,666	57
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Parks Review		(100)
		-
		-
		(100)
<u>Other resource changes</u>		
Corporate Item: Pensions Adjustment		10
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		456
Transfer of staff from Environment division		30
Variations in Corporate Support Charges		181
Increase in Depreciation charge		54
Variations in Capital Charges		(30)
		701
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>601</b>

COST CENTRE: C1127Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
127	Employees	-	-	135	135	n/a
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	2	2	n/a
-	Third Party Payments	-	-	8	8	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
128	<b>TOTAL EXPENDITURE</b>	-	-	145	145	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

128	<b>NET CONTROLLABLE COST</b>	-	-	145	145	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	179	179	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	179	179	n/a

128	<b>NET COST OF SERVICE</b>	-	-	324	324	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

128	<b>TOTAL NET EXPENDITURE</b>	-	-	324	324	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		144
Corporate Item: Pensions Adjustment		1
Variations in Corporate Support Charges		179
		-
		324
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>324</b>



**SERVICE DESCRIPTION**

The Safety Division comprise five teams - Partnership and Intelligence, Neighbourhood Operations, Public Protection, Licensing and Parking.

Partnership and Intelligence includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Environmental response Team, which clears graffiti and other enviro improvements.

The Neighbourhood Operations Team contains the Neighbourhood Safety service, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments.

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

The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises, which includes alcohol licences, betting shops, special treatments, sex establishments, scrap metal, pet shops, etc. The team also processes of licences for privately rented properties and for the issuing of highways licences such as scaffolding, skips, hoardings etc.

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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1120Q	Parking	(4,062)	31	(1,969)	(6,000)	48
C1121Q	Public Protection	1,466	32	(1,007)	491	(67)
C1122Q	Partnership & Intelligence Support	1,910	10	(102)	1,818	(5)
C1123Q	Licensing	282	3	(416)	(131)	(146)
C1124Q	Neighbourhood Operations	1,133	13	(475)	671	(41)
	<b>TOTAL NET SPEND</b>	729	89	(3,969)	(3,151)	(532)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16	ORIGINAL BUDGET 2016/17	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Parking	115.0	105.0	(10.0)
Public Protection	58.4	67.9	9.5
Partnership & Intelligence Support	26.0	26.0	-
Licensing	7.4	8.0	0.6
Neighbourhood Operations	33.0	30.0	(3.0)
<b>TOTAL FTE STAFF</b>	239.8	236.9	(2.9)

**COST CENTRE: C1130P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
10,007	Employees	9,719	95	(767)	9,047	(7)
768	Premises related expenditure	615	-	-	615	-
2,276	Supplies and Services	1,772	-	(121)	1,651	(7)
247	Third Party Payments	269	-	-	269	-
1	Transfer Payments	-	-	-	-	n/a
364	Transport related expenditure	278	-	(18)	260	(6)
2,187	Recharges from other services	2,079	-	129	2,208	6
15,850	<b>TOTAL EXPENDITURE</b>	14,732	95	(777)	14,050	(5)
-	Government Grants	-	-	-	-	n/a
(843)	Other Grants, reimbursements and contributions	(141)	-	-	(141)	-
(13,155)	Customer and Client Receipts	(13,541)	(6)	(1,323)	(14,870)	10
-	Interest Receivable	-	-	-	-	n/a
(5,260)	Recharges to other services	(3,871)	-	(1,577)	(5,448)	41
(19,258)	<b>TOTAL INCOME</b>	(17,553)	(6)	(2,900)	(20,459)	17
(3,408)	<b>NET CONTROLLABLE COST</b>	(2,821)	89	(3,677)	(6,409)	127
248	Capital Charges	248	-	(143)	105	(58)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,476	Corporate support services bought in	3,302	-	(149)	3,153	(5)
3,724	<b>TOTAL UNCONTROLLABLE COST</b>	3,550	-	(292)	3,258	(8)
316	<b>NET COST OF SERVICE</b>	729	89	(3,969)	(3,151)	(532)
(236)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(236)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
80	<b>TOTAL NET EXPENDITURE</b>	729	89	(3,969)	(3,151)	(532)

COST CENTRE: C1120Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,778	Employees	3,587	34	(171)	3,450	(4)
401	Premises related expenditure	374	-	-	374	-
797	Supplies and Services	867	-	(53)	814	(6)
55	Third Party Payments	46	-	-	46	-
1	Transfer Payments	-	-	-	-	n/a
182	Transport related expenditure	127	-	-	127	-
1,045	Recharges from other services	1,052	-	(228)	824	(22)
6,259	<b>TOTAL EXPENDITURE</b>	6,053	34	(452)	5,635	(7)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(12,105)	Customer and Client Receipts	(12,257)	(3)	(1,000)	(13,260)	8
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(12,105)	<b>TOTAL INCOME</b>	(12,257)	(3)	(1,000)	(13,260)	8

(5,846)	<b>NET CONTROLLABLE COST</b>	(6,204)	31	(1,452)	(7,625)	23
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236	Capital Charges	236	-	(143)	93	(61)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,967	Corporate support services bought in	1,906	-	(374)	1,532	(20)
2,203	<b>TOTAL UNCONTROLLABLE COST</b>	2,142	-	(517)	1,625	(24)

(3,643)	<b>NET COST OF SERVICE</b>	(4,062)	31	(1,969)	(6,000)	48
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(3,643)	<b>TOTAL NET EXPENDITURE</b>	(4,062)	31	(1,969)	(6,000)	48
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Eyes & Ears - Phase 1 savings	(169)
Increase in parking income due to fairer parking policy	(1,000)
	(1,169)
<u>Other resource changes</u>	
Corporate Item: Pensions Adjustment	29
Centralisation of ICT Charges	(53)
Variations in recharges	(8)
Variations in Corporate Support Charges	(374)
Variations in Capital Charges	(143)
Minor variations	(23)
Variations in Directorate Recharge	(228)
	(800)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(1,969)</b>

COST CENTRE: C1121Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,197	Employees	3,242	32	(242)	3,032	(6)
122	Premises related expenditure	129	-	-	129	-
266	Supplies and Services	188	-	(18)	170	(10)
31	Third Party Payments	26	-	-	26	-
-	Transfer Payments	-	-	-	-	n/a
20	Transport related expenditure	61	-	(16)	45	(26)
181	Recharges from other services	148	-	526	674	355
3,817	<b>TOTAL EXPENDITURE</b>	3,794	32	250	4,076	7
-	Government Grants	-	-	-	-	n/a
(255)	Other Grants, reimbursements and contributions	(140)	-	-	(140)	-
(193)	Customer and Client Receipts	(262)	-	(100)	(362)	38
-	Interest Receivable	-	-	-	-	n/a
(3,776)	Recharges to other services	(2,388)	-	(1,377)	(3,765)	58
(4,224)	<b>TOTAL INCOME</b>	(2,790)	-	(1,477)	(4,267)	53

(407)	<b>NET CONTROLLABLE COST</b>	1,004	32	(1,227)	(191)	(119)
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4	Capital Charges	4	-	-	4	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
477	Corporate support services bought in	458	-	220	678	48
481	<b>TOTAL UNCONTROLLABLE COST</b>	462	-	220	682	48

74	<b>NET COST OF SERVICE</b>	1,466	32	(1,007)	491	(67)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

74	<b>TOTAL NET EXPENDITURE</b>	1,466	32	(1,007)	491	(67)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Eyes & Ears - Phase 1 savings		(76)
Phase 2 savings		(117)
		-
		(193)
<u>Other resource changes</u>		
Corporate Item: Pensions Adjustment		27
Minor variations		(34)
Variations in Corporate Support Charges		220
Recharges to other services - Selective Licensing		(927)
Customer and Client receipts		(100)
		(814)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,007)</b>



COST CENTRE: C1122Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,127	Employees	1,067	11	31	1,109	4
184	Premises related expenditure	66	-	-	66	-
811	Supplies and Services	408	-	(5)	403	(1)
107	Third Party Payments	105	-	-	105	-
-	Transfer Payments	-	-	-	-	n/a
79	Transport related expenditure	49	-	-	49	-
473	Recharges from other services	370	-	(36)	334	(10)
2,781	<b>TOTAL EXPENDITURE</b>	2,065	11	(10)	2,066	0
-	Government Grants	-	-	-	-	n/a
(587)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(91)	Customer and Client Receipts	(131)	(1)	-	(132)	1
-	Interest Receivable	-	-	-	-	n/a
(325)	Recharges to other services	(324)	-	-	(324)	-
(1,003)	<b>TOTAL INCOME</b>	(455)	(1)	-	(456)	0

1,778	<b>NET CONTROLLABLE COST</b>	1,610	10	(10)	1,610	-
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8	Capital Charges	8	-	-	8	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
301	Corporate support services bought in	292	-	(92)	200	(32)
309	<b>TOTAL UNCONTROLLABLE COST</b>	300	-	(92)	208	(31)

2,087	<b>NET COST OF SERVICE</b>	1,910	10	(102)	1,818	(5)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,087	<b>TOTAL NET EXPENDITURE</b>	1,910	10	(102)	1,818	(5)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Corporate Item: Pensions Adjustment		10
Staff changes- Variations in superannuation		21
Minor variations		(41)
Variations in Corporate Support Charges		(92)
		(102)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(102)</b>

COST CENTRE: C1123Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
348	Employees	286	3	29	318	11
61	Premises related expenditure	46	-	-	46	-
225	Supplies and Services	211	-	(7)	204	(3)
1	Third Party Payments	20	-	-	20	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	6	-	(2)	4	(33)
122	Recharges from other services	157	-	(78)	79	(50)
757	<b>TOTAL EXPENDITURE</b>	726	3	(58)	671	(8)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(1)	-	-	(1)	-
(627)	Customer and Client Receipts	(737)	-	(168)	(905)	23
-	Interest Receivable	-	-	-	-	n/a
(7)	Recharges to other services	(7)	-	-	(7)	-
(634)	<b>TOTAL INCOME</b>	(745)	-	(168)	(913)	23

123	<b>NET CONTROLLABLE COST</b>	(19)	3	(226)	(242)	1,174
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
347	Corporate support services bought in	301	-	(190)	111	(63)
347	<b>TOTAL UNCONTROLLABLE COST</b>	301	-	(190)	111	(63)

470	<b>NET COST OF SERVICE</b>	282	3	(416)	(131)	(146)
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(56)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(56)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

414	<b>TOTAL NET EXPENDITURE</b>	282	3	(416)	(131)	(146)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Eyes and Ears Phase 2 Savings		(168)
		-
		-
		(168)
<u>Other resource changes</u>		
Corporate Item: Pensions Adjustment		4
Variation- staff changes		25
Minor variations		(48)
Variations in Corporate Support Charges		(190)
Variations in Directorate Recharge		(39)
		(248)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(416)</b>

**PLACE  
SAFETY  
NEIGHBOURHOOD OPERATIONS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1124Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,557	Employees	1,537	15	(414)	1,138	(26)
-	Premises related expenditure	-	-	-	-	n/a
177	Supplies and Services	98	-	(38)	60	(39)
53	Third Party Payments	72	-	-	72	-
-	Transfer Payments	-	-	-	-	n/a
83	Transport related expenditure	35	-	-	35	-
366	Recharges from other services	352	-	(55)	297	(16)
2,236	<b>TOTAL EXPENDITURE</b>	2,094	15	(507)	1,602	(23)
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(139)	Customer and Client Receipts	(154)	(2)	(55)	(211)	37
-	Interest Receivable	-	-	-	-	n/a
(1,152)	Recharges to other services	(1,152)	-	(200)	(1,352)	17
(1,292)	<b>TOTAL INCOME</b>	(1,306)	(2)	(255)	(1,563)	20
944	<b>NET CONTROLLABLE COST</b>	788	13	(762)	39	(95)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
384	Corporate support services bought in	345	-	287	632	83
384	<b>TOTAL UNCONTROLLABLE COST</b>	345	-	287	632	83
1,328	<b>NET COST OF SERVICE</b>	1,133	13	(475)	671	(41)
(180)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(180)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,148	<b>TOTAL NET EXPENDITURE</b>	1,133	13	(475)	671	(41)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Additional Fixed Penalty Notice income generation						(25)
Eyes and Ears - Phase 2 Savings - Service remodelling and productivity efficiencies						(205)
						(230)
<u>Other resource changes</u>						
Corporate Item: Pensions Adjustment						14
Minor variations						(39)
Variations in Corporate Support Charges						287
Recharges to other departments						(253)
Eyes & Ears Saving transfer from Streets (see page PL 1.4)						(200)
Variations in Directorate Recharge						(54)
						(245)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(475)</b>



**SERVICE DESCRIPTION**

The Development Division was created to:

1. Respond to the significant regeneration opportunities in the Metropolitan Centre ensuring that the Council, residents and businesses benefit from the regeneration, growth and investment in the borough;
2. Maximise the Council's ability to act as a developer and generate financial return to the Council.

