

# **CROYDON COUNCIL**

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

**2017/18**

**Appendix B to agenda item 6.1  
Cabinet, 20th February 2017**



# REVENUE BUDGET SUMMARY

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**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
240,428	People Department	188,479	1,753	1,625	191,858	2
56,917	Place Department	51,752	687	(5,568)	46,871	(9)
56,188	Resources Department	30,067	508	3,568	34,143	14
767	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	National Insurance Changes	434	-	1,000	1,434	230
-	Care Act Provision	1,591	-	(1,591)	-	(100)
7,293	Pensions Contribution	9,150	-	(1,053)	8,097	(12)
281	Carbon Credits	255	-	-	255	-
	Apprentice Levy	-	-	600	600	n/a
	Contracts Review	-	-	(2,000)	(2,000)	n/a
361,874	<b>NET COST OF SERVICES</b>	281,908	2,948	(3,419)	281,438	28,044
(21,397)	Core Grants	(16,238)	-	(79)	(16,317)	(6,099)
-	Contingency / Unallocated Provision	1,000	-	-	1,000	n/a
	<b>Levies from Other Bodies</b>					
261	Environment Agency	272	-	-	272	(33)
342	Lee Valley Regional Park Authority	407	-	-	407	n/a
399	London Boroughs Grants Committee	407	-	(78)	329	n/a
432	London Pensions Fund Authority	438	-	-	438	n/a
(6,906)	Interest and Investment Income	(3,971)	-	(2,000)	(5,971)	n/a
19,591	Interest Payable	19,554	500	-	20,054	(93)
354,596	<b>NET OPERATING EXPENDITURE</b>	283,777	2,948	(5,076)	281,650	n/a
	<b>APPROPRIATIONS</b>					
6,950	Contributions to / (from) Earmarked Reserves	-	-	-	-	(100)
(24,560)	Provision for Repayment of External Loans	(17,981)	-	1,521	(16,460)	n/a
(64,810)	Revenue Expenditure Funded from Capital under Statute ( REFCUS)	(2,100)	-	-	(2,100)	n/a
(3,962)	Deferred / Intangible Charges Written Off	(3,697)	-	(843)	(4,540)	(102)
-	Contribution to / (from) General Balances	-	-	-	-	n/a
268,214	<b>BUDGET REQUIREMENT</b>	259,999	2,948	(4,398)	258,550	(202)
	<b>FINANCED BY</b>					
61,367	Revenue Support Grant	46,800	-	-	32,577	(0)
6,008	Collection Fund surplus / (deficit)	3,748	-	-	3,652	(97)
32,958	Business Rates Top Up Grant	33,230	-	-	31,956	n/a
34,468	Business Rates Income	32,732	-	-	35,306	(86)
133,413	Council Tax - Band D Equivalent	143,489	-	-	155,059	n/a
268,214	<b>TOTAL FINANCING</b>	259,999	-	-	258,550	n/a
2015/16 Band D Equivalent £.pp	<b>COUNCIL TAX SUMMARY</b>		2016/17 Band D Equivalent £.pp	2017/18 Band D Equivalent £.pp		Change Band D Equivalent %
1,171.39	London Borough of Croydon		1,194.70	1,218.94	147,788	1.99%
-	Adult Social Care Levy		23.43	59.97	7,271	3.00%
295.00	Greater London Authority		276.00	280.02	33,950	1.46%
1,466			1,494.13	1,558.93	189,009	4.34%

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

ACTUAL 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
283,388	Employees	130,710	1,197	10,181	<b>142,088</b>	9
53,093	Premises related expenditure	25,373	4	5,358	<b>30,735</b>	21
156,869	Supplies and Services	34,684	343	(1,163)	<b>33,864</b>	(2)
159,407	Third Party Payments	200,714	1,483	4,936	<b>207,133</b>	3
311,006	Transfer Payments	461,543	-	(7,272)	<b>454,271</b>	(2)
8,282	Transport related expenditure	9,316	60	(2,605)	<b>6,771</b>	(27)
34,338	Capital Charges	24,762	-	(1,522)	<b>23,240</b>	(6)
-	Deferred/Intangible Charges	3,697	-	843	<b>4,540</b>	23
63,811	REFCUS	2,100	-	-	<b>2,100</b>	-
-	Corporate support services bought in	(6,706)	-	3	<b>(6,703)</b>	(0)
(32,878)	Recharges from other services	24,755	-	(1,317)	<b>23,438</b>	(5)
<b>1,037,316</b>	<b>TOTAL EXPENDITURE</b>	<b>910,948</b>	<b>3,087</b>	<b>7,442</b>	<b>921,477</b>	<b>1</b>
	<b>INCOME</b>					
(530,500)	Government Grants	(505,270)	-	(1,767)	<b>(507,037)</b>	0
-	Other Grants, reimbursements and contributions	(19,085)	-	(5,158)	<b>(24,243)</b>	27
(60,750)	Fees and Charges	-	-	-	<b>-</b>	-
(84,192)	Customer and Client Receipts	(65,109)	(139)	(6,308)	<b>(71,556)</b>	10
-	Interest Receivable	(28)	-	-	<b>(28)</b>	-
-	Recharges to other services	(39,548)	-	2,373	<b>(37,175)</b>	(6)
<b>(675,442)</b>	<b>TOTAL INCOME</b>	<b>(629,040)</b>	<b>(139)</b>	<b>(10,860)</b>	<b>(640,039)</b>	<b>2</b>
<b>361,874</b>	<b>NET EXPENDITURE</b>	<b>281,908</b>	<b>2,948</b>	<b>(3,418)</b>	<b>281,438</b>	<b>(0)</b>

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
People	1,369.4	1,564.8	195.4
Place	482.1	475.3	(6.8)
Resources	881.0	930.1	49.1
<b>TOTAL FTE STAFF</b>	<b>2,732.5</b>	<b>2,970.2</b>	<b>237.7</b>

**REVENUE BUDGET SUMMARY**

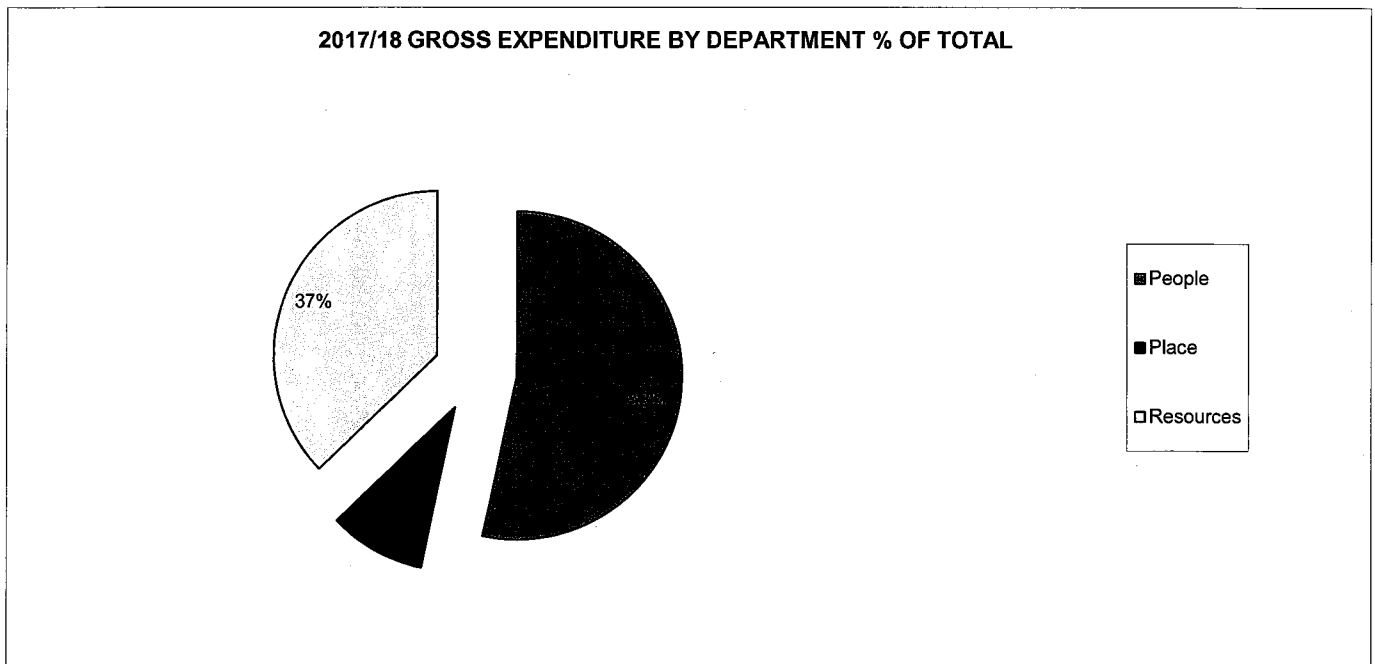
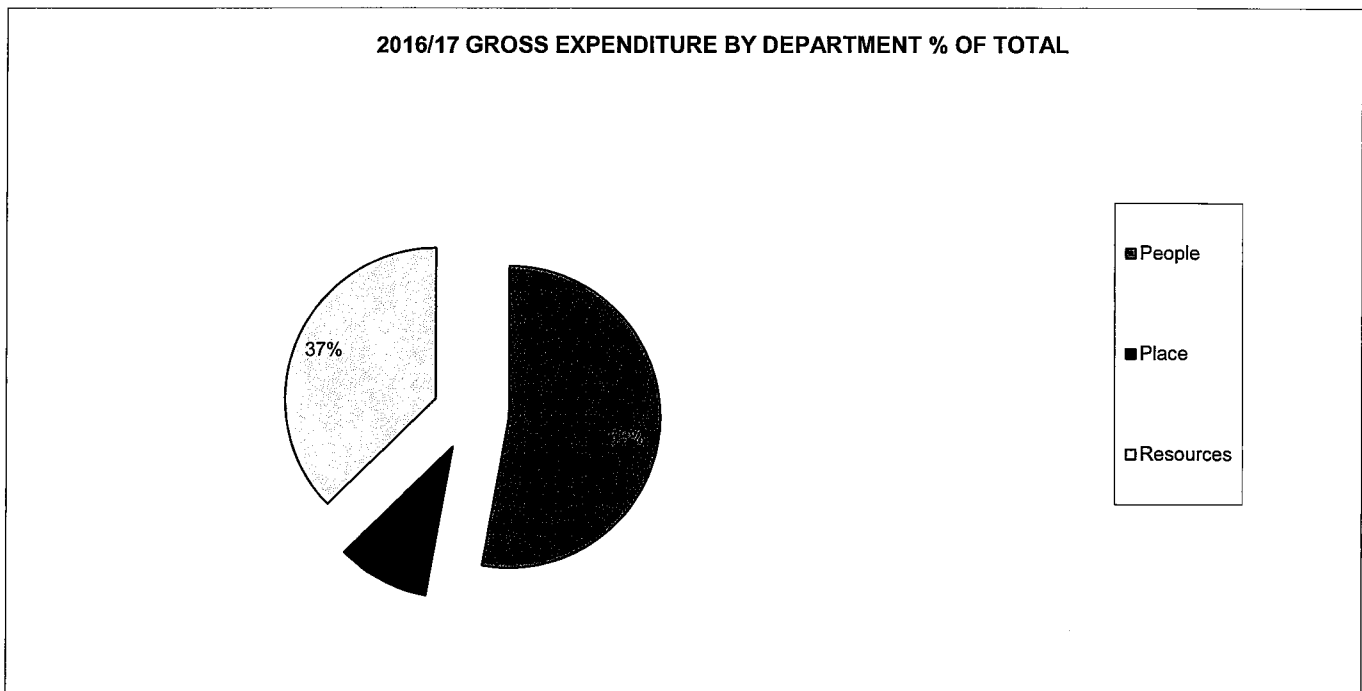
**CORPORATE SUPPORT SERVICES BOUGHT IN**