In 2016/17 the Division's priorities are to:

- Bring forward and deliver large scale development projects through the Council's Development Company, or with other partners across the borough increasing the number of homes in the borough and creating new sustainable neighbourhoods;
- Deliver the Job Brokerage, an employer focused partnership service which will support residents into work by creating preferential route ways to work using the Council's powers and influence;
- Ensure that the Five Year Integrated Delivery Plan for the Metropolitan Centre is delivered out, minimising impact on businesses, residents and visitors during development phase by keeping the centre moving, and maximising benefits to businesses, residents and visitors throughout delivery and end use phases;
- Ensure that the Metropolitan centre remains vibrant and interesting throughout the delivery of the Five Year Integrated Delivery Plan by delivering and enabling meanwhile uses and activities, maintaining and improving the look and feel of the centre, and working with culture and leisure providers and other partners to ensure a diversity of offer;
- Bring in new investors and businesses into the borough increasing the number of jobs in Croydon – diversifying and growing our economy; while this work will focus on the Metropolitan Centre it will also deliver across districts as opportunities arise.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	-	-	319	319	n/a
C1106Q	Development	-	-	145	145	n/a
C1107Q	Design & Feasibility	-	-	92	92	n/a
C1126Q	Development Directorate	-	-	163	163	n/a
	<b>TOTAL NET SPEND</b>	-	-	719	719	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Employment & Investment	-	6.0	6.0
Development	-	17.0	17.0
Design & Feasibility	-	1.0	1.0
Development Directorate	-	1.0	1.0
<b>TOTAL FTE STAFF</b>	-	<b>25.0</b>	25.0

## DEVELOPMENT

## COST CENTRE: C1115P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,436	Employees	-	-	1,592	<b>1,592</b>	n/a
-	- Premises related expenditure	-	-	-	-	n/a
315	Supplies and Services	-	-	66	<b>66</b>	n/a
-	- Third Party Payments	-	-	35	<b>35</b>	n/a
-	- Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	<b>1</b>	n/a
311	Recharges from other services	-	-	258	<b>258</b>	n/a
2,063	<b>TOTAL EXPENDITURE</b>	-	-	1,952	<b>1,952</b>	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(268)	Customer and Client Receipts	-	-	(90)	<b>(90)</b>	n/a
-	- Interest Receivable	-	-	-	-	n/a
(930)	Recharges to other services	-	-	(1,143)	<b>(1,143)</b>	n/a
(1,198)	<b>TOTAL INCOME</b>	-	-	(1,233)	<b>(1,233)</b>	n/a
865	<b>NET CONTROLLABLE COST</b>	-	-	719	<b>719</b>	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
574	Corporate support services bought in	-	-	-	-	n/a
574	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,439	<b>NET COST OF SERVICE</b>	-	-	719	<b>719</b>	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,439	<b>TOTAL NET EXPENDITURE</b>	-	-	719	<b>719</b>	n/a

COST CENTRE: C1105Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
359	Employees	-	-	423	423	n/a
-	Premises related expenditure	-	-	-	-	n/a
221	Supplies and Services	-	-	23	23	n/a
-	Third Party Payments	-	-	4	4	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
113	Recharges from other services	-	-	94	94	n/a
693	<b>TOTAL EXPENDITURE</b>	-	-	544	544	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(268)	Customer and Client Receipts	-	-	(90)	(90)	n/a
-	Interest Receivable	-	-	-	-	n/a
(130)	Recharges to other services	-	-	(135)	(135)	n/a
(398)	<b>TOTAL INCOME</b>	-	-	(225)	(225)	n/a

295	<b>NET CONTROLLABLE COST</b>	-	-	319	319	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
208	Corporate support services bought in	-	-	-	-	n/a
208	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

503	<b>NET COST OF SERVICE</b>	-	-	319	319	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

503	<b>TOTAL NET EXPENDITURE</b>	-	-	319	319	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Corporate Item: Pensions Adjustment		4
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		334
Variations in Directorate Recharge		(19)
		319
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>319</b>

COST CENTRE: C1106Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
886	Employees	-	-	937	937	n/a
-	Premises related expenditure	-	-	-	-	n/a
93	Supplies and Services	-	-	32	32	n/a
-	Third Party Payments	-	-	19	19	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	1	1	n/a
198	Recharges from other services	-	-	164	164	n/a
1,178	<b>TOTAL EXPENDITURE</b>	-	-	1,153	1,153	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(800)	Recharges to other services	-	-	(1,008)	(1,008)	n/a
(800)	<b>TOTAL INCOME</b>	-	-	(1,008)	(1,008)	n/a
378	<b>NET CONTROLLABLE COST</b>	-	-	145	145	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
366	Corporate support services bought in	-	-	-	-	n/a
366	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
744	<b>NET COST OF SERVICE</b>	-	-	145	145	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
744	<b>TOTAL NET EXPENDITURE</b>	-	-	145	145	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Maximising Capital Recharges						(25)
Review Charging to HRA for Council New Build Programme						(300)
						-
						(325)
<u>Other resource changes</u>						-
						-
Corporate Item: Pensions Adjustment						8
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)						497
Variations in Directorate Recharge						(35)
						470
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>145</b>



COST CENTRE: C1107Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
46	Employees	-	-	82	82	n/a
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	8	8	n/a
-	- Third Party Payments	-	-	2	2	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
46	<b>TOTAL EXPENDITURE</b>	-	-	92	92	n/a
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

46	<b>NET CONTROLLABLE COST</b>	-	-	92	92	n/a
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

46	<b>NET COST OF SERVICE</b>	-	-	92	92	n/a
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

46	<b>TOTAL NET EXPENDITURE</b>	-	-	92	92	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
		-
Corporate Item: Pensions Adjustment		1
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		91
		92
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>92</b>

COST CENTRE: C1126Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
145	Employees	-	-	150	150	n/a
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	3	3	n/a
-	Third Party Payments	-	-	10	10	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
146	<b>TOTAL EXPENDITURE</b>	-	-	163	163	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

146	<b>NET CONTROLLABLE COST</b>	-	-	163	163	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

146	<b>NET COST OF SERVICE</b>	-	-	163	163	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

146	<b>TOTAL NET EXPENDITURE</b>	-	-	163	163	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Transfer from Regeneration Division as part of Coporate Restructure (see page PL 3.3)		163
		-
		-
		163
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>163</b>

**SERVICE DESCRIPTION**

This cost centre is used to charge all administration costs relating to the Place department, such as insurance, legal and training costs, and pension costs relating to past employees.

These costs are apportioned between the Place Divisions at the end of the financial year.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100Q	Place Directorate	-	-	-	-	n/a
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Place Directorate	3.0	1.0	(2.0)
<b>TOTAL FTE STAFF</b>	3.0	1.0	(2.0)

## PLACE DIRECTORATE

## COST CENTRE: C1100P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
438	Employees	581	-	(223)	358	(38)
(4)	Premises related expenditure	5	-	-	5	-
1,327	Supplies and Services	963	-	22	985	2
-	Third Party Payments	221	-	-	221	-
-	Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	-	-	-	-	n/a
139	Recharges from other services	52	-	-	52	-
1,912	<b>TOTAL EXPENDITURE</b>	1,822	-	(201)	1,621	(11)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(294)	Customer and Client Receipts	(5)	-	-	(5)	-
-	Interest Receivable	-	-	-	-	n/a
(2,506)	Recharges to other services	(2,346)	-	643	(1,703)	(27)
(2,800)	<b>TOTAL INCOME</b>	(2,351)	-	643	(1,708)	(27)

(888)	<b>NET CONTROLLABLE COST</b>	(529)	-	442	(87)	(84)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
556	Corporate support services bought in	529	-	(442)	87	(84)
556	<b>TOTAL UNCONTROLLABLE COST</b>	529	-	(442)	87	(84)

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

(332)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**Strategic budget - agreed pressures / service demands

	£000's
	-
	-
	-
	-

Strategic budget - agreed additional income / savings

	-
	-
	-
	-

Other resource changes

Corporate Item: Pensions Adjustment	2
Realignment between Development budget and District Centres and Regeneration budget	(92)
Realignment due to movement of Bereavement to People	-
Variations in Corporate Support Charges	(442)
Minor Variations	18
Realignment to reflect new Council structure of Streets and Safety	(129)
Variations in Directorate Recharge	643
	-
	-

**TOTAL OTHER VARIATIONS IN RESOURCE**

	-
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## RESOURCES

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## KEY SERVICE TARGETS / PRIORITIES FOR 2016/17

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in delivering our major corporate objective to **build the council of the future**. In 2016/17 this means that we will;

Ensure that the Council is lean, efficient and streamlined by;  
Reduction of cost base in line with government grant and delivery of the Croydon Challenge  
Improvement of the Council-wide ICT infrastructure  
Implementation of the corporate debt project

Ensure that the Council is an expert commissioner by;  
Embedding the commissioning framework, toolkit and skillsets  
Implementing the adult social care commissioning strategy  
Support third-sector and SMEs

Ensure that the Council delivers accessible and responsive services by;  
Improving customer access and leading to a reduction in the cost to serve  
Support service departments through the process of inspection and regulation, for example through statutory data returns

Ensure that the Council has the right people with the right skills and the right support by;  
Improving workforce health and engagement  
Improving workforce planning  
Improving workforce diversity  
Improving workforce skills and capacity

Linked to our corporate objective to **manage need and grow independence**, the department also has a significant community leadership and development role, with a focus on improving community cohesion and resilience.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1600N

DESCRIPTION	ACTUAL 2014/15 £000	ORIGINAL 2015/16 £000	FORECAST 2015/16 £000	BUDGET 2016/17 £000	% CHANGE %
Employees	49,117	41,089	38,983	<b>38,987</b>	0
Premises related expenditure	10,972	8,675	9,585	<b>9,037</b>	(6)
Supplies and Services	23,113	5,880	11,784	<b>8,547</b>	(27)
Third Party Payments	33,522	42,981	42,149	<b>40,326</b>	(4)
Transfer Payments	265,615	284,050	284,100	<b>283,595</b>	(0)
Transport related expenditure	284	192	242	<b>243</b>	0
Capital Charges	4,849	4,787	4,804	<b>3,136</b>	(35)
Deferred/Intangible Charges	3,247	4,159	4,159	<b>3,651</b>	(12)
REFCUS	10,655	-	-	-	n/a
Corporate support services bought in		(44,756)	(47,731)	<b>(39,668)</b>	(17)
Recharges (to) / from other services	(84,456)	(9,276)	(10,165)	<b>(8,829)</b>	(13)
<b>TOTAL EXPENDITURE</b>	<b>316,918</b>	<b>337,781</b>	<b>337,910</b>	<b>339,025</b>	<b>0</b>
Government Grants	(286,212)	(298,352)	(298,499)	<b>(299,350)</b>	0
Other Grants, reimbursements and contributions	(9,934)	(6,431)	(6,058)	<b>(6,826)</b>	13
Fees and Charges	(7,467)	-	-	-	n/a
Customer and Client Receipts	(2,401)	(11,560)	(13,688)	<b>(10,511)</b>	(23)
Interest Receivable		-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(306,014)</b>	<b>(316,343)</b>	<b>(318,245)</b>	<b>(316,687)</b>	<b>(0)</b>
<b>NET EXPENDITURE</b>	<b>10,904</b>	<b>21,438</b>	<b>19,665</b>	<b>22,338</b>	<b>14</b>
Contributions to / (from) Reserves		-	(676)	-	(100)
<b>CURRENT BUDGET</b>	<b>30,520</b>		<b>20,546</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(19,616)</b>		<b>(1,557)</b>		

## TOP FINANCIAL RISKS 2016/17

1. Realising efficiency options
2. Delays in implementation of transformation projects
3. Maximising effective contractual relationships with partners

**RESOURCES**
**DEPARTMENT SUMMARY**
**CABINET MEMBERS**

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Mark Watson	Cabinet Member for Safety & Justice

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Nathan Elvery	Chief Executive	62822
Julie Belvir	Borough Solicitor and Director of Legal and Democratic Services	64985
Heather Daley	Director of Human Resources	61616
Sarah Ireland	Director of Strategy Communities and Commissioning	62070
Richard Simpson	Assistant Chief Executive Corporate Resources and s151 Officer	61848
Graham Cadle	Assistant Chief Executive Customer and Transformation	63295
Rachel Flowers	Director - Public Health	65596

COST CENTRE	DIVISION
C1615P	Democratic and Legal Services
C1620P	Human Resources
C1630P	Voluntary Sector Funding
C1625P	Chief Executive's Office
C1600P	Finance and Assets
C1605P	Customer, Transformation & Communication Service
C1635P	Subsidised Travel
C1610P	Strategy, Communities and Commissioning
C1662P	Public Health

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2015/16 £000's	DIVISION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,419	Democratic and Legal Services	4,961	26	(1,297)	3,690	(26)
- 196	Human Resources	(150)	19	380	249	(266)
1,236	Voluntary Sector Funding	1,236	-	(300)	936	(24)
- 223	Chief Executive's Office	(218)	2	(59)	(275)	26
3,064	Finance and Assets	2,879	168	(1,131)	1,916	(33)
- 2,093	Customer, Transformation & Communication Service	1,075	178	1,014	2,267	111
15,413	Subsidised Travel	15,413	-	738	16,151	5
- 2,363	Strategy, Communities and Commissioning	(3,758)	38	1,124	(2,596)	(31)
- 268	Public Health	-	24	(24)	-	n/a
18,989	<b>TOTAL NET SPEND</b>	21,438	455	445	22,338	4

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

DIVISION	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
	Democratic and Legal Services	50.9	48.9
Human Resources	40.9	37.9	(3.0)
Voluntary Sector Funding	-	-	-
Chief Executive's Office	1.0	1.0	-
Finance and Assets	173.3	176.0	2.7
Customer, Transformation & Communication Service	650.1	528.2	(121.9)
Subsidised Travel	-	-	-
Strategy, Communities and Commissioning	61.2	88.9	27.7
Public Health	37.2	34.8	(2.4)
<b>TOTAL FTE STAFF</b>	1,014.6	915.6	(98.9)



FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
38,983	Employees	41,089	387	(2,489)	38,987	(5)
9,585	Premises related expenditure	8,675	-	362	9,037	4
11,784	Supplies and Services	5,880	115	2,552	8,547	45
42,149	Third Party Payments	42,981	-	(2,655)	40,326	(6)
284,100	Transfer Payments	284,050	-	(455)	283,595	(0)
242	Transport related expenditure	192	-	51	243	27
2,149	Recharges from other services	2,123	-	(32)	2,091	(2)
388,992	<b>TOTAL EXPENDITURE</b>	384,990	502	(2,666)	382,826	(1)
(298,499)	Government Grants	(298,352)	-	(998)	(299,350)	0
(6,058)	Other Grants, reimbursements and contributions	(6,431)	-	(395)	(6,826)	6
(13,688)	Customer and Client Receipts	(11,560)	(47)	1,096	(10,511)	(9)
-	Interest Receivable	-	-	-	-	n/a
(12,314)	Recharges to other services	(11,399)	-	479	(10,920)	(4)
(330,559)	<b>TOTAL INCOME</b>	(327,742)	(47)	182	(327,607)	(0)
58,433	<b>NET CONTROLLABLE COST</b>	57,248	455	(2,484)	55,219	(4)
4,804	Capital Charges	4,787	-	(1,651)	3,136	(34)
4,159	Deferred/Intangible Charges	4,159	-	(508)	3,651	(12)
-	REFCUS	-	-	-	-	n/a
(47,731)	Corporate support services bought in	(44,756)	-	5,088	(39,668)	(11)
(38,768)	<b>TOTAL UNCONTROLLABLE COST</b>	(35,810)	-	2,929	(32,881)	(8)
19,665	<b>NET COST OF SERVICE</b>	21,438	455	445	22,338	4
(676)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(676)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
18,989	<b>TOTAL NET EXPENDITURE</b>	21,438	455	445	22,338	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						4,602
Strategic budget - agreed additional income / savings						(10,530)
Other resource changes						6,373
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>445</b>



**SERVICE DESCRIPTION**

<p><b>Legal Services</b> The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for PEOPLE and internal legal support to major projects across all departments. New contracts for the external provision of legal services have been extended and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. The Corporate Legal Team have contract management responsibility for that arrangement, providing dedicated support to instructing officers to ensure the cost effectiveness of legal services from the external firms. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the internal legal services costs. The Legal teams in the Division are developing their use of SharePoint to complement where needed, the existing IT based file management system.</p> <p><b>Democratic Services and Scrutiny</b> Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process consisting of approximately 400 meetings per year. The Team supports the Overview and Scrutiny function and Member Learning and Development. In addition the Team facilitates a number of meetings, e.g. the Croydon Police Consultative Group, Church Tenements and Frank Denning Charities as well as facilitating education admissions and exclusion appeals.</p> <p><b>Elections, Civic Services, Registration and Coroners</b> The Electoral Services Team manages the organisation of European, Parliamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains over 260,000 names. We act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.</p>
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**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1634Q	Legal	25	14	(686)	(647)	(2,688)
C1636Q	Democratic	3,314	6	(395)	2,925	(12)
C1638Q	Electoral	721	3	(107)	617	(14)
C1640Q	Mayoral	324	1	(65)	260	(20)
C1642Q	Coroner's	373	-	(95)	278	(25)
C1646Q	Leader's Office	204	2	51	257	26
	<b>TOTAL NET SPEND</b>	4,961	26	(1,297)	3,690	(26)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Legal	25.1	25.1	-
Democratic	12.8	10.8	(2.0)
Electoral	5.8	5.8	-
Mayoral	3.3	3.3	-
Coroner's	-	-	-
Leader's Office	4.0	4.0	-
<b>TOTAL FTE STAFF</b>	50.9	48.9	(2.0)

COST CENTRE: C1615P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,164	Employees	2,551	26	(20)	2,557	0
32	Premises related expenditure	6	-	-	6	-
2,271	Supplies and Services	1,970	-	(257)	1,713	(13)
269	Third Party Payments	318	-	(72)	246	(23)
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	14	-	-	14	-
8	Recharges from other services	4	-	-	4	-
5,754	<b>TOTAL EXPENDITURE</b>	4,863	26	(349)	4,540	(7)
(116)	Government Grants	-	-	-	-	n/a
(561)	Other Grants, reimbursements and contributions	(177)	-	-	(177)	-
(17)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,810)	Recharges to other services	(1,939)	-	-	(1,939)	-
(3,504)	<b>TOTAL INCOME</b>	(2,116)	-	-	(2,116)	-
2,250	<b>NET CONTROLLABLE COST</b>	2,747	26	(349)	2,424	(12)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,214	Corporate support services bought in	2,214	-	(948)	1,266	(43)
2,214	<b>TOTAL UNCONTROLLABLE COST</b>	2,214	-	(948)	1,266	(43)
4,464	<b>NET COST OF SERVICE</b>	4,961	26	(1,297)	3,690	(26)
(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(45)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,419	<b>TOTAL NET EXPENDITURE</b>	4,961	26	(1,297)	3,690	(26)

**COST CENTRE: C1634Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,783	Employees	1,364	14	32	1,410	3
-	Premises related expenditure	-	-	-	-	n/a
105	Supplies and Services	68	-	(208)	(140)	(306)
-	Third Party Payments	66	-	(22)	44	(33)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	5	-	-	5	-
1,889	<b>TOTAL EXPENDITURE</b>	1,503	14	(198)	1,319	(12)
-	Government Grants	-	-	-	-	n/a
(110)	Other Grants, reimbursements and contributions	(159)	-	-	(159)	-
(13)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,817)	Recharges to other services	(1,807)	-	-	(1,807)	-
(2,940)	<b>TOTAL INCOME</b>	(1,966)	-	-	(1,966)	-

(1,051)	<b>NET CONTROLLABLE COST</b>	(463)	14	(198)	(647)	40
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
488	Corporate support services bought in	488	-	(488)	-	(100)
488	<b>TOTAL UNCONTROLLABLE COST</b>	488	-	(488)	-	(100)

(563)	<b>NET COST OF SERVICE</b>	25	14	(686)	(647)	(2,688)
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(45)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(45)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(608)	<b>TOTAL NET EXPENDITURE</b>	25	14	(686)	(647)	(2,688)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
More efficient management of council wide legal expenditure		(200)
		-
		-
		(200)
<u>Other resource changes</u>		
Decrease in corporate support services brought in		(488)
Increase in Employers Pension Contribution		12
Other minor variations		(10)
		(486)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(686)</b>

**COST CENTRE: C1636Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
670	Employees	612	6	(76)	542	(11)
4	Premises related expenditure	4	-	-	4	-
1,561	Supplies and Services	1,727	-	(28)	1,699	(2)
-	Third Party Payments	6	-	-	6	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	2	-	-	2	-
-	Recharges from other services	(58)	-	-	(58)	-
2,235	<b>TOTAL EXPENDITURE</b>	2,293	6	(104)	2,195	(4)
-	Government Grants	-	-	-	-	n/a
(8)	Other Grants, reimbursements and contributions	(18)	-	-	(18)	-
(3)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(29)	Recharges to other services	(132)	-	-	(132)	-
(40)	<b>TOTAL INCOME</b>	(150)	-	-	(150)	-

2,195	<b>NET CONTROLLABLE COST</b>	2,143	6	(104)	2,045	(5)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,171	Corporate support services bought in	1,171	-	(291)	880	(25)
1,171	<b>TOTAL UNCONTROLLABLE COST</b>	1,171	-	(291)	880	(25)

3,366	<b>NET COST OF SERVICE</b>	3,314	6	(395)	2,925	(12)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,366	<b>TOTAL NET EXPENDITURE</b>	3,314	6	(395)	2,925	(12)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Restructure of Democratic Services		(80)
		-
		-
		(80)
<u>Other resource changes</u>		-
Decrease in corporate support services brought in		(291)
Centralisation of ICT budgets		(19)
Other minor variations		(5)
		-
		-
		(315)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(395)</b>

COST CENTRE: C1638Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
326	Employees	255	3	19	277	9
28	Premises related expenditure	1	-	-	1	-
561	Supplies and Services	141	-	(15)	126	(11)
-	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	36	-	-	36	-
921	<b>TOTAL EXPENDITURE</b>	438	3	4	445	2
(116)	Government Grants	-	-	-	-	n/a
(398)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
36	Recharges to other services	-	-	-	-	n/a
(479)	<b>TOTAL INCOME</b>	-	-	-	-	n/a

442	<b>NET CONTROLLABLE COST</b>	438	3	4	445	2
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
283	Corporate support services bought in	283	-	(111)	172	(39)
283	<b>TOTAL UNCONTROLLABLE COST</b>	283	-	(111)	172	(39)

725	<b>NET COST OF SERVICE</b>	721	3	(107)	617	(14)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

725	<b>TOTAL NET EXPENDITURE</b>	721	3	(107)	617	(14)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
		-
		-
<u>Other resource changes</u>		-
Decrease in corporate support services brought in		(111)
Other minor variations		4
		-
		-
		-
		(107)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(107)</b>

COST CENTRE: C1640Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
206	Employees	137	1	1	139	1
-	Premises related expenditure	1	-	-	1	-
39	Supplies and Services	13	-	(3)	10	(23)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	12	-	-	12	-
5	Recharges from other services	21	-	-	21	-
256	<b>TOTAL EXPENDITURE</b>	184	1	(2)	183	(1)
-	Government Grants	-	-	-	-	n/a
(45)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(45)	<b>TOTAL INCOME</b>	-	-	-	-	n/a

211	<b>NET CONTROLLABLE COST</b>	184	1	(2)	183	(1)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
140	Corporate support services bought in	140	-	(63)	77	(45)
140	<b>TOTAL UNCONTROLLABLE COST</b>	140	-	(63)	77	(45)

351	<b>NET COST OF SERVICE</b>	324	1	(65)	260	(20)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

351	<b>TOTAL NET EXPENDITURE</b>	324	1	(65)	260	(20)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Decrease in corporate support services brought in		(63)
Other minor variations		(2)
		(65)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(65)</b>



**RESOURCES  
DEMOCRATIC AND LEGAL SERVICES  
CORONERS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1642Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	(1)	(1)	n/a
269	Third Party Payments	241	-	(50)	191	(21)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
269	<b>TOTAL EXPENDITURE</b>	241	-	(51)	190	(21)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

269	<b>NET CONTROLLABLE COST</b>	241	-	(51)	190	(21)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
132	Corporate support services bought in	132	-	(44)	88	(33)
132	<b>TOTAL UNCONTROLLABLE COST</b>	132	-	(44)	88	(33)

401	<b>NET COST OF SERVICE</b>	373	-	(95)	278	(25)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

401	<b>TOTAL NET EXPENDITURE</b>	373	-	(95)	278	(25)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Relocation of Coroners Services		(50)
		-
		-
		(50)
<u>Other resource changes</u>		
Decrease in corporate support services brought in		(44)
Other minor variations		(1)
		(45)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(95)</b>

COST CENTRE: C1646Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
179	Employees	183	2	4	189	3
-	Premises related expenditure	-	-	-	-	n/a
5	Supplies and Services	21	-	(2)	19	(10)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
184	<b>TOTAL EXPENDITURE</b>	204	2	2	208	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

184	<b>NET CONTROLLABLE COST</b>	204	2	2	208	2
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	49	49	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	49	49	n/a

184	<b>NET COST OF SERVICE</b>	204	2	51	257	26
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

184	<b>TOTAL NET EXPENDITURE</b>	204	2	51	257	26
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
		-
		-
<u>Other resource changes</u>		-
Increase in corporate support services brought in		49
Other minor variations		2
		-
		51
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>51</b>

**SERVICE DESCRIPTION**

The Human Resources Division provides a range of services designed to enable the delivery of the 'people' elements of serving our customers well through skilled and well-led staff. The work of the division involves the determination of people strategy, HR policy, pay and reward, workforce equalities, workforce planning, organisational and people development, learning and development, employee engagement and collective consultation.

Provision of HR management information, payroll services, establishment control, recruitment services etc is provided within the HR and Finance Service Centre.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1648Q	HR Consultancy	(158)	11	318	171	(208)
C1650Q	Health and Wellbeing	(6)	1	110	105	(1,850)
C1652Q	Director of Human Resources	5	2	(33)	(26)	(620)
C1654Q	Organisational Development	6	3	3	12	100
C1656Q	Corporate Learning and Development	3	2	(18)	(13)	(533)
	<b>TOTAL NET SPEND</b>	<b>(150)</b>	<b>19</b>	<b>380</b>	<b>249</b>	<b>(266)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
HR Consultancy	28.9	22.9	(6.0)
Health and Wellbeing	1.0	4.0	3.0
Director of Human Resources	2.0	1.0	(1.0)
Organisational Development	5.0	5.0	-
Corporate Learning and Development	4.0	5.0	1.0
<b>TOTAL FTE STAFF</b>	<b>40.9</b>	<b>37.9</b>	<b>(3.0)</b>

COST CENTRE: C1620P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,881	Employees	2,201	20	(146)	2,075	(6)
-	- Premises related expenditure	-	-	-	-	n/a
416	Supplies and Services	296	-	(55)	241	(19)
14	Third Party Payments	14	-	-	14	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
2,311	<b>TOTAL EXPENDITURE</b>	2,511	20	(201)	2,330	(7)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(97)	Customer and Client Receipts	(434)	(1)	311	(124)	(71)
-	- Interest Receivable	-	-	-	-	n/a
(85)	Recharges to other services	(80)	-	(5)	(85)	6
(182)	<b>TOTAL INCOME</b>	(514)	(1)	306	(209)	(59)
2,129	<b>NET CONTROLLABLE COST</b>	1,997	19	105	2,121	6
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(2,147)	Corporate support services bought in	(2,147)	-	275	(1,872)	(13)
(2,147)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,147)	-	275	(1,872)	(13)
(18)	<b>NET COST OF SERVICE</b>	(150)	19	380	249	(266)
(178)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(178)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(196)	<b>TOTAL NET EXPENDITURE</b>	(150)	19	380	249	(266)

**RESOURCES  
HUMAN RESOURCES  
HR CONSULTANCY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1648Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,118	Employees	1,418	12	(266)	1,164	(18)
-	- Premises related expenditure	-	-	-	-	n/a
20	Supplies and Services	46	-	(1)	45	(2)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
1,138	<b>TOTAL EXPENDITURE</b>	1,464	12	(267)	1,209	(17)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	(416)	(1)	390	(27)	(94)
-	- Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(44)	-	(5)	(49)	11
(49)	<b>TOTAL INCOME</b>	(460)	(1)	385	(76)	(83)

1,089	<b>NET CONTROLLABLE COST</b>	1,004	11	118	1,133	13
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(1,162)	Corporate support services bought in	(1,162)	-	200	(962)	(17)
(1,162)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,162)	-	200	(962)	(17)

(73)	<b>NET COST OF SERVICE</b>	(158)	11	318	171	(208)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(73)	<b>TOTAL NET EXPENDITURE</b>	(158)	11	318	171	(208)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Review of Structure resulting in reduction in staff	(123)
	-
	-
	(123)
<u>Other resource changes</u>	
Decrease in Corporate Support Services Bought In	200
Transfer of Schools Traded Services to Octavo	20
Transfer of Occupational Health Income Budget to Health and Wellbeing (Red 2.4)	79
Car Allowances 2015/16 Saving allocated to departments	63
Budget transferred from Business Development Information (Red 2.5)	19
Trade union Activities	76
Centralisation of ICT Budgets	(13)
Other Minor Variations	(3)
	441
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>318</b>

**COST CENTRE: C1650Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
52	Employees	59	1	104	164	178
-	- Premises related expenditure	-	-	-	-	n/a
105	Supplies and Services	133	-	-	133	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
157	<b>TOTAL EXPENDITURE</b>	192	1	104	297	55
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(97)	Customer and Client Receipts	(18)	-	(79)	(97)	439
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(97)	<b>TOTAL INCOME</b>	(18)	-	(79)	(97)	439

60	<b>NET CONTROLLABLE COST</b>	174	1	25	200	15
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(180)	Corporate support services bought in	(180)	-	85	(95)	(47)
(180)	<b>TOTAL UNCONTROLLABLE COST</b>	(180)	-	85	(95)	(47)

(120)	<b>NET COST OF SERVICE</b>	(6)	1	110	105	(1,850)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(120)	<b>TOTAL NET EXPENDITURE</b>	(6)	1	110	105	(1,850)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Transfer of Occupational Health Income Budget from HR Consultancy (Red 2.3)		(79)
Transfer of Staff from Business Support		100
Decrease in Corporate support services bought in		85
Other Minor Variations		4
		110
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>110</b>

COST CENTRE: C1652Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
183	Employees	196	2	(28)	170	(13)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
14	Third Party Payments	14	-	-	14	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
198	<b>TOTAL EXPENDITURE</b>	211	2	(28)	185	(12)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

198	<b>NET CONTROLLABLE COST</b>	211	2	(28)	185	(12)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(206)	Corporate support services bought in	(206)	-	(5)	(211)	2
(206)	<b>TOTAL UNCONTROLLABLE COST</b>	(206)	-	(5)	(211)	2

(8)	<b>NET COST OF SERVICE</b>	5	2	(33)	(26)	(620)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(8)	<b>TOTAL NET EXPENDITURE</b>	5	2	(33)	(26)	(620)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Review of Structure resulting in reduction in staff		(10)
		-
		-
		(10)
<u>Other resource changes</u>		-
Budget transferred to HR Consultancy (Red 2.3)		(19)
Other Minor Variations		(4)
		-
		-
		(23)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(33)</b>

**RESOURCES  
HUMAN RESOURCES  
ORGANISATIONAL DEVELOPMENT SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1654Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
307	Employees	307	3	9	319	4
-	Premises related expenditure	-	-	-	-	n/a
194	Supplies and Services	20	-	(4)	16	(20)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
501	<b>TOTAL EXPENDITURE</b>	327	3	5	335	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

501	<b>NET CONTROLLABLE COST</b>	327	3	5	335	2
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(321)	Corporate support services bought in	(321)	-	(2)	(323)	1
(321)	<b>TOTAL UNCONTROLLABLE COST</b>	(321)	-	(2)	(323)	1