DESCRIPTION	People £'000	Place £'000	Resources £'000	HRA £'000	TOTAL £'000
Financial Services	1,584	444	167	87	2,282
Treasury and Pensions	183	46	15	7	251
Governance	829	210	79	145	1,263
Insurance, Risk & CPO	825	209	77	(104)	1,007
Asset Management & Estates	1,048	266	99	214	1,627
HR & Finance Service Centre	1,426	657	356	440	2,879
Facilities Management	4,873	2,130	1,263	2,129	10,395
Strategy and Performance	112	28	11	23	174
Procurement and Commissioning	521	146	55	116	838
Commissioning, Commercialism and Improvement	190	5	(106)	147	236
Exchequer	100	126	14	76	316
Contact Centre	739	108	421	1,043	2,311
Communications and Engagement	344	87	31	71	533
Information Communication Technology	7,034	2,476	1,898	1,888	13,296
Transformation	215	55	21	44	335
Business Support	2,791	258	114	137	3,300
HR Consultancy	970	342	260	242	1,814
<b>Total</b>	<b>23,784</b>	<b>7,593</b>	<b>4,775</b>	<b>6,705</b>	<b>42,857</b>

**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
563,030	People	474,960	1,810	9,826	<b>486,596</b>	2
107,562	Place	89,455	735	(3,153)	<b>87,037</b>	(3)
358,383	Resources	334,923	542	3,813	<b>339,278</b>	1
767	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	National Insurance Changes	434	-	1,000	<b>1,434</b>	230
-	Care Act Provision	1,591	-	(1,591)	-	(100)
7,293	Pensions Contribution	9,150	-	(1,053)	<b>8,097</b>	(12)
281	Carbon Credits	255	-	-	<b>255</b>	-
-	Apprentice Levy	-	-	600	<b>600</b>	n/a
-	Contracts Review	-	-	(2,000)	<b>(2,000)</b>	
<b>1,037,316</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>910,948</b>	<b>3,087</b>	<b>7,443</b>	<b>921,478</b>	<b>1</b>



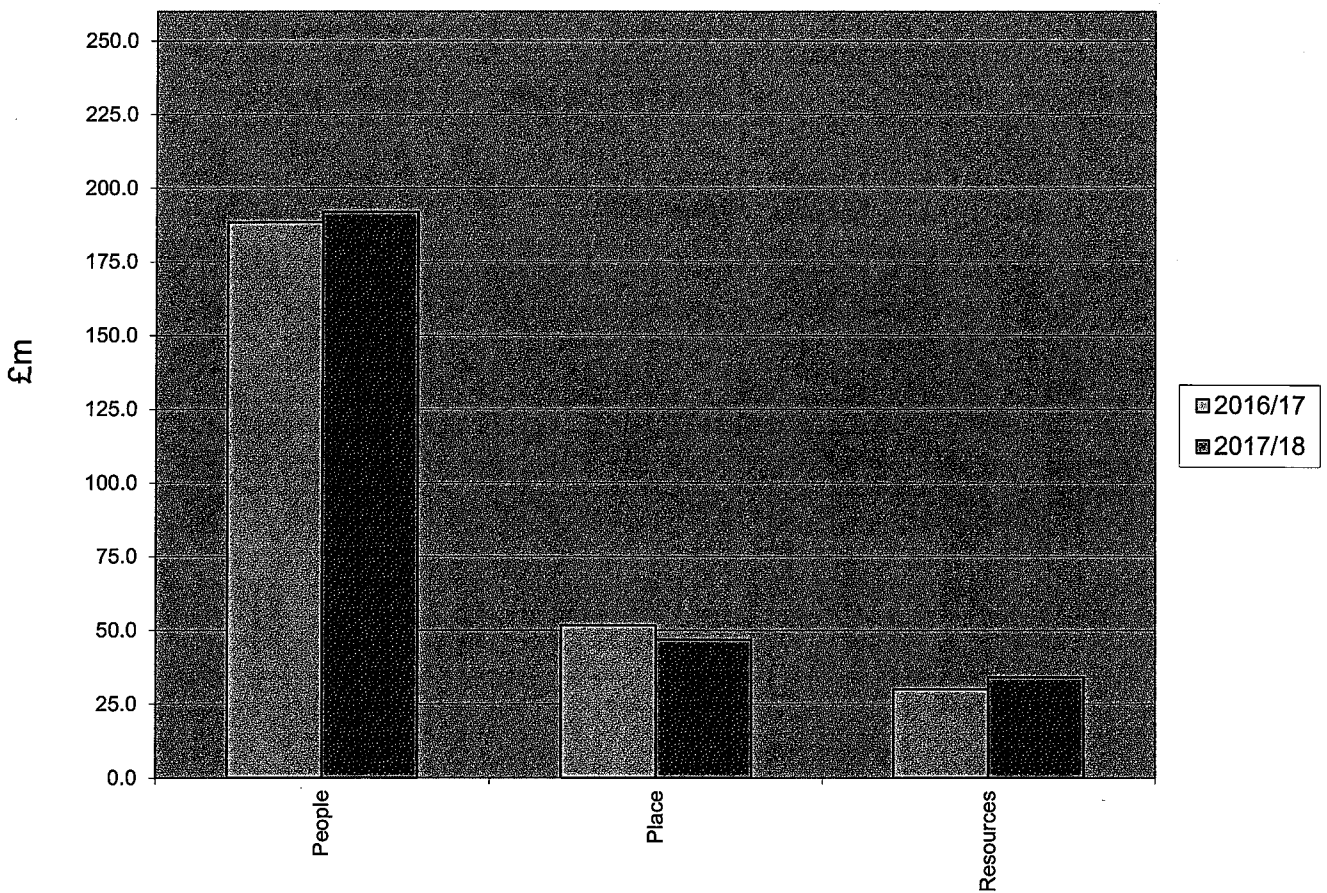


**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

ACTUAL 2015/16 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E)
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	<b>SERVICE BUDGETS</b>					
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361,874	<b>NET COST OF SERVICES</b>	281,908	2,948	(3,418)	281,438	(0)