180	<b>NET COST OF SERVICE</b>	6	3	3	12	100
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(178)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(178)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2	<b>TOTAL NET EXPENDITURE</b>	6	3	3	12	100
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Other Minor Variations		3
		-
		-
		3
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>3</b>



**RESOURCES  
HUMAN RESOURCES  
CORPORATE LEARNING AND DEVELOPMENT SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1656Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
221	Employees	221	2	35	258	17
-	Premises related expenditure	-	-	-	-	n/a
96	Supplies and Services	96	-	(50)	46	(52)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
317	<b>TOTAL EXPENDITURE</b>	317	2	(15)	304	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(36)	<b>TOTAL INCOME</b>	(36)	-	-	(36)	-

281	<b>NET CONTROLLABLE COST</b>	281	2	(15)	268	(5)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(278)	Corporate support services bought in	(278)	-	(3)	(281)	1
(278)	<b>TOTAL UNCONTROLLABLE COST</b>	(278)	-	(3)	(281)	1

3	<b>NET COST OF SERVICE</b>	3	2	(18)	(13)	(533)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3	<b>TOTAL NET EXPENDITURE</b>	3	2	(18)	(13)	(533)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Review of Learning and Development costs		(50)
		-
		-
		(50)
<u>Other resource changes</u>		-
Post Transferred from Business Support		35
Other Minor Variations		(3)
		-
		32
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(18)</b>



**SERVICE DESCRIPTION**

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

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1630P	Voluntary Sector	1,236	-	(300)	936	(24)
	<b>TOTAL NET SPEND</b>	1,236	-	(300)	936	(24)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Nil Staff	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

COST CENTRE: C1630P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
1,114	Third Party Payments	1,114	-	(200)	914	(18)
122	Transfer Payments	122	-	-	122	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,236	<b>TOTAL EXPENDITURE</b>	1,236	-	(200)	1,036	(16)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

1,236	<b>NET CONTROLLABLE COST</b>	1,236	-	(200)	1,036	(16)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(100)	(100)	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	(100)	(100)	n/a

1,236	<b>NET COST OF SERVICE</b>	1,236	-	(300)	936	(24)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,236	<b>TOTAL NET EXPENDITURE</b>	1,236	-	(300)	936	(24)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		(200)
10% reduction in funding		-
		-
		-
		(200)
<u>Other resource changes</u>		
Corporate Support Services bought in		(100)
		-
		-
		(100)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(300)</b>

**SERVICE DESCRIPTION**

This summary includes the salary of the Chief Executive, who is the Head of Paid Service and returning officer and also the costs associated with performing the functions of the office.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1625P	Chief Executives Office	(218)	2	(59)	(275)	26
	<b>TOTAL NET SPEND</b>	(218)	2	(59)	(275)	26

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Chief Executives Office	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

COST CENTRE: C1625P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
225	Employees	225	2	2	229	2
-	Premises related expenditure	-	-	-	-	n/a
101	Supplies and Services	106	-	(5)	101	(5)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
11	Transport related expenditure	11	-	-	11	-
-	Recharges from other services	-	-	-	-	n/a
337	<b>TOTAL EXPENDITURE</b>	342	2	(3)	341	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(737)	Recharges to other services	(737)	-	-	(737)	-
(737)	<b>TOTAL INCOME</b>	(737)	-	-	(737)	-

(400)	<b>NET CONTROLLABLE COST</b>	(395)	2	(3)	(396)	0
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
177	Corporate support services bought in	177	-	(56)	121	(32)
177	<b>TOTAL UNCONTROLLABLE COST</b>	177	-	(56)	121	(32)

(223)	<b>NET COST OF SERVICE</b>	(218)	2	(59)	(275)	26
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(223)	<b>TOTAL NET EXPENDITURE</b>	(218)	2	(59)	(275)	26
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Decrease in corporate support services bought in		(56)
Other Minor Variations		(3)
		-
		-
		(59)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(59)</b>

**SERVICE DESCRIPTION**

**The Finance and Assets Division consists of 7 service areas;**  
Financial Services; Pensions and Treasury; Governance; Asset Management; Risk, Insurance and Business Continuity; HR and Finance Service Centre ; and Facilities Management.

**Facilities Management**  
Managing the outsourced facilities management contract with Interserve, including the performance management of daily operations within the Civic Office accommodation; Managing the Council's Corporate Accommodation; Energy and Sustainability

**Financial Services**  
Provision of financial advice across the council; Ensuring the robustness of the Council's annual budget (revenue and capital); Preparation of accounts within statutory deadlines; Robust and detailed in-year financial monitoring of budget and trends for the Council's delivery of its annual budget.

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

**Insurance, Risk and CPO**  
Support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

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

**Asset Management**  
To provide commercial property advice; To ensure that there is a corporate asset strategy and estate management for the Council, ensuring that assets are efficiently and effectively utilised and fit for purpose through the implementation of the corporate property and estate strategy - and asset management implementation plan.

**HR and Finance Service Centre**  
Administration of the Croydon local government pension scheme; Recruitment of interim and permanent staff; Provision of support to the One Oracle system; Delivery of the Payroll service; Accounts Payable and Cash Management.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	(785)	100	(3,703)	(4,388)	459
C1602Q	Financial Services	1,619	29	24	1,672	3
C1604Q	Governance Team	(82)	10	88	16	(120)
C1606Q	Insurance, Risk and CPO	(5)	3	310	308	(6,260)
C1608Q	Pensions and Treasury	566	5	(81)	490	(13)
C1610Q	Asset Management	2,078	3	1,781	3,862	86
C1612Q	HR and Finance Service Centre	(512)	18	450	(44)	(91)
	<b>TOTAL NET SPEND</b>	2,879	168	(1,131)	1,916	(33)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Facilities Management	18.0	18.0	-
Financial Services	61.5	59.5	(2.0)
Governance Team	16.4	16.3	(0.1)
Insurance Risk and CPO	10.0	10.0	-
Pensions and Treasury	3.0	11.0	8.0
Asset Management	5.0	5.0	-
HR and Finance Service Centre	59.4	56.2	(3.2)
<b>TOTAL FTE STAFF</b>	173.3	176.0	2.7

**COST CENTRE: C1600P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,101	Employees	7,759	78	637	<b>8,474</b>	9
9,547	Premises related expenditure	8,651	-	376	<b>9,027</b>	4
4,578	Supplies and Services	2,622	102	673	<b>3,397</b>	30
6,093	Third Party Payments	3,843	-	(87)	<b>3,756</b>	(2)
-	Transfer Payments	-	-	-	-	n/a
201	Transport related expenditure	125	-	76	<b>201</b>	61
451	Recharges from other services	401	-	(4)	<b>397</b>	(1)
<b>28,971</b>	<b>TOTAL EXPENDITURE</b>	<b>23,401</b>	<b>180</b>	<b>1,671</b>	<b>25,252</b>	<b>8</b>
(31)	Government Grants	-	-	(80)	<b>(80)</b>	n/a
(1,387)	Other Grants, reimbursements and contributions	(2,006)	-	(233)	<b>(2,239)</b>	12
(6,804)	Customer and Client Receipts	(3,239)	(12)	(1,182)	<b>(4,433)</b>	37
-	Interest Receivable	-	-	-	-	n/a
(2,971)	Recharges to other services	(1,628)	-	(654)	<b>(2,282)</b>	40
<b>(11,193)</b>	<b>TOTAL INCOME</b>	<b>(6,873)</b>	<b>(12)</b>	<b>(2,149)</b>	<b>(9,034)</b>	<b>31</b>
<b>17,778</b>	<b>NET CONTROLLABLE COST</b>	<b>16,528</b>	<b>168</b>	<b>(478)</b>	<b>16,218</b>	<b>(2)</b>
4,793	Capital Charges	4,776	-	(1,651)	<b>3,125</b>	(35)
99	Deferred/Intangible Charges	99	-	-	<b>99</b>	-
-	REFCUS	-	-	-	-	n/a
(19,153)	Corporate support services bought in	(18,524)	-	998	<b>(17,526)</b>	(5)
<b>(14,261)</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(13,649)</b>	<b>-</b>	<b>(653)</b>	<b>(14,302)</b>	<b>5</b>
<b>3,517</b>	<b>NET COST OF SERVICE</b>	<b>2,879</b>	<b>168</b>	<b>(1,131)</b>	<b>1,916</b>	<b>(33)</b>
(453)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(453)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>3,064</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,879</b>	<b>168</b>	<b>(1,131)</b>	<b>1,916</b>	<b>(33)</b>



**RESOURCES  
FINANCE AND ASSETS  
FACILITIES MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1600Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
711	Employees	902	9	(31)	880	(2)
4,589	Premises related expenditure	6,916	-	(2,991)	3,925	(43)
3,307	Supplies and Services	1,927	91	289	2,307	20
1,634	Third Party Payments	1,316	-	127	1,443	10
	Transfer Payments	-	-	-	-	n/a
199	Transport related expenditure	123	-	76	199	62
122	Recharges from other services	123	-	(1)	122	(1)
10,562	<b>TOTAL EXPENDITURE</b>	11,307	100	(2,531)	8,876	(21)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(74)	-	74	-	(100)
(118)	Customer and Client Receipts	(311)	-	193	(118)	(62)
-	Interest Receivable	-	-	-	-	n/a
(1,974)	Recharges to other services	(1,234)	-	(215)	(1,449)	17
(2,092)	<b>TOTAL INCOME</b>	(1,619)	-	52	(1,567)	(3)

8,470	<b>NET CONTROLLABLE COST</b>	9,688	100	(2,479)	7,309	(25)
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4,323	Capital Charges	4,323	-	(1,759)	2,564	(41)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(14,796)	Corporate support services bought in	(14,796)	-	535	(14,261)	(4)
(10,473)	<b>TOTAL UNCONTROLLABLE COST</b>	(10,473)	-	(1,224)	(11,697)	12

(2,003)	<b>NET COST OF SERVICE</b>	(785)	100	(3,703)	(4,388)	459
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(2,003)	<b>TOTAL NET EXPENDITURE</b>	(785)	100	(3,703)	(4,388)	459
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
	Reprocurement of Facilities Management contract	(500)
		-
		-
		(500)
<u>Other resource changes</u>		
	Realignment of budgets within Finance and Assets Division	450
	Transfer of Business Rates to Asset Maintenance	(2,618)
	Transfer of Bernard Weatherill House Rents budget to Asset Management	256
	Centralisation of ICT Budgets	(72)
	Decrease in Capital Charges	(1,759)
	Decrease in corporate support services bought in	535
	Other minor variations	5
		(3,203)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(3,703)</b>

COST CENTRE: C1602Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,168	Employees	2,679	29	291	2,999	12
-	Premises related expenditure	-	-	-	-	n/a
254	Supplies and Services	151	-	(95)	56	(63)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
3,422	<b>TOTAL EXPENDITURE</b>	2,830	29	196	3,055	8
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(116)	-	50	(66)	(43)
-	Customer and Client Receipts	(246)	-	246	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(498)	Recharges to other services	-	-	(345)	(345)	n/a
(498)	<b>TOTAL INCOME</b>	(362)	-	(49)	(411)	14

2,924	<b>NET CONTROLLABLE COST</b>	2,468	29	147	2,644	7
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(597)	Corporate support services bought in	(849)	-	(123)	(972)	14
(597)	<b>TOTAL UNCONTROLLABLE COST</b>	(849)	-	(123)	(972)	14

2,327	<b>NET COST OF SERVICE</b>	1,619	29	24	1,672	3
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(358)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(358)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,969	<b>TOTAL NET EXPENDITURE</b>	1,619	29	24	1,672	3
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Realignment of budgets within Finance and Assets Division		100
Increase in Corporate support services bought in		(123)
Other Minor Variations		47
		-
		-
		24
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>24</b>

**COST CENTRE: C1604Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
716	Employees	624	6	76	706	13
-	Premises related expenditure	-	-	-	-	n/a
904	Supplies and Services	370	9	424	803	117
2,922	Third Party Payments	612	-	(612)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
4,545	<b>TOTAL EXPENDITURE</b>	1,606	15	(112)	1,509	(6)
(31)	Government Grants	-	-	(80)	(80)	n/a
(13)	Other Grants, reimbursements and contributions	(51)	-	(59)	(110)	116
(3,207)	Customer and Client Receipts	(338)	(5)	255	(88)	(74)
-	Interest Receivable	-	-	-	-	n/a
(98)	Recharges to other services	-	-	(94)	(94)	n/a
(3,349)	<b>TOTAL INCOME</b>	(389)	(5)	22	(372)	(4)

1,196	<b>NET CONTROLLABLE COST</b>	1,217	10	(90)	1,137	(7)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,299)	Corporate support services bought in	(1,299)	-	178	(1,121)	(14)
(1,299)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,299)	-	178	(1,121)	(14)

(103)	<b>NET COST OF SERVICE</b>	(82)	10	88	16	(120)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(103)	<b>TOTAL NET EXPENDITURE</b>	(82)	10	88	16	(120)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Reduction in Internal Audit Days		(25)
Deletion of Manager post in Governance team		(50)
		-
		-
		-
		(75)
<u>Other resource changes</u>		-
Decrease in corporate support services bought in		178
2015/16 Contract Inflation Savings		(15)
		-
		-
		-
		163
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>88</b>

COST CENTRE: C1606Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
542	Employees	516	5	39	560	9
-	Premises related expenditure	-	-	-	-	n/a
(1,217)	Supplies and Services	(891)	-	146	(745)	(16)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
(2)	Transport related expenditure	1	-	-	1	-
-	Recharges from other services	-	-	-	-	n/a
(677)	<b>TOTAL EXPENDITURE</b>	(374)	5	185	(184)	(51)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(108)	-	-	(108)	-
(75)	Customer and Client Receipts	(217)	(2)	-	(219)	1
-	Interest Receivable	-	-	-	-	n/a
(37)	Recharges to other services	-	-	-	-	n/a
(112)	<b>TOTAL INCOME</b>	(325)	(2)	-	(327)	1

(789)	<b>NET CONTROLLABLE COST</b>	(699)	3	185	(511)	(27)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
694	Corporate support services bought in	694	-	125	819	18
694	<b>TOTAL UNCONTROLLABLE COST</b>	694	-	125	819	18

(95)	<b>NET COST OF SERVICE</b>	(5)	3	310	308	(6,260)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(95)	<b>TOTAL NET EXPENDITURE</b>	(5)	3	310	308	(6,260)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	
Insurance - review of claims handling process	(80)
	-
	-
	(80)
<u>Other resource changes</u>	
Insurance Realignment	300
Increase in corporate support services bought in	125
Centralisation of ICT Budgets	(36)
Other Minor Variations	1
	390
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>310</b>

COST CENTRE: C1608Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
559	Employees	487	3	292	782	61
-	Premises related expenditure	-	-	-	-	n/a
72	Supplies and Services	71	2	(3)	70	(1)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
631	<b>TOTAL EXPENDITURE</b>	558	5	289	852	53
-	Government Grants	-	-	-	-	n/a
(309)	Other Grants, reimbursements and contributions	(122)	-	(289)	(411)	237
(21)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(70)	Recharges to other services	(70)	-	-	(70)	-
(400)	<b>TOTAL INCOME</b>	(192)	-	(289)	(481)	151

231	<b>NET CONTROLLABLE COST</b>	366	5	-	371	1
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
200	Corporate support services bought in	200	-	(81)	119	(41)
200	<b>TOTAL UNCONTROLLABLE COST</b>	200	-	(81)	119	(41)

431	<b>NET COST OF SERVICE</b>	566	5	(81)	490	(13)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

431	<b>TOTAL NET EXPENDITURE</b>	566	5	(81)	490	(13)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Decrease in corporate support services bought in		(81)
		-
		-
		(81)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(81)</b>

**RESOURCES  
FINANCE AND ASSETS  
ASSET MANAGEMENT AND ESTATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1610Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
335	Employees	353	3	(19)	337	(5)
4,958	Premises related expenditure	1,735	-	3,367	5,102	194
225	Supplies and Services	254	-	(26)	228	(10)
74	Third Party Payments	124	-	-	124	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
328	Recharges from other services	278	-	-	278	-
5,921	<b>TOTAL EXPENDITURE</b>	2,745	3	3,322	6,070	121
-	Government Grants	-	-	-	-	n/a
(224)	Other Grants, reimbursements and contributions	(224)	-	-	(224)	-
(2,969)	Customer and Client Receipts	(1,607)	-	(1,846)	(3,453)	115
-	Interest Receivable	-	-	-	-	n/a
(35)	Recharges to other services	(35)	-	-	(35)	-
(3,228)	<b>TOTAL INCOME</b>	(1,866)	-	(1,846)	(3,712)	99

2,693	<b>NET CONTROLLABLE COST</b>	879	3	1,476	2,358	168
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470	Capital Charges	453	-	108	561	24
99	Deferred/Intangible Charges	99	-	-	99	-
-	REFCUS	-	-	-	-	n/a
(234)	Corporate support services bought in	647	-	197	844	30
335	<b>TOTAL UNCONTROLLABLE COST</b>	1,199	-	305	1,504	25

3,028	<b>NET COST OF SERVICE</b>	2,078	3	1,781	3,862	86
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,028	<b>TOTAL NET EXPENDITURE</b>	2,078	3	1,781	3,862	86
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		(90)
Community Asset Transfer (Stanley Halls and Selsdon Halls)		(1,500)
Income for improved space utilisation in BWH and other offices		-
		-
		-
		(1,590)
<u>Other resource changes</u>		
Transfer of Business Rates budgets from Facilities Management		2,618
Transfer of Bernard Weatherill Rents Income budget from Facilities Management		(256)
Business rates adjustment		750
Centralisation of ICT Budgets		(27)
Savings due to asset rationalisation		(18)
Increase in capital charges		108
Increase in corporate support services bought in		197
Other minor variations		(1)
		3,371
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1,781</b>

**COST CENTRE: C1612Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,070	Employees	2,198	23	(11)	2,210	1
-	Premises related expenditure	-	-	-	-	n/a
1,033	Supplies and Services	740	-	(62)	678	(8)
1,463	Third Party Payments	1,791	-	398	2,189	22
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	(3)	(3)	n/a
4,567	<b>TOTAL EXPENDITURE</b>	4,729	23	322	5,074	7
-	Government Grants	-	-	-	-	n/a
(841)	Other Grants, reimbursements and contributions	(1,311)	-	(9)	(1,320)	1
(414)	Customer and Client Receipts	(520)	(5)	(30)	(555)	7
-	Interest Receivable	-	-	-	-	n/a
(259)	Recharges to other services	(289)	-	-	(289)	-
(1,514)	<b>TOTAL INCOME</b>	(2,120)	(5)	(39)	(2,164)	2

3,053	<b>NET CONTROLLABLE COST</b>	2,609	18	283	2,910	12
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,121)	Corporate support services bought in	(3,121)	-	167	(2,954)	(5)
(3,121)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,121)	-	167	(2,954)	(5)

(68)	<b>NET COST OF SERVICE</b>	(512)	18	450	(44)	(91)
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(95)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(95)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(163)	<b>TOTAL NET EXPENDITURE</b>	(512)	18	450	(44)	(91)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
One Oracle and shared application support team		(100)
		-
		-
		-
		-
		(100)
<u>Other resource changes</u>		
Transfer of budget from Interest Payable		400
Decrease in corporate support services bought in		167
Centralisation of ICT Budgets		(24)
Other Minor Variations		7
		550
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>450</b>





**SERVICE DESCRIPTION**

**Divisional Overview of Services**  
The customer, transformation and communications Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council's customer call centre and Access Croydon services. Services continue to be transformed with other Council's departments to enable services to be delivered at the first point of contact for the customer. The Division has been set up to provide focus to ensure we meet our customers' expectations and needs, whilst maximising the income streams to the authority. Much of the transformation to improve these services requires the development of new technology streams and channel shift to improve efficient access to our services and to streamline and automate processes. Projects are underway to measure and improve customer services, to provide greater access through technology and to provide efficiencies through shared services. We are confident our record of high performance will allow the effective management of such opportunities.

The division is also responsible for;

- the organisations transformation agenda; as well as leading on the key Croydon Challenge program we work closely with departments and partners to identify opportunities for making efficiencies and improvements in service delivery. Responsible for the support and co-ordination of the departmental and organisational transformation plans. This is undertaken through business case development to identify potential solutions through service redesign and creative use of technology .
- all the council's external communications service and the delivery of the council's webpage and e-comms agenda. The team ensure we maximise self-serve opportunities and effectively inform and advise residents whilst building and protecting the councils standing and reputation locally and nationally.
- maintaining and developing its understanding of resident requirements to enable its services to be continually developed to meet these needs, utilising customer insight and technology to improve responses. This role includes the oversight of all council resident engagements and consultations.
- defining and improving customer service activity across the whole Council and works closely with the departments to achieve this. We also work closely with partner agencies to improve service access for the public across organisational boundaries, as part of the community strategy. As well as front facing services it delivers the councils corporate debt team , its multi-agency welfare and benefits services, land charges, travel services and interpreting services, providing efficient and effective delivery whilst maximising income to the authority.

**ICT**

- Managing our ICT Outsource partners, including Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value to the council of this arrangement.
- Maintaining the ICT infrastructure used across the council and between us and our business partners;
- Developing and implementing ICT policies and procedures that ensure both protection of the Council's ICT assets including information and most cost-effective use of such assets.
- Responsible for ICT and Information management Strategy development and implementation

**Business Support**  
A service which provides administrative, business, and management support functions across the Council in order to improve both efficiency and quality.

**Division's Service Priorities**  
Deliver service efficiencies identified through digital service options; Drive service improvement from customer feedback; Improve customer satisfaction with the way customer contacts are handled; 70% of enquiries completed at the first point of contact in the customer contact centre; Increase self-service options through redesign of service delivery to enable them to be delivered via the website; Maximise collection of revenues to the authority through the development of the corporate debt team; Drive and support service transformation across the organisation including the Croydon Challenge program;

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1614Q	Revenue and Benefits	5,928	31	(1,457)	4,502	(24)
C1616Q	Communications and Engagement	391	12	(715)	(312)	(180)
C1618Q	Contact Centre	(33)	21	52	40	(221)
C1620Q	Transformation	584	4	(619)	(31)	(105)
C1622Q	Information Communication Technology	(2,873)	30	1,440	(1,403)	(51)
C1624Q	Business Support	179	79	(1,950)	(1,692)	(1,045)
C1670Q	Customer Service Directorate	(3,556)	1	4,718	1,163	(133)
C1672Q	Housing Benefits	455	-	(455)	-	(100)
	<b>TOTAL NET SPEND</b>	1,075	178	1,014	2,267	111

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Revenue and Benefits	229.7	172.2	(57.5)
Communications and Engagement	28.8	27.4	(1.4)
Contact Centre	75.6	77.1	1.5
Transformation	6.0	5.0	(1.0)
Information Communication Technology	34.0	50.5	16.5
Business Support	275.0	195.0	(80.0)
Customer Service Directorate	1.0	1.0	-
Housing Benefits	-	-	-
<b>TOTAL FTE STAFF</b>	650.1	528.2	(121.9)

COST CENTRE: C1605P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,155	Employees	22,071	199	(3,819)	18,451	(16)
4	Premises related expenditure	16	-	(14)	2	(88)
6,816	Supplies and Services	4,738	13	1,295	6,046	28
7,689	Third Party Payments	10,722	-	(3,952)	6,770	(37)
277,476	Transfer Payments	277,931	-	(455)	277,476	(0)
15	Transport related expenditure	36	-	(24)	12	(67)
76	Recharges from other services	98	-	(22)	76	(22)
312,231	<b>TOTAL EXPENDITURE</b>	315,612	212	(6,991)	308,833	(2)
(276,804)	Government Grants	(276,804)	-	-	(276,804)	-
(4,110)	Other Grants, reimbursements and contributions	(4,248)	-	(162)	(4,410)	4
(6,770)	Customer and Client Receipts	(7,887)	(34)	1,967	(5,954)	(25)
-	Interest Receivable	-	-	-	-	n/a
(5,060)	Recharges to other services	(6,364)	-	1,782	(4,582)	(28)
(292,744)	<b>TOTAL INCOME</b>	(295,303)	(34)	3,587	(291,750)	(1)
19,487	<b>NET CONTROLLABLE COST</b>	20,309	178	(3,404)	17,083	(16)
11	Capital Charges	11	-	-	11	-
4,060	Deferred/Intangible Charges	4,060	-	(508)	3,552	(13)
-	REFCUS	-	-	-	-	n/a
(25,651)	Corporate support services bought in	(23,305)	-	4,926	(18,379)	(21)
(21,580)	<b>TOTAL UNCONTROLLABLE COST</b>	(19,234)	-	4,418	(14,816)	(23)
(2,093)	<b>NET COST OF SERVICE</b>	1,075	178	1,014	2,267	111
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,093)	<b>TOTAL NET EXPENDITURE</b>	1,075	178	1,014	2,267	111

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
REVENUE AND BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1614Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,729	Employees	7,166	55	(1,519)	5,702	(20)
1	Premises related expenditure	1	-	(1)	-	(100)
1,394	Supplies and Services	1,576	-	(210)	1,366	(13)
657	Third Party Payments	685	-	(32)	653	(5)
	Transfer Payments		-		-	n/a
5	Transport related expenditure	12	-	(10)	2	(83)
22	Recharges from other services	44	-	(22)	22	(50)
7,808	<b>TOTAL EXPENDITURE</b>	9,484	55	(1,794)	7,745	(18)
	Government Grants		-	-	-	n/a
(2,053)	Other Grants, reimbursements and contributions	(2,191)	-	(162)	(2,353)	7
(2,537)	Customer and Client Receipts	(3,025)	(24)	363	(2,686)	(11)
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(68)	-	68	-	(100)
(4,590)	<b>TOTAL INCOME</b>	(5,284)	(24)	269	(5,039)	(5)

3,218	<b>NET CONTROLLABLE COST</b>	4,200	31	(1,525)	2,706	(36)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,467	Corporate support services bought in	1,728	-	68	1,796	4
1,467	<b>TOTAL UNCONTROLLABLE COST</b>	1,728	-	68	1,796	4

4,685	<b>NET COST OF SERVICE</b>	5,928	31	(1,457)	4,502	(24)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,685	<b>TOTAL NET EXPENDITURE</b>	5,928	31	(1,457)	4,502	(24)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		(300)
	Creation of in-house bailiff service	(125)
	Improved debt collection processes	(170)
	Process review and automation technology	
		(595)
<u>Other resource changes</u>		
	Increase in Corporate support services bought in	68
	Transfer of Budgets to create the new Gateway division	(1,006)
	Decrease in recharges to other services	68
	Other minor variations	8
		-
		-
		-
		(862)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,457)</b>

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
COMMUNICATIONS AND ENGAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1616Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,307	Employees	1,307	12	27	1,346	3
-	Premises related expenditure	-	-	-	-	n/a
797	Supplies and Services	848	-	(733)	115	(86)
367	Third Party Payments	367	-	(33)	334	(9)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
54	Recharges from other services	54	-	-	54	-
2,525	<b>TOTAL EXPENDITURE</b>	2,576	12	(739)	1,849	(28)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(219)	Customer and Client Receipts	(182)	-	(223)	(405)	123
-	Interest Receivable	-	-	-	-	n/a
(988)	Recharges to other services	(988)	-	565	(423)	(57)
(1,207)	<b>TOTAL INCOME</b>	(1,170)	-	342	(828)	(29)

1,318	<b>NET CONTROLLABLE COST</b>	1,406	12	(397)	1,021	(27)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,015)	Corporate support services bought in	(1,015)	-	(318)	(1,333)	31
(1,015)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,015)	-	(318)	(1,333)	31

303	<b>NET COST OF SERVICE</b>	391	12	(715)	(312)	(180)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

303	<b>TOTAL NET EXPENDITURE</b>	391	12	(715)	(312)	(180)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Strategy and Development - cloud hosting of web based services	(33)
Implementing of Digital Advertising scheme across the borough	(250)
Review of the Communications Team	(100)
	(383)
<u>Other resource changes</u>	-
Increase in Corporate support services bought in	(318)
Other minor variations	(14)
	-
	-
	(332)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(715)</b>

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
CONTACT CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1618Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,313	Employees	2,313	25	(28)	2,310	(0)
3	Premises related expenditure	3	-	(1)	2	(33)
632	Supplies and Services	713	-	(90)	623	(13)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,948	<b>TOTAL EXPENDITURE</b>	3,029	25	(119)	2,935	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(389)	Customer and Client Receipts	(389)	(4)	-	(393)	1
-	Interest Receivable	-	-	-	-	n/a
(407)	Recharges to other services	(407)	-	-	(407)	-
(796)	<b>TOTAL INCOME</b>	(796)	(4)	-	(800)	1

2,152	<b>NET CONTROLLABLE COST</b>	2,233	21	(119)	2,135	(4)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,266)	Corporate support services bought in	(2,266)	-	171	(2,095)	(8)
(2,266)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,266)	-	171	(2,095)	(8)

(114)	<b>NET COST OF SERVICE</b>	(33)	21	52	40	(221)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(114)	<b>TOTAL NET EXPENDITURE</b>	(33)	21	52	40	(221)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Contact Centre - online service delivery and system integration	(29)
Contact Centre - Customer Contact Service system improvements	(28)
	-
	-
	-
	(57)
<u>Other resource changes</u>	-
Decrease in Corporate support services bought in	171
Centralisation of ICT budgets	(81)
Other minor variations	19
	-
	-
	-
	109
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>52</b>

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
TRANSFORMATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1620Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
361	Employees	361	4	(35)	330	(9)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	6	-	(5)	1	(83)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
362	<b>TOTAL EXPENDITURE</b>	367	4	(40)	331	(10)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

362	<b>NET CONTROLLABLE COST</b>	367	4	(40)	331	(10)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
217	Corporate support services bought in	217	-	(579)	(362)	(267)
217	<b>TOTAL UNCONTROLLABLE COST</b>	217	-	(579)	(362)	(267)