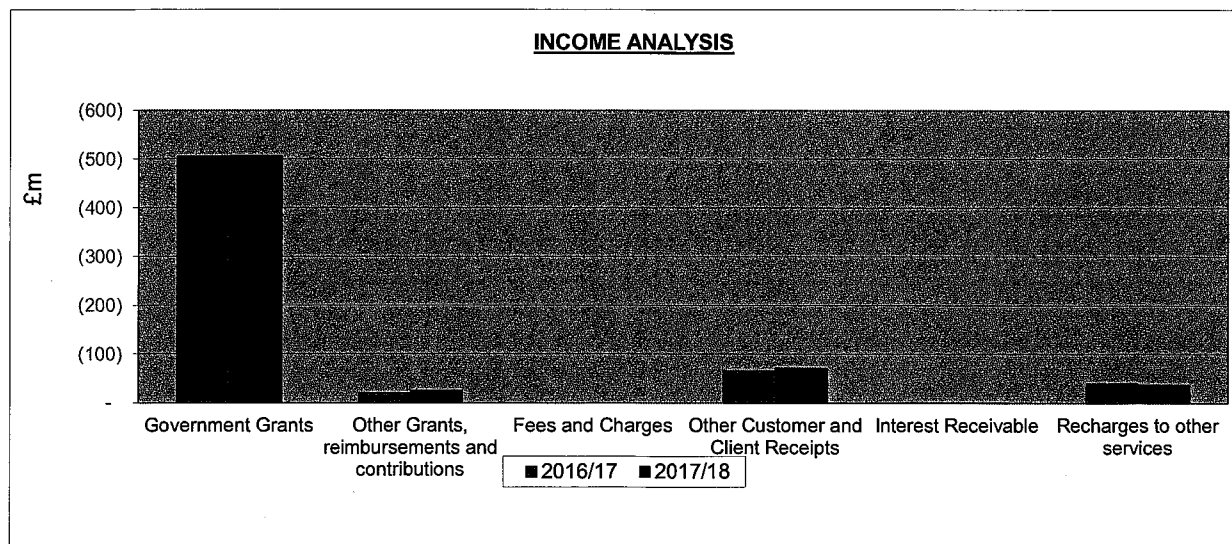
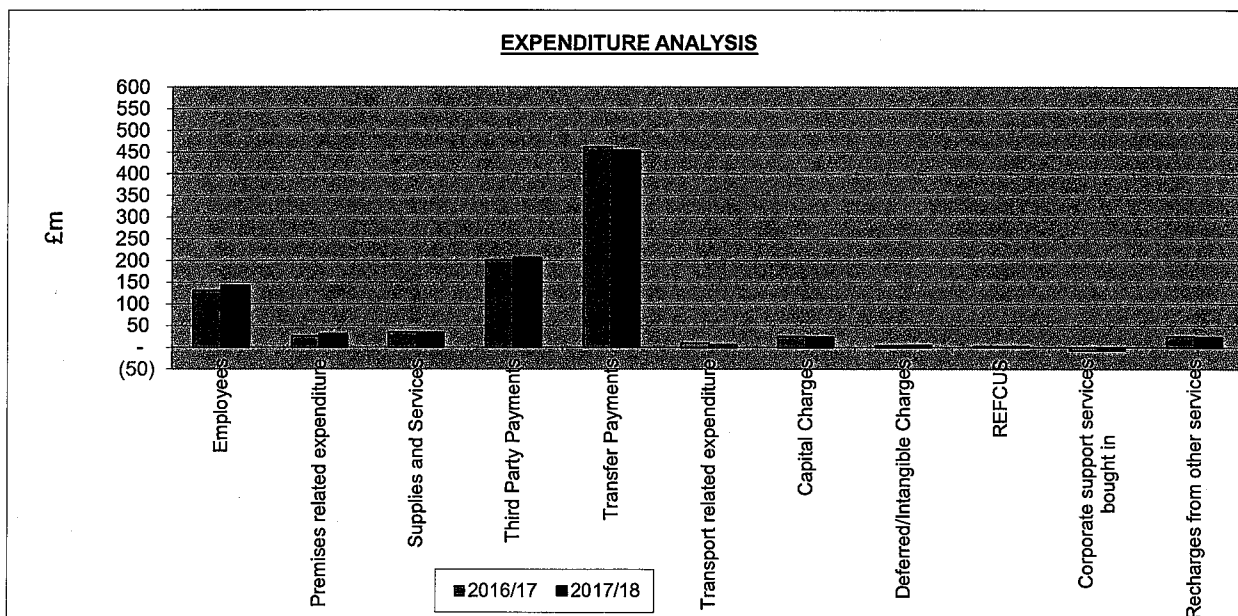
**NET EXPENDITURE BY DEPARTMENT**



**REVENUE BUDGET SUMMARY**

**ANALYSIS OF INCOME AND EXPENDITURE**

ACTUAL 2015/16  £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E)
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	<b>EXPENDITURE</b>					
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53,093	Premises related expenditure	25,373	4	5,358	30,735	21
156,869	Supplies and Services	34,684	343	(1,163)	33,864	(2)
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63,811	REFCUS	2,100	-	-	2,100	-
-	Corporate support services bought in	(6,706)	-	3	(6,703)	(0)
(32,878)	Recharges from other services	24,755	-	(1,317)	23,438	(5)
<b>1,037,316</b>	<b>TOTAL EXPENDITURE</b>	<b>910,948</b>	<b>3,087</b>	<b>7,442</b>	<b>921,477</b>	<b>1</b>
	<b>INCOME</b>					
(530,500)	Government Grants	(505,270)	-	(1,767)	(507,037)	0
-	Other Grants, reimbursements and contributions	(19,085)	-	(5,158)	(24,243)	27
(60,750)	Fees and Charges	-	-	-	-	n/a
(84,192)	Other Customer and Client Receipts	(65,109)	(139)	(6,308)	(71,556)	10
-	Interest Receivable	(28)	-	-	(28)	-
-	Recharges to other services	(39,548)	-	2,373	(37,175)	(6)
<b>(675,442)</b>	<b>TOTAL INCOME</b>	<b>(629,040)</b>	<b>(139)</b>	<b>(10,860)</b>	<b>(640,039)</b>	<b>2</b>
<b>361,874</b>	<b>NET EXPENDITURE</b>	<b>281,908</b>	<b>2,948</b>	<b>(3,418)</b>	<b>281,438</b>	<b>(0)</b>



**PEOPLE**

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## KEY SERVICE TARGETS / PRIORITIES FOR 2017/18

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, 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 and improving outcomes
  - Strengthen our housing need services through improved supply and reconsideration of our allocations policy
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
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. To improve outcomes for children through our targeted interventions.
4. To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and remain fitter and healthier for longer.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1200N

DESCRIPTION	ACTUAL 2015/16 £000	ORIGINAL 2016/17 £000	FORECAST 2016/17 £000	BUDGET 2017/18 £000	% CHANGE %
Employees	199,586	63,264	58,457	<b>71,799</b>	23
Premises related expenditure	37,504	13,150	22,509	<b>18,919</b>	(16)
Supplies and Services	67,729	9,335	10,626	<b>10,330</b>	(3)
Third Party Payments	134,314	148,889	146,981	<b>154,063</b>	5
Transfer Payments	43,226	183,843	178,817	<b>176,402</b>	(1)
Transport related expenditure	7,472	620	299	<b>491</b>	64
Capital Charges	10,804	10,769	10,756	<b>10,065</b>	(6)
Deferred/Intangible Charges	-	46	46	-	(100)
REFCUS	37,966	2,100	2,100	<b>2,100</b>	-
Corporate support services bought in	-	24,502	24,538	<b>23,785</b>	(3)
Recharges (to) / from other services	24,429	2,582	21,454	<b>7,946</b>	(63)
<b>TOTAL EXPENDITURE</b>	<b>563,030</b>	<b>459,100</b>	<b>476,583</b>	<b>475,900</b>	(0)
Government Grants	(242,205)	(228,386)	(212,976)	<b>(230,264)</b>	8
Other Grants, reimbursements and contributions	-	(11,913)	(17,428)	<b>(17,367)</b>	(0)
Fees and Charges	(28,724)	-	-	-	n/a
Customer and Client Receipts	(51,673)	(30,294)	(37,863)	<b>(36,383)</b>	(4)
Interest Receivable	-	(28)	(566)	<b>(28)</b>	(95)
<b>TOTAL INCOME</b>	<b>(322,602)</b>	<b>(270,621)</b>	<b>(268,833)</b>	<b>(284,042)</b>	6
<b>NET EXPENDITURE</b>	<b>240,428</b>	<b>188,479</b>	<b>207,750</b>	<b>191,858</b>	(8)
Contributions to / (from) Reserves	(3,143)	-	(3,763)	-	(100)
<b>CURRENT BUDGET</b>	<b>227,560</b>		<b>189,049</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>9,725</b>		<b>14,938</b>		

## PEOPLE

## DEPARTMENT SUMMARY

## CABINET MEMBER

Cllr Flemming	Cabinet Member for Children, Young People & Learning
Cllr Woodley	Cabinet Member for Families, Health and Social Care

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Barbara Peacock	Executive Director People Department	60531
Ian Lewis	Director - Children's Social Care and Family Support	88481
Jane Doyle	Director - Universal People Services	65671
Mark Fowler	Director - Gateway and Welfare Services	65636
Pratima Solanki	Director - Adult Social Care and All-Age Disability	65416
Mark Meehan	Director - Housing Need	65474
Rachel Flowers	Director - Public Health	65596

COST CENTRE	DIVISION
C1210P	Children's Social Care and Family Support
C1215P	Dedicated Schools Grant (DSG)
C1220P	Universal People Services
C1245P	People Directorate
C1250P	Gateway and Welfare Services
C1410P	Adult Social Care and All-Age Disability
C1420P	Housing Need
C1662P	Public Health

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2016/17 £000's	DIVISION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
53,960	Children's Social Care and Family Support	49,745	468	318	50,531	2
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
10,298	Universal Services	10,448	90	(1,559)	8,979	(14)
8,155	People Directorate	8,265	2	(2,346)	5,921	(28)
10,786	Gateway and Welfare	9,111	72	5,445	14,628	61
112,375	Adult Social Care and All-Age Disability	107,382	1,088	(320)	108,150	1
3,737	Housing Need	3,528	8	113	3,649	3
4,676	Public Health	-	25	(25)	-	n/a
203,987	<b>TOTAL NET SPEND</b>	188,479	1,753	1,626	191,858	2

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children's Social Care and Family Support	494.1	481.1	(13.0)
Dedicated Schools Grant (DSG)	-	-	-
Universal People Services	174.3	187.2	12.9
People Directorate	1.0	1.0	-
Gateway and Welfare Services	118.4	166.6	48.2
Adult Social Care and All-Age Disability	519.4	679.3	159.9
Housing Need	27.4	28.4	1.0
Public Health	34.8	21.2	(13.6)
<b>TOTAL FTE STAFF</b>	1,369.4	1,564.8	195.4

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children Social Care and Family Support - Increase due to additional social worker posts in Children in Need  
 Adult Social Care - Increase due to transfer of Croydon Care Solutions and Better Care Fund Posts  
 Universal People Services - Restructure of Croydon Adult Learning and Training has result in increase in FTE numbers but overall reduction in cost due to change in scale point of lecturers  
 Gateway and Welfare Service - New Head of Service development post created and transfer of posts from other divisions as part of gateway phase 2 programme implementation

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
58,457	Employees	63,264	626	7,909	71,799	13
22,509	Premises related expenditure	13,150	4	5,765	18,919	44
10,626	Supplies and Services	9,335	-	995	10,330	11
146,981	Third Party Payments	148,889	1,180	3,994	154,063	3
178,817	Transfer Payments	183,843	-	(7,441)	176,402	(4)
299	Transport related expenditure	620	-	(129)	491	(21)
31,839	Recharges from other services	18,442	-	200	18,642	1
449,528	<b>TOTAL EXPENDITURE</b>	437,543	1,810	11,293	450,646	3
(212,976)	Government Grants	(228,386)	-	(1,878)	(230,264)	1
(17,428)	Other Grants, reimbursements and contributions	(11,913)	-	(5,454)	(17,367)	46
(37,863)	Customer and Client Receipts	(30,294)	(57)	(6,032)	(36,383)	20
(566)	Interest Receivable	(28)	-	-	(28)	-
(10,385)	Recharges to other services	(15,860)	-	5,164	(10,696)	(33)
(279,218)	<b>TOTAL INCOME</b>	(286,481)	(57)	(8,200)	(294,738)	3
170,310	<b>NET CONTROLLABLE COST</b>	151,062	1,753	3,093	155,908	3
10,756	Capital Charges	10,769	-	(704)	10,065	(7)
46	Deferred/Intangible Charges	46	-	(46)	-	(100)
2,100	REFCUS	2,100	-	-	2,100	-
24,538	Corporate support services bought in	24,502	-	(717)	23,785	(3)
37,440	<b>TOTAL UNCONTROLLABLE COST</b>	37,417	-	(1,467)	35,950	(4)
207,750	<b>NET COST OF SERVICE</b>	188,479	1,753	1,626	191,858	2
(3,763)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(3,763)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
203,987	<b>TOTAL NET EXPENDITURE</b>	188,479	1,753	1,626	191,858	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						11,898
Strategic budget - agreed additional income / savings						(5,917)
Other resource changes						(4,680)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,301</b>





SERVICE DESCRIPTION

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 the 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.

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.

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 440 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.

The work of the **Early Intervention and Family Support Service** encompasses a range of delivery functions, which support professionals, children and families along the continuum of need. Services are best categorised as, supporting others through Early Help, Early Intervention to access services and the delivery of targeted support services.

For **Partnerships**, the service supports Croydon's Children and Families Partnership Board; coordinates Croydon's Playstreets; commissions an e-learning platform and leads the Croydon's Child Poverty strategy including Flexible Working Borough accreditation. For Children's integrated commissioning on behalf of Croydon Council and Croydon CCG, the service: commissions and contract manages children's health service contracts to the value of £7.8m per year (which includes health visiting, family nurse partnership, speech and language therapy, school nursing, weight management); leads commissioning of further children's health services to the value of £15.3m per year (which includes CAMHS, hospital based acute paediatrics, children's community health services and children's continuing care); leads commissioning of maternity services on behalf of the CCG; and is held to account by the Joint Commissioning Executive (Council and CCG).

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1210Q	Safeguarding and Looked After Children Quality Assurance	2,774	23	217	3,014	9
C1212Q	Social Care and Family Support Directorate	2,937	2	272	3,211	9
C1214Q	Children In Need Service	9,035	64	1,567	10,666	18
C1216Q	Looked After Children	22,763	304	(823)	22,244	(2)
C1218Q	Early Intervention and Support Service	12,086	74	(1,048)	11,112	(8)
C1236Q	Partnerships and Children's Integrated Commissioning	150	1	133	284	89
<b>TOTAL NET SPEND</b>		<b>49,745</b>	<b>468</b>	<b>318</b>	<b>50,531</b>	<b>2</b>

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Safeguarding and Looked After Children Quality Assurance	36.0	41.1	5.1
Social Care and Family Support Directorate	1.0	1.0	-
Children In Need Service	150.4	138.6	(11.8)
Looked After Children	139.8	124.8	(15.0)
Early Intervention and Support Service	166.9	172.7	5.8
Partnerships and Children's Integrated Commissioning	-	3	2.9
<b>TOTAL FTE STAFF</b>	<b>494.1</b>	<b>481.1</b>	<b>(13.0)</b>

COST CENTRE: C1210P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
19,216	Employees	22,736	226	2,284	<b>25,246</b>	11
467	Premises related expenditure	416	-	(454)	<b>(38)</b>	(109)
4,026	Supplies and Services	2,056	-	1,061	<b>3,117</b>	52
39,375	Third Party Payments	36,648	243	(3,265)	<b>33,626</b>	(8)
21,379	Transfer Payments	19,963	-	5,453	<b>25,416</b>	27
82	Transport related expenditure	136	-	(59)	<b>77</b>	(43)
12,211	Recharges from other services	5,947	-	(84)	<b>5,863</b>	(1)
<b>96,756</b>	<b>TOTAL EXPENDITURE</b>	<b>87,902</b>	<b>469</b>	<b>4,936</b>	<b>93,307</b>	<b>6</b>
(45,732)	Government Grants	(41,469)	-	(6,277)	<b>(47,746)</b>	15
(797)	Other Grants, reimbursements and contributions	(1,243)	-	936	<b>(307)</b>	(75)
(62)	Customer and Client Receipts	(51)	(1)	-	<b>(52)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(4,597)	Recharges to other services	(5,961)	-	1,397	<b>(4,564)</b>	(23)
<b>(51,188)</b>	<b>TOTAL INCOME</b>	<b>(48,724)</b>	<b>(1)</b>	<b>(3,944)</b>	<b>(52,669)</b>	<b>8</b>
<b>45,568</b>	<b>NET CONTROLLABLE COST</b>	<b>39,178</b>	<b>468</b>	<b>992</b>	<b>40,638</b>	<b>4</b>
223	Capital Charges	223	-	9	<b>232</b>	4
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
10,344	Corporate support services bought in	10,344	-	(683)	<b>9,661</b>	(7)
<b>10,567</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>10,567</b>	<b>-</b>	<b>(674)</b>	<b>9,893</b>	<b>(6)</b>
<b>56,135</b>	<b>NET COST OF SERVICE</b>	<b>49,745</b>	<b>468</b>	<b>318</b>	<b>50,531</b>	<b>2</b>
(2,175)	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
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>(2,175)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>53,960</b>	<b>TOTAL NET EXPENDITURE</b>	<b>49,745</b>	<b>468</b>	<b>318</b>	<b>50,531</b>	<b>2</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1210Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,027	Employees	2,204	23	291	2,518	14
6	Premises related expenditure	21	-	(10)	11	(48)
501	Supplies and Services	360	-	(2)	358	(1)
66	Third Party Payments	47	-	141	188	300
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	1	-	-	1	-
705	Recharges from other services	96	-	(36)	60	(38)
3,308	<b>TOTAL EXPENDITURE</b>	2,729	23	384	3,136	15
(74)	Government Grants	(71)	-	-	(71)	-
(104)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(741)	Recharges to other services	(741)	-	-	(741)	-
(919)	<b>TOTAL INCOME</b>	(902)	-	-	(902)	-

2,389	<b>NET CONTROLLABLE COST</b>	1,827	23	384	2,234	22
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
947	Corporate support services bought in	947	-	(167)	780	(18)
947	<b>TOTAL UNCONTROLLABLE COST</b>	947	-	(167)	780	(18)

3,336	<b>NET COST OF SERVICE</b>	2,774	23	217	3,014	9
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(27)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(27)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,309	<b>TOTAL NET EXPENDITURE</b>	2,774	23	217	3,014	9
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Increased demand in staffing		258
		258
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Movement in corporate charges (SeRCOP) and internal recharges		(203)
Transfer of 1 FTE from Children In Need (PED 1.5)		43
Transfer of training budget from Children In Need (PED 1.5)		7
Transfer of 2 FTE from Early Intervention Support Service (PED 1.7)		113
Minor variance		(1)
		(41)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>217</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES  
SOCIAL CARE & FAMILY SUPPORT DIRECTORATE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1212Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
280	Employees	327	2	(1)	328	0
4	Premises related expenditure	3	-	(83)	(80)	(2,767)
395	Supplies and Services	519	-	(357)	162	(69)
599	Third Party Payments	953	-	(333)	620	(35)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2,135	Recharges from other services	1,288	-	883	2,171	69
<b>3,414</b>	<b>TOTAL EXPENDITURE</b>	<b>3,091</b>	<b>2</b>	<b>109</b>	<b>3,202</b>	<b>4</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(100)	Recharges to other services	(360)	-	260	(100)	(72)
(100)	<b>TOTAL INCOME</b>	<b>(360)</b>	<b>-</b>	<b>260</b>	<b>(100)</b>	<b>(72)</b>

<b>3,314</b>	<b>NET CONTROLLABLE COST</b>	<b>2,731</b>	<b>2</b>	<b>369</b>	<b>3,102</b>	<b>14</b>
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
206	Corporate support services bought in	206	-	(97)	109	(47)
206	<b>TOTAL UNCONTROLLABLE COST</b>	<b>206</b>	<b>-</b>	<b>(97)</b>	<b>109</b>	<b>(47)</b>