579	<b>NET COST OF SERVICE</b>	584	4	(619)	(31)	(105)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

579	<b>TOTAL NET EXPENDITURE</b>	584	4	(619)	(31)	(105)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Transformation - Reduction in support to departments		(38)
		-
		-
		(38)
<u>Other resource changes</u>		
Increase in Corporate support services bought in		(579)
Minor Variations		(2)
		-
		-
		(581)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(619)</b>

**RESOURCES**  
**CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**  
**INFORMATION COMMUNICATION TECHNOLOGY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1622Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,357	Employees	2,723	23	(373)	2,373	(13)
-	Premises related expenditure	12	-	(12)	-	(100)
2,653	Supplies and Services	244	13	2,375	2,632	979
6,665	Third Party Payments	9,670	-	(3,887)	5,783	(40)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	14	-	(14)	-	(100)
-	Recharges from other services	-	-	-	-	n/a
11,675	<b>TOTAL EXPENDITURE</b>	12,663	36	(1,911)	10,788	(15)
(113)	Government Grants	(113)	-	-	(113)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(65)	Customer and Client Receipts	(731)	(6)	666	(71)	(90)
-	Interest Receivable	-	-	-	-	n/a
(771)	Recharges to other services	(1,961)	-	1,188	(773)	(61)
(949)	<b>TOTAL INCOME</b>	(2,805)	(6)	1,854	(957)	(66)

10,726	<b>NET CONTROLLABLE COST</b>	9,858	30	(57)	9,831	(0)
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11	Capital Charges	11	-	-	11	-
4,060	Deferred/Intangible Charges	4,060	-	(508)	3,552	(13)
-	REFCUS	-	-	-	-	n/a
(18,887)	Corporate support services bought in	(16,802)	-	2,005	(14,797)	(12)
(14,816)	<b>TOTAL UNCONTROLLABLE COST</b>	(12,731)	-	1,497	(11,234)	(12)

(4,090)	<b>NET COST OF SERVICE</b>	(2,873)	30	1,440	(1,403)	(51)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(4,090)	<b>TOTAL NET EXPENDITURE</b>	(2,873)	30	1,440	(1,403)	(51)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		
ICT Services - Effective contract management		(836)
ICT Services :-		
- Reduction in infrastructure requirements as a consequence of reduced staffing numbers		
- Integrations and Consolidation of ICT Applications		
- Reduction in costs for major contracts and licensing		(96)
		(932)
<u>Other resource changes</u>		
Decrease in Deferred/Intangible Charges		(508)
Decrease in Corporate support services bought in		2,005
Capital Borrowing		(3,000)
Centralisation of ICT budgets		2,707
Transfer of Landlord Licencing budget to Place department		1,377
Complaints & Information Management transferred to ICT & reduction in recharges from this service		(222)
Minor Variations		13
		2,372
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1,440</b>

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
BUSINESS SUPPORT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1624Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,938	Employees	8,051	79	(1,892)	6,238	(23)
-	Premises related expenditure	-	-	-	-	n/a
55	Supplies and Services	65	-	(40)	25	(62)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	10	-	-	10	-
-	Recharges from other services	-	-	-	-	n/a
8,003	<b>TOTAL EXPENDITURE</b>	8,126	79	(1,932)	6,273	(23)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,894)	Recharges to other services	(2,940)	-	(39)	(2,979)	1
(2,894)	<b>TOTAL INCOME</b>	(2,940)	-	(39)	(2,979)	1

5,109	<b>NET CONTROLLABLE COST</b>	5,186	79	(1,971)	3,294	(36)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(5,007)	Corporate support services bought in	(5,007)	-	21	(4,986)	(0)
(5,007)	<b>TOTAL UNCONTROLLABLE COST</b>	(5,007)	-	21	(4,986)	(0)

102	<b>NET COST OF SERVICE</b>	179	79	(1,950)	(1,692)	(1,045)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

102	<b>TOTAL NET EXPENDITURE</b>	179	79	(1,950)	(1,692)	(1,045)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
Deployment technology refresh and expansion scanning		(85)
		-
		-
		-
		(85)
<u>Other resource changes</u>		
Digital & Enabling Savings		(1,741)
Decrease in Corporate support services bought in		21
Business Support - transfered to HR & BS Transferred to Octavo		(234)
Increase in Employers Pension Contribution		66
Reduction in Recharge Income Budget		46
Centralisation of ICT budgets		(24)
Minor Variations		1
		(1,865)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,950)</b>



**RESOURCES**  
**CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**  
**CUSTOMER SERVICES DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1670Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
150	Employees	150	1	1	152	1
-	- Premises related expenditure	-	-	-	-	n/a
12	Supplies and Services	14	-	(2)	12	(14)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
162	<b>TOTAL EXPENDITURE</b>	164	1	(1)	164	-
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,560)	Customer and Client Receipts	(3,560)	-	1,161	(2,399)	(33)
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(3,560)	<b>TOTAL INCOME</b>	(3,560)	-	1,161	(2,399)	(33)
(3,398)	<b>NET CONTROLLABLE COST</b>	(3,398)	1	1,160	(2,235)	(34)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(160)	Corporate support services bought in	(160)	-	3,558	3,398	(2,224)
(160)	<b>TOTAL UNCONTROLLABLE COST</b>	(160)	-	3,558	3,398	(2,224)
(3,558)	<b>NET COST OF SERVICE</b>	(3,558)	1	4,718	1,163	(133)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,558)	<b>TOTAL NET EXPENDITURE</b>	(3,558)	1	4,718	1,163	(133)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Digital & Enabling Savings to be apportioned out to services as projects go live in year						(580)
						-
						-
						-
						(580)
<u>Other resource changes</u>						
Corporate support services bought in						3,558
Digital & Enabling Savings budget moved to Business Support as part of Croydon Challenge						1,741
Centralisation of ICT budgets						(2)
Minor Variations						1
						5,298
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>4,718</b>

**RESOURCES  
CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE  
HOUSING BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1672Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
1,272	Supplies and Services	1,272	-	-	1,272	-
-	Third Party Payments	-	-	-	-	n/a
277,476	Transfer Payments	277,931	-	(455)	277,476	(0)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
278,748	<b>TOTAL EXPENDITURE</b>	279,203	-	(455)	278,748	(0)
(276,691)	Government Grants	(276,691)	-	-	(276,691)	-
(2,057)	Other Grants, reimbursements and contributions	(2,057)	-	-	(2,057)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(278,748)	<b>TOTAL INCOME</b>	(278,748)	-	-	(278,748)	-
-	<b>NET CONTROLLABLE COST</b>	455	-	(455)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	455	-	(455)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	455	-	(455)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
						-
						-
<u>Other resource changes</u>						-
Local welfare provision (CDS Revenue grant) PED 5.3)						(455)
						-
						-
						-
						-
						(455)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(455)</b>

**SERVICE DESCRIPTION**

**Freedom Pass Scheme**  
 The Freedom Pass scheme provides free travel at any time on public transport (Transport for London buses, tube, tram Docklands Light Railway and London Overground) within Greater London to borough residents who have either reached the female state retirement age, or who meet the qualifying criteria for the Disabled Freedom Pass. It also provides these pass holders with free travel in standard accommodation on most local national rail services (other than London Overground) between 9.30am and 4.30am on the following mornings, Monday to Friday, plus all day at weekends and on public holidays.  
 There are a number of exceptions where free travel on trains is not available. Freedom Passes issued under the English National Concessionary Travel Scheme also allow free travel anywhere else in England on local buses between 9.30 am and 11 pm Monday to Friday, all day at weekends and on public holidays.  
 The scheme is administered by London Councils with costs being recharged to individual London boroughs based mainly on usage of the scheme. This scheme was extended from 1.4.08 to all parts of Britain, however passes can only be used in the resident nation.

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
<b>C1635P</b>	Subsidised Travel	15,413	-	738	<b>16,151</b>	5
	<b>TOTAL NET SPEND</b>	15,413	-	738	<b>16,151</b>	5

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Subsidised Travel	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

COST CENTRE: C1635P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
48	Supplies and Services	48	-	-	48	-
15,365	Third Party Payments	15,365	-	738	16,103	5
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
15,413	<b>TOTAL EXPENDITURE</b>	15,413	-	738	16,151	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

15,413	<b>NET CONTROLLABLE COST</b>	15,413	-	738	16,151	5
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

15,413	<b>NET COST OF SERVICE</b>	15,413	-	738	16,151	5
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

15,413	<b>TOTAL NET EXPENDITURE</b>	15,413	-	738	16,151	5
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Increased provision for freedom passes		738
		-
		-
		738
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>738</b>

**SERVICE DESCRIPTION**

**The Strategy, Communities & Commissioning division is a hub of support services that helps the rest of the Council, with partners to;**

- Support the identification and assessment of need, through the provision of qualitative and quantitative data and information including the maintenance of the Council's observatory
- Provide partnership and corporate policy and strategy development and implementation working with the local strategic partnership and across the organisation
- Provide equality policy, strategy and best practice advice and guidance across the organisation and with partners from the public, private, community, faith and voluntary sector
- Provide policy, strategy and best practice advice and guidance on working innovatively with the community, faith and voluntary sector encouraging community development, participation and engagement as well as managing a wide range of community relations
- Provide strategic support, intelligence and challenge to decision-makers across the Council
- Develop strategic commissioning across the organisation;
- Provide a professional focus for procurement activities;
- Put in place performance analysis and improvement frameworks to drive service quality and accountability, including robust contract performance management.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1626Q	Non SCC Projects	(5,062)	(2)	1,627	(3,437)	(32)
C1628Q	SCC - Division	(269)	33	(23)	(259)	(4)
C1630Q	Equalities and Social Inclusion	1,396	6	(659)	743	(47)
C1632Q	Corporate Planning	177	1	179	357	102
	<b>TOTAL NET SPEND</b>	<b>(3,758)</b>	<b>38</b>	<b>1,124</b>	<b>(2,596)</b>	<b>(31)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Non SCC Projects	-	2.0	2.0
SCC - Division	61.2	65.9	4.7
Equalities and Social Inclusion	-	21.0	21.0
Corporate Planning	-	-	-
<b>TOTAL FTE STAFF</b>	<b>61.2</b>	<b>88.9</b>	<b>27.7</b>

COST CENTRE: C1605P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,785	Employees	3,837	38	876	4,751	24
-	Premises related expenditure	-	-	-	-	n/a
(3,156)	Supplies and Services	(4,610)	-	906	(3,704)	(20)
531	Third Party Payments	531	-	-	531	-
-	Transfer Payments	-	-	-	-	n/a
(1)	Transport related expenditure	-	-	(1)	(1)	n/a
15	Recharges from other services	21	-	(6)	15	(29)
1,174	<b>TOTAL EXPENDITURE</b>	(221)	38	1,775	1,592	(820)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(366)	Recharges to other services	(366)	-	(644)	(1,010)	176
(366)	<b>TOTAL INCOME</b>	(366)	-	(644)	(1,010)	176
808	<b>NET CONTROLLABLE COST</b>	(587)	38	1,131	582	(199)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,171)	Corporate support services bought in	(3,171)	-	(7)	(3,178)	0
(3,171)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,171)	-	(7)	(3,178)	0
(2,363)	<b>NET COST OF SERVICE</b>	(3,758)	38	1,124	(2,596)	(31)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,363)	<b>TOTAL NET EXPENDITURE</b>	(3,758)	38	1,124	(2,596)	(31)

**RESOURCES  
STRATEGY, COMMUNITIES and COMMISSIONING  
NON SCC PROJECTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1626Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
(80)	Employees	(80)	(2)	420	338	(523)
-	- Premises related expenditure	-	-	-	-	n/a
(3,329)	Supplies and Services	(4,834)	-	1,057	(3,777)	(22)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
15	15 Recharges from other services	21	-	(6)	15	(29)
(3,394)	<b>TOTAL EXPENDITURE</b>	(4,893)	(2)	1,471	(3,424)	(30)
-	- 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	-	-	(71)	(71)	n/a
-	<b>TOTAL INCOME</b>	-	-	(71)	(71)	n/a

(3,394)	<b>NET CONTROLLABLE COST</b>	(4,893)	(2)	1,400	(3,495)	(29)
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(169)	Corporate support services bought in	(169)	-	227	58	(134)
(169)	<b>TOTAL UNCONTROLLABLE COST</b>	(169)	-	227	58	(134)

(3,563)	<b>NET COST OF SERVICE</b>	(5,062)	(2)	1,627	(3,437)	(32)
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(3,563)	<b>TOTAL NET EXPENDITURE</b>	(5,062)	(2)	1,627	(3,437)	(32)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	-
	-
	-
	-
<u>Strategic budget - agreed additional income / savings</u>	-
Procurement Taskforce - Review of key corporate contract arrangements	(100)
	-
	-
	-
	(100)
<u>Other resource changes</u>	
Virement - Contract Management Review	1,393
Staff changes as a result of restructure within SCC division	145
Corporate Support Services bought in	227
Centralisation of ICT budgets	(38)
Centralisation of Complaints and FOI	(6)
Other Minor variations	6
	-
	1,727
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,627</b>

**COST CENTRE: C1628Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,093	Employees	3,145	33	120	3,298	5
-	Premises related expenditure	-	-	-	-	n/a
172	Supplies and Services	222	-	(150)	72	(68)
-	Third Party Payments	226	-	(226)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
(1)	Transport related expenditure	-	-	(1)	(1)	n/a
-	Recharges from other services	-	-	-	-	n/a
3,264	<b>TOTAL EXPENDITURE</b>	3,593	33	(257)	3,369	(6)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(366)	Recharges to other services	(366)	-	(514)	(880)	140
(366)	<b>TOTAL INCOME</b>	(366)	-	(514)	(880)	140
2,898	<b>NET CONTROLLABLE COST</b>	3,227	33	(771)	2,489	(23)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,496)	Corporate support services bought in	(3,496)	-	748	(2,748)	(21)
(3,496)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,496)	-	748	(2,748)	(21)
(598)	<b>NET COST OF SERVICE</b>	(269)	33	(23)	(259)	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(598)	<b>TOTAL NET EXPENDITURE</b>	(269)	33	(23)	(259)	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Consolidation and Restructure of Commissioning Services						(100)
						-
						-
						-
						(100)
<u>Other resource changes</u>						
Staff changes as a result of restructure within SCC division						(424)
Centralisation of ICT budgets						(51)
Reallocation of budget to SCC Corporate Planning (Red 8.6)						(226)
Corporate Support Services bought in						748
Increase in Employers Pension Contribution						30
						-
						77
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(23)</b>



**COST CENTRE: C1630Q**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
641	Employees	641	6	467	1,114	74
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	2	-	(1)	1	(50)
270	Third Party Payments	270	-	-	270	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
912	<b>TOTAL EXPENDITURE</b>	913	6	466	1,385	52
-	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	-	-	(59)	(59)	n/a
-	<b>TOTAL INCOME</b>	-	-	(59)	(59)	n/a

912	<b>NET CONTROLLABLE COST</b>	913	6	407	1,326	45
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
483	Corporate support services bought in	483	-	(1,066)	(583)	(221)
483	<b>TOTAL UNCONTROLLABLE COST</b>	483	-	(1,066)	(583)	(221)

1,395	<b>NET COST OF SERVICE</b>	1,396	6	(659)	743	(47)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,395	<b>TOTAL NET EXPENDITURE</b>	1,396	6	(659)	743	(47)
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
		-
		-
		-
<u>Other resource changes</u>		-
	Staff changes as a result of restructure within SCC division	402
	Corporate support services bought in	(1,066)
	Centralisation of ICT budgets	(1)
	Minor variations	6
		-
		-
		(659)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(659)</b>

COST CENTRE: C1632Q

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
131	Employees	131	1	(131)	1	(99)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
261	Third Party Payments	35	-	226	261	646
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
392	<b>TOTAL EXPENDITURE</b>	166	1	95	262	58
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

392	<b>NET CONTROLLABLE COST</b>	166	1	95	262	58
-----	------------------------------	-----	---	----	-----	----

-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
11	Corporate support services bought in	11	-	84	95	764
11	<b>TOTAL UNCONTROLLABLE COST</b>	11	-	84	95	764

403	<b>NET COST OF SERVICE</b>	177	1	179	357	102
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

403	<b>TOTAL NET EXPENDITURE</b>	177	1	179	357	102
-----	------------------------------	-----	---	-----	-----	-----

* 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>		-
Staff changes as a result of restructure within SCC division		(132)
Reallocation of budget from SCC Strategy and Performance (Red 8.4)		226
Corporate support services bought in		84
Other Minor variations		1
		179
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>179</b>

**SERVICE DESCRIPTION**

The council took over the responsibility for public health functions from 1 April 2013. The directorate is responsible for commissioning a range of public health services including stop smoking services, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.