<b>3,520</b>	<b>NET COST OF SERVICE</b>	<b>2,937</b>	<b>2</b>	<b>272</b>	<b>3,211</b>	<b>9</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>3,520</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,937</b>	<b>2</b>	<b>272</b>	<b>3,211</b>	<b>9</b>
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<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Increased demand in legal fees		350
		350
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Movement in corporate charges (SeRCOP) and internal recharges		324
Digital & Enabling savings		(319)
Centralisation of facilities management budgets		(81)
Minor variance		(2)
		(78)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>272</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES  
CHILDREN IN NEED SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1214Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,647	Employees	6,220	63	1,731	8,014	29
-	Premises related expenditure	-	-	-	-	n/a
(61)	Supplies and Services	6	-	(100)	(94)	(1,667)
1,572	Third Party Payments	790	1	(31)	760	(4)
-	Transfer Payments	75	-	-	75	-
9	Transport related expenditure	28	-	(6)	22	(21)
3,758	Recharges from other services	112	-	(107)	5	(96)
8,925	<b>TOTAL EXPENDITURE</b>	7,231	64	1,487	8,782	21
-	Government Grants	(50)	-	50	-	(100)
(97)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(577)	Recharges to other services	(577)	-	-	(577)	-
(674)	<b>TOTAL INCOME</b>	(627)	-	50	(577)	(8)

8,251	<b>NET CONTROLLABLE COST</b>	6,604	64	1,537	8,205	24
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,431	Corporate support services bought in	2,431	-	30	2,461	1
2,431	<b>TOTAL UNCONTROLLABLE COST</b>	2,431	-	30	2,461	1

10,682	<b>NET COST OF SERVICE</b>	9,035	64	1,567	10,666	18
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(383)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(383)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

10,299	<b>TOTAL NET EXPENDITURE</b>	9,035	64	1,567	10,666	18
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Increased demand in staffing	1,505
	1,505
<u>Strategic budget - agreed additional income / savings</u>	
Bring Special Guardianship Orders assessments In-house	(150)
Accommodation review - transfer from registered charities to registered providers / improvement procurement and management of Private Rented Sector	(27)
	(177)
<u>Other resource changes</u>	
Movement in corporate charges (SeRCOP) and Internal Recharges	(77)
Transfer of 1 FTE to 0-25 SEND Service (PED 6.3)	(81)
Transfer of 9 FTE (Court Unit Team) from Looked After Children (PED 1.6)	445
Transfer of 1 FTE to Safeguarding (PED 1.3)	(43)
Transfer of training budget to Safeguarding (PED 1.3)	(7)
Minor variance	2
	-
	239
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,567</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES  
LOOKED AFTER CHILDREN**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1216Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,805	Employees	7,094	62	(585)	6,571	(7)
-	Premises related expenditure	4	-	-	4	-
503	Supplies and Services	297	-	(36)	261	(12)
32,669	Third Party Payments	27,298	242	333	27,873	2
147	Transfer Payments	463	-	-	463	-
10	Transport related expenditure	21	-	(21)	-	(100)
5,271	Recharges from other services	4,189	-	(633)	3,556	(15)
44,405	<b>TOTAL EXPENDITURE</b>	39,366	304	(942)	38,728	(2)
(19,669)	Government Grants	(17,949)	-	-	(17,949)	-
(425)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,653)	Recharges to other services	(2,453)	-	800	(1,653)	(33)
(21,747)	<b>TOTAL INCOME</b>	(20,402)	-	800	(19,602)	(4)
22,658	<b>NET CONTROLLABLE COST</b>	18,964	304	(142)	19,126	1
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,799	Corporate support services bought in	3,799	-	(681)	3,118	(18)
3,799	<b>TOTAL UNCONTROLLABLE COST</b>	3,799	-	(681)	3,118	(18)
26,457	<b>NET COST OF SERVICE</b>	22,763	304	(823)	22,244	(2)
(1,031)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,031)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
25,426	<b>TOTAL NET EXPENDITURE</b>	22,763	304	(823)	22,244	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased demand in placements						1,687
						1,687
<u>Strategic budget - agreed additional income / savings</u>						
Leaving care - reduction in subsistence payments						(100)
Looked after Children over 16 transitioning to Semi Independent Accommodation						(100)
2.5% savings on contract & off contract spend						(166)
Savings from the implementation of the Immigration Act						(1,000)
						(1,366)
<u>Other resource changes</u>						
Movement in corporate charges (SeRCOP) and internal recharges						(1,314)
Transfer of 9 FTE (Court Unit Team) to Children in Need (PED 1.5)						(445)
Transfer of 6 FTE (Income Maximisation Team) to Gateway (PED 5.3)						(222)
Realignment of Public Health Funding (RED 9.2)						800
Minor variances						37
						(1,144)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(823)</b>

**PEOPLE  
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES  
EARLY INTERVENTION SUPPORT SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1218Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,159	Employees	6,681	74	808	7,563	13
457	Premises related expenditure	388	-	(361)	27	(93)
2,685	Supplies and Services	867	-	1,558	2,425	180
3,851	Third Party Payments	7,050	-	(3,375)	3,675	(48)
21,232	Transfer Payments	19,425	-	5,453	24,878	28
59	Transport related expenditure	85	-	(32)	53	(38)
442	Recharges from other services	224	-	(153)	71	(68)
35,885	<b>TOTAL EXPENDITURE</b>	34,720	74	3,898	38,692	11
(25,491)	Government Grants	(22,901)	-	(6,327)	(29,228)	28
(171)	Other Grants, reimbursements and contributions	(1,153)	-	936	(217)	(81)
(62)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,418)	Recharges to other services	(1,674)	-	181	(1,493)	(11)
(27,142)	<b>TOTAL INCOME</b>	(25,728)	-	(5,210)	(30,938)	20
8,743	<b>NET CONTROLLABLE COST</b>	8,992	74	(1,312)	7,754	(14)
223	Capital Charges	223	-	9	232	4
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,871	Corporate support services bought in	2,871	-	255	3,126	9
3,094	<b>TOTAL UNCONTROLLABLE COST</b>	3,094	-	264	3,358	9
11,837	<b>NET COST OF SERVICE</b>	12,086	74	(1,048)	11,112	(8)
(726)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(726)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,111	<b>TOTAL NET EXPENDITURE</b>	12,086	74	(1,048)	11,112	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth for increased facilities management charges						6
						6
<u>Strategic budget - agreed additional income / savings</u>						
Implementation of phase two service restructure						(450)
						(450)
<u>Other resource changes</u>						
Movement in corporate charges (SeRCOP), capital charges and internal recharges						90
Centralisation of facilities management, utilities, insurance and business rates budgets						(368)
Transfer of 2 FTE to Safeguarding (PED 1.3)						(113)
Transfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)						(95)
Transfer of the Community Fund budget to Resources (RED 9.9)						(118)
						(604)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,048)</b>

PEOPLE  
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES  
PARTNERSHIP AND CHILDREN'S INTEGRATED COMMISSIONING

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1236Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
298	Employees	210	2	40	252	20
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	7	-	(2)	5	(29)
618	Third Party Payments	510	-	-	510	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(100)	Recharges from other services	38	-	(38)	-	(100)
819	<b>TOTAL EXPENDITURE</b>	765	2	-	767	0
(498)	Government Grants	(498)	-	-	(498)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(51)	(1)	-	(52)	2
-	Interest Receivable	-	-	-	-	n/a
(108)	Recharges to other services	(156)	-	156	-	(100)
(606)	<b>TOTAL INCOME</b>	(705)	(1)	156	(550)	(22)

213	<b>NET CONTROLLABLE COST</b>	60	1	156	217	262
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
90	Corporate support services bought in	90	-	(23)	67	(26)
90	<b>TOTAL UNCONTROLLABLE COST</b>	90	-	(23)	67	(26)

303	<b>NET COST OF SERVICE</b>	150	1	133	284	89
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(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
(8)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

295	<b>TOTAL NET EXPENDITURE</b>	150	1	133	284	89
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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	95
Realignment of employee recharge budget	40
Minor variance	(2)
	133
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>133</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 193 (note settings close and open throughout the year)

ii) Child minders - currently 58 (note child minders join and leave throughout the year)

iii) Nursery and early years centres - 6

iv) Primary Schools – 85 (42 academies and 1 free school)

v) Secondary Schools – 23 (17 Academies)

vi) Special Schools - 6 schools

vii) Pupil Referral Units (PRUs) - 5 PRUs ( 4 Amalgamated into 1)

viii) All Through Schools – 1 (1 Academy)

Note numbers above are projected as at 1 April 2017 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 £323m DSG allocation, £57m sits within High Needs (PED 6.3), £16.82m sits within Early Years (PED 1.7) and an estimated £140m 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 (for Admissions and Servicing of the School Forum)

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Schools	103,036	-	(9,140)	<b>93,896</b>	(9)
	Dedicated Schools Grant	(103,036)	-	9,140	<b>(93,896)</b>	(9)
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 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 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
77,865	Primary	79,219	-	(10,047)	<b>69,172</b>	(13)
19,688	Secondary	19,688	-	(356)	<b>19,332</b>	(2)
4,000	Central	4,129	-	1,263	<b>5,392</b>	31
101,553	<b>TOTAL EXPENDITURE</b>	103,036	-	(9,140)	<b>93,896</b>	(9)
(101,553)	Dedicated Schools Grant	(103,036)	-	9,140	<b>(93,896)</b>	(9)
(101,553)	<b>TOTAL INCOME</b>	(103,036)	-	9,140	<b>(93,896)</b>	(9)
-	<b>NET EXPENDITURE</b>	-	-	-	-	n/a

COST CENTRE: C12151P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
101,553	Transfer Payments	103,036	-	(9,140)	93,896	(9)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
101,553	<b>TOTAL EXPENDITURE</b>	103,036	-	(9,140)	93,896	(9)
(101,553)	Government Grants	(103,036)	-	9,140	(93,896)	(9)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(101,553)	<b>TOTAL INCOME</b>	(103,036)	-	9,140	(93,896)	(9)
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	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>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
						-
						-
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



**SERVICE DESCRIPTION**

**Adult Learning**

The adult education provision is known as CALAT (Croydon Adult Learning and Training) and provides a wide range of accredited and non accredited 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 operates from 3 sites and a number of community bases across the borough.

**Children and Families Partnership**

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.

**Libraries, Museums and Heritage**

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).

**School Places & Admissions**

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 supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough.

The School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate. They work closely with the School Delivery team in the Place Department, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places. 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.

In addition to works across our current school estate, the team is responsible for managing the relationship with central government to ensure that Free Schools are agreed to open in areas of unmet pupil demand.

**School Standards and Commissioning**

- 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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1234Q	Adult Learning	258	18	(631)	(355)	(238)
C1238Q	Libraries, Museums and Heritage	5,133	34	(586)	4,581	(11)
C1239Q	Museums and Culture	369	2	(92)	279	(24)
C1240Q	School Places & Admissions	483	12	(541)	(46)	(110)
C1242Q	School Standards and Commissioning	4,197	23	(1,799)	2,421	(42)
C1235Q	Universal People Services Directorate	8	1	2,090	2,099	26,138
<b>TOTAL NET SPEND</b>		<b>10,448</b>	<b>90</b>	<b>(1,559)</b>	<b>8,979</b>	<b>(14)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Learning	69.5	85.8	16.3
Libraries, Museums and Heritage	8.2	1.4	(6.8)
Museums and Culture	-	6.8	6.8
School Places & Admissions	31.0	31.0	-
School Standards and Commissioning	61.9	61.1	(0.8)
Universal People Services Directorate	1.0	1.0	-
Partnership and Business Development	2.9	-	(2.9)
<b>TOTAL FTE STAFF</b>	<b>174.5</b>	<b>187.2</b>	<b>12.7</b>

**COST CENTRE: C1220P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,194	Employees	8,614	69	(501)	<b>8,182</b>	(5)
168	Premises related expenditure	227	-	(80)	<b>147</b>	(35)
2,684	Supplies and Services	2,566	-	(22)	<b>2,544</b>	(1)
5,078	Third Party Payments	5,461	33	(530)	<b>4,964</b>	(9)
4,561	Transfer Payments	4,564	-	(100)	<b>4,464</b>	(2)
9	Transport related expenditure	23	-	(14)	<b>9</b>	(61)
1,308	Recharges from other services	1,297	-	(76)	<b>1,221</b>	(6)
<b>22,002</b>	<b>TOTAL EXPENDITURE</b>	<b>22,752</b>	<b>102</b>	<b>(1,323)</b>	<b>21,531</b>	<b>(5)</b>
(13,562)	Government Grants	(13,742)	-	192	<b>(13,550)</b>	(1)
(647)	Other Grants, reimbursements and contributions	(640)	-	(7)	<b>(647)</b>	1
(1,340)	Customer and Client Receipts	(1,694)	(12)	322	<b>(1,384)</b>	(18)
-	Interest Receivable	-	-	-	<b>-</b>	n/a
(495)	Recharges to other services	(581)	-	101	<b>(480)</b>	(17)
<b>(16,044)</b>	<b>TOTAL INCOME</b>	<b>(16,657)</b>	<b>(12)</b>	<b>608</b>	<b>(16,061)</b>	<b>(4)</b>
<b>5,958</b>	<b>NET CONTROLLABLE COST</b>	<b>6,095</b>	<b>90</b>	<b>(715)</b>	<b>5,470</b>	<b>(10)</b>
1,653	Capital Charges	1,628	-	(60)	<b>1,568</b>	(4)
-	Deferred/Intangible Charges	-	-	-	<b>-</b>	n/a
-	REFCUS	-	-	-	<b>-</b>	n/a
2,725	Corporate support services bought in	2,725	-	(784)	<b>1,941</b>	(29)
<b>4,378</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>4,353</b>	<b>-</b>	<b>(844)</b>	<b>3,509</b>	<b>(19)</b>
<b>10,336</b>	<b>NET COST OF SERVICE</b>	<b>10,448</b>	<b>90</b>	<b>(1,559)</b>	<b>8,979</b>	<b>(14)</b>
(38)	Contributions to / (from) Earmarked Reserves	-	-	-	<b>-</b>	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	<b>-</b>	n/a
-	Financing of Capital Expenditure	-	-	-	<b>-</b>	n/a
-	Provision for Repayment of External Loans	-	-	-	<b>-</b>	n/a
-	Contribution to / (from) General Balances	-	-	-	<b>-</b>	n/a
<b>(38)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>10,298</b>	<b>TOTAL NET EXPENDITURE</b>	<b>10,448</b>	<b>90</b>	<b>(1,559)</b>	<b>8,979</b>	<b>(14)</b>

COST CENTRE: C1234Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,529	Employees	2,868	24	(394)	2,498	(13)
35	Premises related expenditure	68	-	(34)	34	(50)
429	Supplies and Services	458	-	(36)	422	(8)
-	Third Party Payments	97	-	(97)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	16	-	(14)	2	(88)
1,018	Recharges from other services	995	-	24	1,019	2
4,014	<b>TOTAL EXPENDITURE</b>	4,502	24	(551)	3,975	(12)
(4,053)	Government Grants	(4,233)	-	180	(4,053)	(4)
(29)	Other Grants, reimbursements and contributions	(22)	-	(7)	(29)	32
(651)	Customer and Client Receipts	(1,020)	(6)	377	(649)	(36)
-	Interest Receivable	-	-	-	-	n/a
(15)	Recharges to other services	56	-	(56)	-	(100)
(4,748)	<b>TOTAL INCOME</b>	(5,219)	(6)	494	(4,731)	(9)
(734)	<b>NET CONTROLLABLE COST</b>	(717)	18	(57)	(756)	5
424	Capital Charges	399	-	2	401	1
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
576	Corporate support services bought in	576	-	(576)	-	(100)
1,000	<b>TOTAL UNCONTROLLABLE COST</b>	975	-	(574)	401	(59)
266	<b>NET COST OF SERVICE</b>	258	18	(631)	(355)	(238)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
266	<b>TOTAL NET EXPENDITURE</b>	258	18	(631)	(355)	(238)
<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>						-
Restructure of CALAT Service - Salaries and Supplies Services						(478)
Reduction of Income from learners in line with restructure and closure of CALAT Coulsdon						370
Reduction in Skill Funding Agency Grant and Information Advice and Guidance Grant						180
Centralisation of ICT Recharge						(73)
Movement of Depreciation Charges						2
Movement in corporate charges (SeRCOP)						(632)
						(631)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(631)</b>

COST CENTRE: C1238Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
91	Employees	92	1	(19)	74	(20)
81	Premises related expenditure	93	-	(13)	80	(14)
88	Supplies and Services	-	-	34	34	n/a
3,304	Third Party Payments	3,601	33	(423)	3,211	(11)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
23	Recharges from other services	23	-	(8)	15	(35)
3,587	<b>TOTAL EXPENDITURE</b>	3,809	34	(429)	3,414	(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	11	-	(11)	-	(100)
-	<b>TOTAL INCOME</b>	11	-	(11)	-	(100)
3,587	<b>NET CONTROLLABLE COST</b>	3,820	34	(440)	3,414	(11)
1,229	Capital Charges	1,229	-	(62)	1,167	(5)
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
84	Corporate support services bought in	84	-	(84)	-	(100)
1,313	<b>TOTAL UNCONTROLLABLE COST</b>	1,313	-	(146)	1,167	(11)
4,900	<b>NET COST OF SERVICE</b>	5,133	34	(586)	4,581	(11)
(38)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(38)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,862	<b>TOTAL NET EXPENDITURE</b>	5,133	34	(586)	4,581	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Upper Norwood library						34
						-
						-
						34
<u>Strategic budget - agreed additional income / savings</u>						-
Libraries Contract Savings						(100)
0.2 Savings on Head of Library and CALAT						(18)
						-
						(118)
<u>Other resource changes</u>						
SeRCOP Realignment						(89)
Virement: Realignment of Internal Recharges including Business Rates						(24)
Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets						(73)
Transfer of Culture Growth Fund Budget from the People Dept. to the Place Dept. (PL 2.3)						(250)
Movement of Depreciation Charges						(62)
Centralisation of Utilities budgets						(8)
Minor Adjustments						4
						(502)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(586)</b>



COST CENTRE: C1239Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
243	Employees	245	2	-	247	1
1	Premises related expenditure	3	-	(3)	-	(100)
60	Supplies and Services	60	-	(1)	59	(2)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
304	<b>TOTAL EXPENDITURE</b>	308	2	(4)	306	(1)
-	Government Grants	-	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
(7)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	4	-	(4)	-	(100)
(27)	<b>TOTAL INCOME</b>	(23)	-	(4)	(27)	17
277	<b>NET CONTROLLABLE COST</b>	285	2	(8)	279	(2)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
84	Corporate support services bought in	84	-	(84)	-	(100)
84	<b>TOTAL UNCONTROLLABLE COST</b>	84	-	(84)	-	(100)
361	<b>NET COST OF SERVICE</b>	369	2	(92)	279	(24)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
361	<b>TOTAL NET EXPENDITURE</b>	369	2	(92)	279	(24)
<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>						-
Centralisation of Utilities budgets						(1)
Centralisation of Business Rates and Insurance						(3)
Realignment of Internal Recharges						(4)
Movement in corporate charges (SeRCOP)						(84)
						-
						(92)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(92)</b>