The Directorate is also responsible for providing public health advice to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG; producing an Annual Report of the health of our residents, and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning.

This service is entirely funded by the Public Health Grant and supports a variety of services distributed across other council departments which deliver public health outcomes. The function includes mandatory and non-mandatory services.

Mandatory services are those that are required to be provided nationally and include sexual health services, ensuring NHS commissioners receive the public health advice they need, delivery of the National Child Measurement Programme, NHS Health Check assessments, and putting in place steps to protect the public's health. Non-mandatory services such as smoking cessation, drug and alcohol services, physical activity, and obesity initiatives are not nationally prescribed and enable local flexibility to deliver service based on local need.

The 0-5 Healthy Child Programme (HCP) - this includes the Health Visiting service incorporating universal to targeted programmes and the Family Nurse Partnership.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1662P	Public Health	-	24	(24)	-	n/a
	<b>TOTAL NET SPEND</b>	-	24	(24)	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Public Health	37.2	34.8	(2.4)
<b>TOTAL FTE STAFF</b>	37.2	34.8	(2.4)

**COST CENTRE: C1662P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,672	Employees	2,445	24	(19)	2,450	0
2	Premises related expenditure	2	-	-	2	-
710	Supplies and Services	710	-	(5)	705	(1)
11,074	Third Party Payments	11,074	-	918	11,992	8
6,502	Transfer Payments	5,997	-	-	5,997	-
6	Transport related expenditure	6	-	-	6	-
1,599	Recharges from other services	1,599	-	-	1,599	-
<b>21,565</b>	<b>TOTAL EXPENDITURE</b>	<b>21,833</b>	<b>24</b>	<b>894</b>	<b>22,751</b>	<b>4</b>
(21,548)	Government Grants	(21,548)	-	(918)	(22,466)	4
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(285)	Recharges to other services	(285)	-	-	(285)	-
<b>(21,833)</b>	<b>TOTAL INCOME</b>	<b>(21,833)</b>	<b>-</b>	<b>(918)</b>	<b>(22,751)</b>	<b>4</b>

<b>(268)</b>	<b>NET CONTROLLABLE COST</b>	<b>-</b>	<b>24</b>	<b>(24)</b>	<b>-</b>	<b>n/a</b>
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>(268)</b>	<b>NET COST OF SERVICE</b>	<b>-</b>	<b>24</b>	<b>(24)</b>	<b>-</b>	<b>n/a</b>
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

<b>(268)</b>	<b>TOTAL NET EXPENDITURE</b>	<b>-</b>	<b>24</b>	<b>(24)</b>	<b>-</b>	<b>n/a</b>
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Health Improvement 0-5 years	2,748
	Loss of Public health grant	1,854
		-
		-
		4,602
<u>Strategic budget - agreed additional income / savings</u>		
	Funding for Health Improvement 0-5 years	(2,748)
	Savings attributable as a result of loss of public health grant	(1,854)
		-
		-
		(4,602)
<u>Other resource changes</u>		
	Other Minor variations	(24)
		(24)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(24)</b>



# HOUSING REVENUE ACCOUNT

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## KEY SERVICE TARGETS / PRIORITIES FOR 2016/17

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

- 1) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation
- 2) Promote independent living for vulnerable people
- 3) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for council Housing
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities

## FINANCIAL PERFORMANCE

## COST CENTRE: C2000M

DESCRIPTION	ACTUAL 2014/15 £000	ORIGINAL 2015/16 £000	FORECAST 2015/16 £000	BUDGET 2016/17 £000	% CHANGE %
Employees	13,590	14,500	13,767	<b>14,868</b>	8
Premises related expenditure	19,720	22,798	22,958	<b>22,787</b>	(1)
Supplies and Services	3,796	5,866	4,580	<b>4,375</b>	(4)
Third Party Payments	108	717	502	<b>702</b>	40
Transfer Payments	1,658	175	156	<b>175</b>	12
Transport related expenditure	128	239	144	<b>225</b>	56
Capital Charges	14,489	29,716	29,716	<b>30,042</b>	1
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	5,076	10,186	10,186	<b>8,523</b>	(16)
Corporate support services bought in	-	6,333	6,705	<b>6,705</b>	-
Recharges (to) / from other services	7,946	2,794	3,196	<b>3,012</b>	(6)
<b>TOTAL EXPENDITURE</b>	<b>66,511</b>	<b>93,324</b>	<b>91,911</b>	<b>91,414</b>	<b>(1)</b>
Government Grants	(99)	-	(98)	-	(100)
Other Grants, reimbursements and contributions	(197)	(185)	(148)	<b>(185)</b>	25
Fees and Charges	(10,896)	-	-	-	n/a
Customer and Client Receipts	(83,703)	(93,136)	(94,394)	<b>(91,229)</b>	(3)
Interest Receivable	-	(3)	-	-	n/a
<b>TOTAL INCOME</b>	<b>(94,895)</b>	<b>(93,324)</b>	<b>(94,640)</b>	<b>(91,414)</b>	<b>(3)</b>
<b>NET EXPENDITURE</b>	<b>(28,384)</b>	<b>-</b>	<b>(2,730)</b>	<b>0</b>	<b>(100)</b>
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>-</b>		<b>-</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(28,384)</b>		<b>(2,730)</b>		

## TOP FINANCIAL RISKS 2016/17

- 1) 1% rent reduction for the next 4 years
- 2) "Pay to stay" policy meaning that any tenants earning over £40k will pay market rents
- 3) Sale of high value void properties to fund Right to Buy for Housing Associations



## CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Richard Simpson	Assistant Chief Executive Corporate Resources and S151 Officer	61848
Jo Negrini	Executive Director of Place	61325
Stephen Tate	Director - District Centres and Regeneration	47446
Colm Lacey	Director - Development	47367
Andy Opie	Director - Safety	65686
Mark Meeham	Director - Housing Needs	65474
Mark Fowler	Director - Director of Gateway and Welfare	19503

COST CENTRE	DIVISION
C2200N	People - HRA
C2100N	Place - HRA
C2400N	Directorate & Centralised Costs - HRA

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2015/16 £000's	DIVISION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(71,443)	People - HRA	(70,726)	72	918	(69,736)	(1)
16,366	Place - HRA	17,220	51	196	17,467	1
52,347	Directorate & Centralised Costs - HRA	53,506	8	(1,245)	52,269	(2)
(2,730)	<b>TOTAL NET SPEND</b>	-	131	(131)	-	(2)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
People - HRA	205.8	203.1	(2.7)
Place - HRA	119.5	124.5	5.0
Directorate & Centralised Costs - HRA	12.0	12.0	-
<b>TOTAL FTE STAFF</b>	<b>337.3</b>	<b>339.6</b>	<b>2.3</b>

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,767	Employees	14,500	131	237	14,868	3
22,958	Premises related expenditure	22,798	-	(11)	22,787	(0)
4,580	Supplies and Services	5,866	-	(1,491)	4,375	(25)
502	Third Party Payments	717	-	(15)	702	(2)
156	Transfer Payments	175	-	-	175	-
144	Transport related expenditure	239	-	(14)	225	(6)
4,728	Recharges from other services	4,596	-	223	4,819	5
46,836	<b>TOTAL EXPENDITURE</b>	48,891	131	(1,071)	47,951	(2)
(98)	Government Grants	-	-	-	-	n/a
(148)	Other Grants, reimbursements and contributions	(185)	-	-	(185)	-
-	Fees and Charges	-	-	-	-	n/a
(94,394)	Customer and Client Receipts	(93,136)	-	1,907	(91,229)	(2)
-	Interest Receivable	(3)	-	3	-	(100)
(1,532)	Recharges to other services	(1,802)	-	(5)	(1,807)	0
(96,173)	<b>TOTAL INCOME</b>	(95,126)	-	1,905	(93,221)	(2)
(49,337)	<b>NET CONTROLLABLE COST</b>	(46,235)	131	834	(45,270)	(2)
29,716	Capital Charges	29,716	-	326	30,042	1
-	Deferred/Intangible Charges	-	-	-	-	n/a
10,186	REFCUS	10,186	-	(1,663)	8,523	(16)
6,705	Corporate support services bought in	6,333	-	372	6,705	6
46,607	<b>TOTAL UNCONTROLLABLE COST</b>	46,235	-	(965)	45,270	(2)
(2,730)	<b>NET COST OF SERVICE</b>	-	131	(131)	0	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(2,730)	<b>TOTAL NET EXPENDITURE</b>	-	131	(131)	0	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						910
Other resource changes						(1,041)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(131)</b>

**SERVICE DESCRIPTION**

The HRA Housing Needs Service is made up of the following sections: The Service Development, Income and Lettings and Tenancy and Neighbourhood Services are mainly funded from HRA.

**Income to the Housing Revenue Account**

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

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

**For 2016-17 there is reduction of 1% on dwellings rent, a statutory requirement, which is estimated to be £1.907M, included in the 2016-17 budget**

**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 £78m annually). It provides welfare and debt advice for Council tenants and signs up new tenants and lets Council garages. This part of the Housing Revenue Account budget includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection and accounting.

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

**Tenancy and Neighbourhood Services**

Responsible for tenancy services including enforcement of conditions of tenancy and changes to tenancies. It tackles anti-social behaviour and carries out regular estate inspections. It promotes resident participation and runs a caretaking service. This part of the Housing Revenue Account includes any expenditure which relates only to specific estates rather than the general housing stock. This includes services such as Caretaking and grounds maintenance. The income from the charges made for central heating is credited directly to income and the full cost of the standard space water heating provided will be recovered from tenants.

**Housing solutions**

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

**Housing renewal**

Responsible for the Major Adaptations Unit and for providing adaptations to council homes to enable older and disabled people to stay in their own homes. A Home Safety service is provided for council tenants with young children to prevent accidents in the home. Also includes 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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Need - HRA	(70,726)	72	918	(69,736)	(1)
	<b>TOTAL NET SPEND</b>	<b>(70,726)</b>	<b>72</b>	<b>918</b>	<b>(69,736)</b>	<b>(1)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Housing Need - HRA	205.8	203.1	(2.7)
<b>TOTAL FTE STAFF</b>	<b>205.8</b>	<b>203.1</b>	<b>(2.7)</b>

## COST CENTRE: C2200N

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,152	Employees	7,383	72	62	7,517	2
10,432	Premises related expenditure	9,685	-	(11)	9,674	(0)
2,560	Supplies and Services	2,035	-	(1,183)	852	(58)
398	Third Party Payments	589	-	(15)	574	(3)
156	Transfer Payments	175	-	-	175	-
66	Transport related expenditure	146	-	(3)	143	(2)
2,513	Recharges from other services	2,649	-	158	2,807	6
23,276	<b>TOTAL EXPENDITURE</b>	22,662	72	(992)	21,742	(4)
(98)	Government Grants	-	-	-	-	n/a
(148)	Other Grants, reimbursements and contributions	(185)	-	-	(185)	-
-	Fees and Charges	-	-	-	-	n/a
(94,378)	Customer and Client Receipts	(93,136)	-	1,907	(91,229)	(2)
-	Interest Receivable	(3)	-	3	-	(100)
(96)	Recharges to other services	(64)	-	-	(64)	-
(94,720)	<b>TOTAL INCOME</b>	(93,388)	-	1,910	(91,478)	(2)
(71,443)	<b>NET CONTROLLABLE COST</b>	(70,726)	72	918	(69,736)	(1)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(71,443)	<b>NET COST OF SERVICE</b>	(70,726)	72	918	(69,736)	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(71,443)	<b>TOTAL NET EXPENDITURE</b>	(70,726)	72	918	(69,736)	(1)

COST CENTRE: C2420P

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,152	Employees	7,383	72	62	7,517	2
10,432	Premises related expenditure	9,685	-	(11)	9,674	(0)
2,560	Supplies and Services	2,035	-	(1,183)	852	(58)
398	Third Party Payments	589	-	(15)	574	(3)
156	Transfer Payments	175	-	-	175	-
66	Transport related expenditure	146	-	(3)	143	(2)
2,513	Recharges from other services	2,649	-	158	2,807	6
23,276	<b>TOTAL EXPENDITURE</b>	22,662	72	(992)	21,742	(4)
(98)	Government Grants	-	-	-	-	n/a
(148)	Other Grants, reimbursements and contributions	(185)	-	-	(185)	-
-	Fees and Charges	-	-	-	-	n/a
(94,378)	Customer and Client Receipts	(93,136)	-	1,907	(91,229)	(2)
-	Interest Receivable	(3)	-	3	-	(100)
(96)	Recharges to other services	(64)	-	-	(64)	-
(94,720)	<b>TOTAL INCOME</b>	(93,388)	-	1,910	(91,478)	(2)
(71,443)	<b>NET CONTROLLABLE COST</b>	(70,726)	72	918	(69,736)	(1)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(71,443)	<b>NET COST OF SERVICE</b>	(70,726)	72	918	(69,736)	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(71,443)	<b>TOTAL NET EXPENDITURE</b>	(70,726)	72	918	(69,736)	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Decrease in investment income						3
Decrease in Dwelling rental income						1,907
No further increase in provision due to impact of Welfare reform						(1,000)
						910
<u>Other resource changes</u>						
Staff movements between departments						53
Reduction in Corporate charges (SERCOP)						(171)
Pension Adjustment to 15.1%						126
						8
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>918</b>



**SERVICE DESCRIPTION**

The HRA elements of the Place department include the following services:

Responsive Repairs and cyclical maintenance of the Council's Housing stock. The service responds to around 60,000 repair requests each year. The repairs service is delivered through a long term partnering contract.

Asset Management and Engagement to ensure that tenants are informed and consulted on the priorities for the HRA and to develop the HRA strategy for stock and investment.

The Home and School Improvement service focuses on major capital improvements to HRA properties such as energy efficiency, kitchen and bathroom and security programmes

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P	District Centres & Regeneration - HRA	15,973	40	8	16,021	0
C2130P	Safety - HRA	1,247	11	188	1,446	16
	<b>TOTAL NET SPEND</b>	17,220	51	196	17,467	16

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
District Centres & Regeneration - HRA	89.0	94.0	5.0
Safety - HRA	30.5	30.5	-
<b>TOTAL FTE STAFF</b>	119.5	124.5	5.0

## COST CENTRE: C2100N

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,637	Employees	5,150	51	176	5,377	4
11,716	Premises related expenditure	12,298	-	-	12,298	-
1,030	Supplies and Services	1,112	-	(107)	1,005	(10)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
78	Transport related expenditure	93	-	(11)	82	(12)
315	Recharges from other services	238	-	143	381	60
17,776	<b>TOTAL EXPENDITURE</b>	18,915	51	201	19,167	1
(0)	Government Grants	-	-	-	-	n/a
0	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(16)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,393)	Recharges to other services	(1,695)	-	(5)	(1,700)	0
(1,410)	<b>TOTAL INCOME</b>	(1,695)	-	(5)	(1,700)	0
16,366	<b>NET CONTROLLABLE COST</b>	17,220	51	196	17,467	1
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
16,366	<b>NET COST OF SERVICE</b>	17,220	51	196	17,467	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
16,366	<b>TOTAL NET EXPENDITURE</b>	17,220	51	196	17,467	1



**COST CENTRE: C2125P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,593	Employees	4,012	40	56	4,108	2
11,707	Premises related expenditure	12,296	-	-	12,296	-
976	Supplies and Services	1,028	-	(75)	953	(7)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
51	Transport related expenditure	72	-	(9)	63	(13)
311	Recharges from other services	236	-	41	277	17
16,637	<b>TOTAL EXPENDITURE</b>	17,668	40	13	17,721	0
(0)	Government Grants	-	-	-	-	n/a
0	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(16)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,393)	Recharges to other services	(1,695)	-	(5)	(1,700)	0
(1,410)	<b>TOTAL INCOME</b>	(1,695)	-	(5)	(1,700)	0

15,228	<b>NET CONTROLLABLE COST</b>	15,973	40	8	16,021	0
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

15,228	<b>NET COST OF SERVICE</b>	15,973	40	8	16,021	0
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

15,228	<b>TOTAL NET EXPENDITURE</b>	15,973	40	8	16,021	0
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Pension adjustments increase to 15.1%		70
Savings due to employee re-grades		(20)
Other Minor Variations		6
Centralisation of ICT budgets		(75)
Other variations		(5)
Reduction of Car Allowances		(9)
Recharges for transfer of post from HRA to SCC		41
		8
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>8</b>

**COST CENTRE: C2130P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,044	Employees	1,138	11	120	1,269	12
9	Premises related expenditure	2	-	-	2	-
54	Supplies and Services	84	-	(32)	52	(38)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
27	Transport related expenditure	21	-	(2)	19	(10)
4	Recharges from other services	2	-	102	104	5,100
1,139	<b>TOTAL EXPENDITURE</b>	1,247	11	188	1,446	16
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

1,139	<b>NET CONTROLLABLE COST</b>	1,247	11	188	1,446	16
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

1,139	<b>NET COST OF SERVICE</b>	1,247	11	188	1,446	16
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,139	<b>TOTAL NET EXPENDITURE</b>	1,247	11	188	1,446	16
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		-
		-
		-
		-
<u>Strategic budget - agreed additional income / savings</u>		-
		-
		-
		-
<u>Other resource changes</u>		-
Pension adjustments increase to 15.1%		20
Centralisation of ICT budgets		(32)
Staff Movements between departments		200
		-
		188
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>188</b>

**SERVICE DESCRIPTION**

This Division includes the costs of directors, and the support costs for running the HRA including accommodation costs, ICT, Business Support , insurance and finance and HR, and capital costs.

The Capital charges include the interest charges of the payment of interest of loans taken out to acquire or refurbish Housing Revenue Account assets, such as council housing, and also includes a charge for debt management . The major repairs allowance is used to finance the improvements of the housing stock. Self financing was introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing stock debt, known as the self financing valuation. Croydon's share of the debt was £223.1m.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N	Directorate & Centralised Costs	53,506	8	(1,245)	52,269	(2)
	<b>TOTAL NET SPEND</b>	53,506	8	(1,245)	52,269	(2)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2015/16 FTE STAFF	ORIGINAL BUDGET 2016/17 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	12	12	-
<b>TOTAL FTE STAFF</b>	12.0	12.0	-

**COST CENTRE: C1125P**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,979	Employees	1,967	8	(1)	1,974	0
810	Premises related expenditure	815	-	-	815	-
990	Supplies and Services	2,719	-	(201)	2,518	(7)
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
1,900	Recharges from other services	1,709	-	(78)	1,631	(5)
<b>5,783</b>	<b>TOTAL EXPENDITURE</b>	<b>7,314</b>	<b>8</b>	<b>(280)</b>	<b>7,042</b>	<b>(4)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
<b>(43)</b>	<b>TOTAL INCOME</b>	<b>(43)</b>	<b>-</b>	<b>-</b>	<b>(43)</b>	<b>-</b>
<b>5,740</b>	<b>NET CONTROLLABLE COST</b>	<b>7,271</b>	<b>8</b>	<b>(280)</b>	<b>6,999</b>	<b>(4)</b>
29,716	Capital Charges	29,716	-	326	30,042	1
-	Deferred/Intangible Charges	-	-	-	-	n/a
10,186	REFCUS	10,186	-	(1,663)	8,523	(16)
6,705	Corporate support services bought in	6,333	-	372	6,705	6
<b>46,607</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>46,235</b>	<b>-</b>	<b>(965)</b>	<b>45,270</b>	<b>(2)</b>
<b>52,347</b>	<b>NET COST OF SERVICE</b>	<b>53,506</b>	<b>8</b>	<b>(1,245)</b>	<b>52,269</b>	<b>(2)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>52,347</b>	<b>TOTAL NET EXPENDITURE</b>	<b>53,506</b>	<b>8</b>	<b>(1,245)</b>	<b>52,269</b>	<b>(2)</b>

**COST CENTRE: C2400N**

FORECAST 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2015/16 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2016/17 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,979	Employees	1,967	8	(1)	1,974	0
810	Premises related expenditure	815	-	-	815	-
990	Supplies and Services	2,719	-	(201)	2,518	(7)
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
0	Transport related expenditure	-	-	-	-	n/a
1,900	Recharges from other services	1,709	-	(78)	1,631	(5)
5,783	<b>TOTAL EXPENDITURE</b>	7,314	8	(280)	7,042	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	<b>TOTAL INCOME</b>	(43)	-	-	(43)	-
5,740	<b>NET CONTROLLABLE COST</b>	7,271	8	(280)	6,999	(4)
29,716	Capital Charges	29,716	-	326	30,042	1
-	Deferred/Intangible Charges	-	-	-	-	n/a
10,186	REFCUS	10,186	-	(1,663)	8,523	(16)
6,705	Corporate support services bought in	6,333	-	372	6,705	6
46,607	<b>TOTAL UNCONTROLLABLE COST</b>	46,235	-	(965)	45,270	(2)
52,347	<b>NET COST OF SERVICE</b>	53,506	8	(1,245)	52,269	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
52,347	<b>TOTAL NET EXPENDITURE</b>	53,506	8	(1,245)	52,269	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Pension adjustments increase to 15.1%						13
Staff Movements between departments						(253)
Centralisation of ICT budgets						(108)
Increase in Contingency						68
Increase in Interest Payable						326
Reduction in REFCUS budget						(1,663)
Increase in Corporate Services bought in						372
						(1,245)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,245)</b>

# CAPITAL PROGRAMME

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**Capital Programme Resourcing 2016/17 to 2018/19**

<b>Funding</b>	<b>Budget 2016/17 £000's</b>	<b>Budget 2017/18 £000's</b>	<b>Budget 2018/19 £000's</b>	<b>Total £000's</b>
Capital Receipts	13,500	2,538	12,500	28,538
Targeted Basic Needs	1,623	0	0	1,623
Basic Need Funding	32,983	0	0	32,983
School Condition Funding	4,487	4,487		8,974
TFL	3,336	3,336	3,336	10,008
NHB - New Homes Bonus	500	500	500	1,500
NHB - Top slice	2,158	0	0	2,158
Earmarked reserve contribution	400	100	0	500
Better Care Fund	900	900	900	2,700
Borrowing	82,676	60,723	9,374	152,773
<b>GENERAL FUND</b>	<b>142,564</b>	<b>72,584</b>	<b>26,610</b>	<b>241,758</b>
Major Repairs Allowance	17,301	17,342	17,342	51,985
HRA - Revenue Contribution	8,523	7,186	7,186	22,895
HRA - Use Of Reserves	1,606	9,093	9,093	19,792
HRA - Unsupported Borrowing	6,191	0	0	6,191
<b>HRA FUNDING</b>	<b>33,621</b>	<b>33,621</b>	<b>33,621</b>	<b>100,863</b>
<b>TOTAL FUNDING</b>	<b>176,185</b>	<b>106,205</b>	<b>60,231</b>	<b>342,621</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **CAPITAL PROGRAMME 2016/17 to 2018/19**

These pages show details of the proposed capital programme for 2016/17 and draft programme for 2017/19

<b>Description</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Corporate Property Maintenance Programme	2,100	2,000	2,000	6,100
Disabled Facilities Grant	1,600	1,600	1,600	4,800
Education - Academies Programme	317	0	0	317
Education - Feasibility and support	1,180	400	0	1,580
Education - Fixed Term Expansions	2,491	25	0	2,516
Education - Primary Estate	74,060	28,064	1,732	103,856
Education - Major Maintenance	2,119	2,000	2,000	6,119
Education - Secondary Estate	8,500	139	0	8,639
Education - SEN	16,444	10,787	200	27,431
Onside Youth Zone	2,000	1000	0	3,000
Burial Land	30	1,300	0	1,330
Empty Homes Grants	500	500	500	1,500
ICT	1,500	1,500	1,500	4,500
ICT Refresh	4,719	1,173	8,582	14,474
Waste and Recycling	2,160	160	160	2,480
Fairfield Halls	4,000	5,000	0	9,000
Highways	5,000	5000	5000	15,000
New Addington Regeneration	7,830	8,500	0	16,330
TFL - LIP	3,336	3,336	3336	10,008
Thornton Heath Public Realm	2,158	0	0	2,158
<b>General Fund</b>	<b>142,564</b>	<b>72,584</b>	<b>26,610</b>	<b>241,758</b>

<b>Description</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Assisted Private Purchase Scheme (APPS)	500	500	500	1,500
Special Transfer Payments	250	250	250	750
Larger Homes	100	100	100	300
New Build Council Housing	6,000	6,000	6,000	18,000
<b>Sub-Total</b>	<b>6,850</b>	<b>6,850</b>	<b>6,850</b>	<b>20,550</b>
Repair and Improvements	26,771	26,771	26,771	80,313
<b>HRA</b>	<b>33,621</b>	<b>33,621</b>	<b>33,621</b>	<b>100,863</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>176,185</b>	<b>106,205</b>	<b>60,231</b>	<b>342,621</b>



### Stock Investment - Asset Management

<b>Main Programmes</b>	<b>2016/17</b>
<b>Capital Budget Resources Available £000s</b>	<b>29,771</b>
Capital Budget Set Total	29,771
Capital (Deficit) / Surplus	0
<b>Revenue Budget Resources Available £000s</b>	<b>975</b>
Revenue Budget Set Total	975
Revenue (Deficit) / Surplus	0

### Capital Budget

<b>Central Heating / Energy Efficiency Programmes £000s</b>	<b>2016/17</b>
Carbon Monoxide Detectors	10
Central Heating - Repairs Replacements	400
Change from Storage to Gas Central Heating	30
Central Heating Programmed Replacements	3,800
Communal Boiler Replacement	190
Energy Performance Certificates	50
Thermal Imaging	20
Renewable Energy and Energy Efficiency	32
<b>Central Heating / Energy Efficiency Sub-Total</b>	<b>4,532</b>

<b>Kitchen and Bathroom Programmes £000s</b>	<b>2016/17</b>
Kitchen and Bathroom Extensions	600
Installation of Wet Rooms (Special Sheltered Homes)	100
Kitchen and Bathroom Refurbishment	7,100
<b>Kitchen and Bathrooms Sub-Total</b>	<b>7,800</b>

<b>Security Programmes £000s</b>	<b>2016/17</b>
Door Entry Installation to Blocks	750
Individual Security Doors Installation	450
<b>Security Sub-Total</b>	<b>1,200</b>

<b>Other Programmes £000s</b>	<b>2016/17</b>
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Asbestos Strategy – Removal	300
Major External Building Works	300
Windows	1,850
Roofs	500
External Painting	3,750
Supported Decorations Scheme	250
Communal Flooring	250
Garages - Refurbishment and Demolition	50
Lift Refurbishment	1,750
Major Adaptations	1,000
Regulatory Reform Order (Fire Safety)	500
Rewiring	1,800
Smoke alarm replacement	400
Subsidence - Expenditure	215
Support Costs	2,000
<b>Other Programmes Sub-Total</b>	<b>14,915</b>

<b>Miscellaneous Programmes £000s</b>	<b>2016/17</b>
Apex Development	55
Door Entry Replacements	60
Health and Safety Works	100
Fire Damage Works	30
Inspection & Maintenance of Playgrounds & Equipment	19
Lift Motor Room Improvements	30
Major Ad Hoc Works (incl Major Works Voids)	400
Minor Ad Hoc Adaptations - New Tenants	10
Minor Estate Improvements	75
PAC Testing	15
Pest Control	120
New and replacement of Emergency Lighting	50
Replacement of Fire Alarm Systems	120
Replacement of Warden Alarm Systems	40
Retirement Homes Health & Safety & Minor Works (inc. CCTV)	200
<b>Miscellaneous Programmes Sub-Total</b>	<b>1,324</b>

**Revenue Programme**

<b>Cyclical Works £000s</b>	<b>2016/17</b>
Booster Pump Servicing	8
Regular Maintenance of Door Entry IT Equipment & Software.	12
Cladding Cleaning - Wates Blocks	35
Fire Protection	108
Legionella Assessments & Risk Assessments	150
Repair & Maintenance of Lifts	65
Servicing of Communal Boilers & Plant	45
Servicing of Disabled Adaptations	10
Servicing of Gas Appliances & Gas Soundness Testing	406
Test & Inspect Communal Areas to Blocks	20
Test & Inspect Electrical Circuits	100
Test & Inspect Lightening Conductors	10
Warden alarms	25
<b>Cyclical Works Programmes Sub-Total</b>	<b>994</b>