COST CENTRE: C1240Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,219	Employees	1,224	12	-	1,236	1
8	Premises related expenditure	20	-	(14)	6	(70)
65	Supplies and Services	77	-	-	77	-
2	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	4	-	-	4	-
122	Recharges from other services	173	-	(83)	90	(48)
1,418	<b>TOTAL EXPENDITURE</b>	1,499	12	(97)	1,414	(6)
(998)	Government Grants	(998)	-	-	(998)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(96)	Customer and Client Receipts	(96)	-	5	(91)	(5)
-	Interest Receivable	-	-	-	-	n/a
(371)	Recharges to other services	(371)	-	-	(371)	-
(1,465)	<b>TOTAL INCOME</b>	(1,465)	-	5	(1,460)	(0)
(47)	<b>NET CONTROLLABLE COST</b>	34	12	(92)	(46)	(235)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
449	Corporate support services bought in	449	-	(449)	-	(100)
449	<b>TOTAL UNCONTROLLABLE COST</b>	449	-	(449)	-	(100)
402	<b>NET COST OF SERVICE</b>	483	12	(541)	(46)	(110)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
402	<b>TOTAL NET EXPENDITURE</b>	483	12	(541)	(46)	(110)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						10
Universal Services Growth Alignment						-
						-
						10
<u>Strategic budget - agreed additional income / savings</u>						-
Charging for admissions appeals						(5)
						-
						-
						(5)
<u>Other resource changes</u>						-
Centralisation of Business Rates and Insurance						(14)
Realignment of Internal Recharges						(67)
Centralisation of Utilities budgets						(16)
Movement in corporate charges (SeRCOP)						(449)
						(546)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(541)</b>

COST CENTRE: C1242Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,987	Employees	4,051	29	(79)	4,001	(1)
43	Premises related expenditure	43	-	(16)	27	(37)
2,042	Supplies and Services	1,971	-	(19)	1,952	(1)
1,772	Third Party Payments	1,762	-	(10)	1,752	(1)
4,561	Transfer Payments	4,564	-	(100)	4,464	(2)
4	Transport related expenditure	3	-	-	3	-
73	Recharges from other services	106	-	(41)	65	(39)
12,482	<b>TOTAL EXPENDITURE</b>	12,500	29	(265)	12,264	(2)
(8,511)	Government Grants	(8,511)	-	12	(8,499)	(0)
(598)	Other Grants, reimbursements and contributions	(598)	-	-	(598)	-
(586)	Customer and Client Receipts	(571)	(6)	(60)	(637)	12
-	Interest Receivable	-	-	-	-	n/a
(109)	Recharges to other services	(109)	-	-	(109)	-
(9,804)	<b>TOTAL INCOME</b>	(9,789)	(6)	(48)	(9,843)	1

2,678	<b>NET CONTROLLABLE COST</b>	2,711	23	(313)	2,421	(11)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,486	Corporate support services bought in	1,486	-	(1,486)	-	(100)
1,486	<b>TOTAL UNCONTROLLABLE COST</b>	1,486	-	(1,486)	-	(100)

4,164	<b>NET COST OF SERVICE</b>	4,197	23	(1,799)	2,421	(42)
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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

4,164	<b>TOTAL NET EXPENDITURE</b>	4,197	23	(1,799)	2,421	(42)
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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 exclusions	(10)
	Charging for Academisation	(60)
	Octavo Contract Savings	(95)
	Savings Head of Service Post 0.76%	(79)
		(244)
<u>Other resource changes</u>		-
	Realignment of Internal Recharges including Business Rates and Insurance	(15)
	Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(26)
	Movement in corporate charges (SeRCOP)	(1,514)
		-
		(1,555)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(1,799)</b>

COST CENTRE: C1235Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
125	Employees	134	1	(9)	126	(6)
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
72	Recharges from other services	-	-	32	32	n/a
197	<b>TOTAL EXPENDITURE</b>	134	1	23	158	18
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(172)	-	172	-	(100)
-	<b>TOTAL INCOME</b>	(172)	-	172	-	(100)

197	<b>NET CONTROLLABLE COST</b>	(38)	1	195	158	(516)
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
46	Corporate support services bought in	46	-	1,895	1,941	4,120
46	<b>TOTAL UNCONTROLLABLE COST</b>	46	-	1,895	1,941	4,120

243	<b>NET COST OF SERVICE</b>	8	1	2,090	2,099	26,138
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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

243	<b>TOTAL NET EXPENDITURE</b>	8	1	2,090	2,099	26,138
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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 relates to SeRCOP. The full charge is consolidated onto the Directorate cost centre for Universal Services.	2,090
		-
		-
		2,090
		-
		-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>2,090</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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
G12440	People Directorate	8,265	2	(2,346)	5,921	(28)
	<b>TOTAL NET SPEND</b>	8,265	2	(2,346)	5,921	(28)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
People Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

COST CENTRE: C1244Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
241	Employees	184	2	40	226	23
1	Premises related expenditure	1	-	-	1	-
186	Supplies and Services	205	-	(151)	54	(74)
-	Third Party Payments	295	-	24	319	8
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	1	1	n/a
187	Recharges from other services	259	-	(252)	7	(97)
615	<b>TOTAL EXPENDITURE</b>	944	2	(338)	608	(36)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(80)	-	80	-	(100)
-	Customer and Client Receipts	(8)	-	8	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(637)	Recharges to other services	(519)	-	(82)	(601)	16
(637)	<b>TOTAL INCOME</b>	(607)	-	6	(601)	(1)
(22)	<b>NET CONTROLLABLE COST</b>	337	2	(332)	7	(98)
7,260	Capital Charges	7,260	-	(848)	6,412	(12)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
917	Corporate support services bought in	668	-	(1,166)	(498)	(175)
8,177	<b>TOTAL UNCONTROLLABLE COST</b>	7,928	-	(2,014)	5,914	(25)
8,155	<b>NET COST OF SERVICE</b>	8,265	2	(2,346)	5,921	(28)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,155	<b>TOTAL NET EXPENDITURE</b>	8,265	2	(2,346)	5,921	(28)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Movement in corporate charges (SeRCOP), capital charges and internal recharges						(2,348)
Minor variance						2
						-
						-
						-
						(2,346)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,346)</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. the service also include responsibility for no recourse to public funds, supporting residents with limited level to remain or in the process of querying challenging their economic status. This areas is critical in shaping the councils response to welfare reforms, including the wider introduction of universal credit and benefit cap, where thousands of customers are losing hundreds of pounds a month.

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 £3.5m per year in income.

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

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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enablement and Welfare	6,664	34	473	7,171	8
C1252Q	Bereavement	(185)	(10)	(241)	(436)	136
C1254Q	Registrars	(197)	4	(51)	(244)	24
C1256Q	Gateway and Welfare Services Directorate	48	1	7	56	17
C1258Q	Emergency Accomodation	2,619	13	2,401	5,033	92
C1259Q	Gateway and Welfare Service Improvements	162	30	2,856	3,048	1,781
<b>TOTAL NET SPEND</b>		<b>9,111</b>	<b>72</b>	<b>5,445</b>	<b>14,628</b>	<b>61</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Enablement and Welfare	49.5	90.4	40.9
Bereavement	23.1	21.8	(1.3)
Registrars	11.1	11.1	-
Gateway and Welfare Services Directorate	1.0	1.0	-
Emergency Accomodation	28.6	34.6	6.0
Gateway and Welfare Service Improvements	5.1	7.7	2.6
<b>TOTAL FTE STAFF</b>	<b>118.4</b>	<b>166.6</b>	<b>48.2</b>

**COST CENTRE: C1250P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,467	Employees	6,103	65	639	<b>6,807</b>	12
15,956	Premises related expenditure	10,229	4	2,115	<b>12,348</b>	21
1,300	Supplies and Services	1,118	-	(70)	<b>1,048</b>	(6)
1,808	Third Party Payments	2,677	26	2,343	<b>5,046</b>	88
76	Transfer Payments	71	-	-	<b>71</b>	-
58	Transport related expenditure	57	-	(4)	<b>53</b>	(7)
896	Recharges from other services	130	-	43	<b>173</b>	33
<b>26,561</b>	<b>TOTAL EXPENDITURE</b>	<b>20,385</b>	<b>95</b>	<b>5,066</b>	<b>25,546</b>	<b>25</b>
(408)	Government Grants	-	-	-	-	n/a
(138)	Other Grants, reimbursements and contributions	(138)	-	-	<b>(138)</b>	-
(15,012)	Customer and Client Receipts	(11,860)	(23)	(344)	<b>(12,227)</b>	3
-	Interest Receivable	-	-	-	-	n/a
(703)	Recharges to other services	(562)	-	(594)	<b>(1,156)</b>	106
<b>(16,261)</b>	<b>TOTAL INCOME</b>	<b>(12,560)</b>	<b>(23)</b>	<b>(938)</b>	<b>(13,521)</b>	<b>8</b>
<b>10,300</b>	<b>NET CONTROLLABLE COST</b>	<b>7,825</b>	<b>72</b>	<b>4,128</b>	<b>12,025</b>	<b>54</b>
163	Capital Charges	163	-	(22)	<b>141</b>	(13)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,183	Corporate support services bought in	1,123	-	1,339	<b>2,462</b>	119
<b>1,346</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,286</b>	<b>-</b>	<b>1,317</b>	<b>2,603</b>	<b>102</b>
<b>11,646</b>	<b>NET COST OF SERVICE</b>	<b>9,111</b>	<b>72</b>	<b>5,445</b>	<b>14,628</b>	<b>61</b>
(860)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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>(860)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>10,786</b>	<b>TOTAL NET EXPENDITURE</b>	<b>9,111</b>	<b>72</b>	<b>5,445</b>	<b>14,628</b>	<b>61</b>



COST CENTRE: C1248Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,150	Employees	3,369	35	211	3,615	7
-	Premises related expenditure	-	-	-	-	n/a
696	Supplies and Services	523	-	(55)	468	(11)
2,112	Third Party Payments	2,652	-	(240)	2,412	(9)
76	Transfer Payments	71	-	-	71	-
13	Transport related expenditure	6	-	-	6	-
286	Recharges from other services	8	-	-	8	-
6,333	<b>TOTAL EXPENDITURE</b>	6,629	35	(84)	6,580	(1)
(3)	Government Grants	-	-	-	-	n/a
(138)	Other Grants, reimbursements and contributions	(138)	-	-	(138)	-
(261)	Customer and Client Receipts	(260)	(1)	-	(261)	0
-	Interest Receivable	-	-	-	-	n/a
(192)	Recharges to other services	(192)	-	-	(192)	-
(594)	<b>TOTAL INCOME</b>	(590)	(1)	-	(591)	0
5,739	<b>NET CONTROLLABLE COST</b>	6,039	34	(84)	5,989	(1)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
625	Corporate support services bought in	625	-	557	1,182	89
625	<b>TOTAL UNCONTROLLABLE COST</b>	625	-	557	1,182	89
6,364	<b>NET COST OF SERVICE</b>	6,664	34	473	7,171	8
(346)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(346)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,018	<b>TOTAL NET EXPENDITURE</b>	6,664	34	473	7,171	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>						
No Recourse to Public Funds - Legal cost review						(100)
No Recourse to Public Funds - Costs reduction using Gateway approach and use of new accommodation framework						(136)
Travel Services - Review of provision of blue badges						(50)
Leaving Carè - merge of income maximisation team with Gateway						(50)
						(336)
<u>Other resource changes</u>						
Transfer of statutory funeral officer post to Bereavement - (PED 5.4)						(26)
Transfer of project manager post to Gateway and Welfare Service - (PED 5.8)						47
Realignment of Gateway budget						(81)
Transfer on Income Maximisation to Gateway - (PED 1.6)						222
Movement in corporate charges (SeRCOP) and Internal Recharges						557
Realignment of staffing budgets within Gateway and Welfare Division						94
Minor adjustments						(4)
						-
						-
						-
						809
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>473</b>

COST CENTRE: C1252Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
863	Employees	815	8	77	900	10
447	Premises related expenditure	486	4	(163)	327	(33)
332	Supplies and Services	300	-	53	353	18
26	Third Party Payments	8	-	(8)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
43	Transport related expenditure	48	-	(4)	44	(8)
69	Recharges from other services	122	-	8	130	7
1,780	<b>TOTAL EXPENDITURE</b>	1,779	12	(37)	1,754	(1)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,464)	Customer and Client Receipts	(2,415)	(22)	(217)	(2,654)	10
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(2,464)	<b>TOTAL INCOME</b>	(2,415)	(22)	(217)	(2,654)	10
(684)	<b>NET CONTROLLABLE COST</b>	(636)	(10)	(254)	(900)	42
163	Capital Charges	163	-	(22)	141	(13)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
296	Corporate support services bought in	288	-	35	323	12
459	<b>TOTAL UNCONTROLLABLE COST</b>	451	-	13	464	3
(225)	<b>NET COST OF SERVICE</b>	(185)	(10)	(241)	(436)	136
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(225)	<b>TOTAL NET EXPENDITURE</b>	(185)	(10)	(241)	(436)	136
<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>						
Bereavement - replacement of organ music with a digital music system						(15)
Bereavement - increased fees/service efficiencies						(170)
						-
						-
						(185)
<u>Other resource changes</u>						
Transfer of statutory funeral officer post from Enablement and Welfare - (PED 5.3)						26
Centralised business rates and insurance						(74)
Centralisation of Utilities budgets						(53)
Movement in corporate charges (SeRCOP) and Internal Recharges						35
Movement in depreciation charges						(22)
Realignment of staffing budgets within Gateway						40
Minor adjustments						(8)
						(56)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(241)</b>

COST CENTRE: C1254Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
432	Employees	358	4	61	423	18
-	- Premises related expenditure	3	-	-	3	-
13	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
446	<b>TOTAL EXPENDITURE</b>	372	4	61	437	17
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(692)	Customer and Client Receipts	(692)	-	(127)	(819)	18
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(692)	<b>TOTAL INCOME</b>	(692)	-	(127)	(819)	18
(246)	<b>NET CONTROLLABLE COST</b>	(320)	4	(66)	(382)	19
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
123	Corporate support services bought in	123	-	15	138	12
123	<b>TOTAL UNCONTROLLABLE COST</b>	123	-	15	138	12
(123)	<b>NET COST OF SERVICE</b>	(197)	4	(51)	(244)	24
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital 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
(123)	<b>TOTAL NET EXPENDITURE</b>	(197)	4	(51)	(244)	24
<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>						(125)
Registrars - increased income from registration fees and wedding ceremonies						-
						-
						-
						(125)
<u>Other resource changes</u>						
Movement in corporate charges (SeRCOP) and Internal Recharges						15
Realignment of staffing budgets within Gateway						60
Minor adjustments						(1)
						-
						74
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(51)</b>

PEOPLE  
GATEWAY AND WELFARE  
GATEWAY AND WELFARE SERVICES DIRECTORATE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1256Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
321	Employees	133	1	2	136	2
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	1	1	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
400	Recharges from other services	-	-	35	35	n/a
722	<b>TOTAL EXPENDITURE</b>	133	1	38	172	29
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(133)	Recharges to other services	(131)	-	(2)	(133)	2
(133)	<b>TOTAL INCOME</b>	(131)	-	(2)	(133)	2
589	<b>NET CONTROLLABLE COST</b>	2	1	36	39	1,850
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
46	Corporate support services bought in	46	-	(29)	17	(63)
46	<b>TOTAL UNCONTROLLABLE COST</b>	46	-	(29)	17	(63)
635	<b>NET COST OF SERVICE</b>	48	1	7	56	17
(514)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(514)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
121	<b>TOTAL NET EXPENDITURE</b>	48	1	7	56	17
<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>						-
internal Directorate budget realignment						72
Internal recharges						(37)
Movement in corporate charges (SeRCOP) and Internal Recharges						(29)
Minor						1
						7
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>7</b>

**PEOPLE  
GATEWAY AND WELFARE  
EMERGENCY ACCOMMODATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1258Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,378	Employees	1,311	13	31	1,355	3
15,509	Premises related expenditure	9,740	-	2,278	12,018	23
285	Supplies and Services	282	-	(69)	213	(24)
(496)	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
12	Recharges from other services	-	-	-	-	n/a
16,688	<b>TOTAL EXPENDITURE</b>	11,350	13	2,240	13,603	20
(405)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(11,595)	Customer and Client Receipts	(8,492)	-	-	(8,492)	-
-	Interest Receivable	-	-	-	-	n/a
(295)	Recharges to other services	(239)	-	(500)	(739)	209
(12,295)	<b>TOTAL INCOME</b>	(8,731)	-	(500)	(9,231)	6
4,393	<b>NET CONTROLLABLE COST</b>	2,619	13	1,740	4,372	67
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	661	661	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	661	661	n/a
4,393	<b>NET COST OF SERVICE</b>	2,619	13	2,401	5,033	92
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
4,393	<b>TOTAL NET EXPENDITURE</b>	2,619	13	2,401	5,033	92
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased demand in temporary accommodation						2,773
						-
						-
						-
						2,773
<u>Strategic budget - agreed additional income / savings</u>						
Accommodation review						(265)
						-
						-
						(265)
<u>Other resource changes</u>						
Public Health Income						(500)
Movement in corporate charges (SeRCOP) and Internal Recharges						661
Realignment of staffing budgets within Gateway						(200)
Minor						1
Digital and Enabling savings						(69)
						(107)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,401</b>

PEOPLE  
GATEWAY AND WELFARE  
GATEWAY AND WELFARE SERVICE IMPROVEMENTS

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1259Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
323	Employees	117	4	257	378	223
-	Premises related expenditure	-	-	-	-	n/a
(27)	Supplies and Services	2	-	-	2	-
166	Third Party Payments	1	26	2,591	2,618	261,700
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
128	Recharges from other services	-	-	-	-	n/a
592	<b>TOTAL EXPENDITURE</b>	122	30	2,848	3,000	2,359
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(1)	-	-	(1)	-
-	Interest Receivable	-	-	-	-	n/a
(83)	Recharges to other services	-	-	(92)	(92)	n/a
(83)	<b>TOTAL INCOME</b>	(1)	-	(92)	(93)	9,200

509	<b>NET CONTROLLABLE COST</b>	121	30	2,756	2,907	2,302
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
93	Corporate support services bought in	41	-	100	141	244
93	<b>TOTAL UNCONTROLLABLE COST</b>	41	-	100	141	244

602	<b>NET COST OF SERVICE</b>	162	30	2,856	3,048	1,781
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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

602	<b>TOTAL NET EXPENDITURE</b>	162	30	2,856	3,048	1,781
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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>	
Fundamental review of commissioned services for young people	(120)
Supported Housing - increased use of supported housing scheme which will reduce care package costs	(33)
	-
	-
	(153)
<u>Other resource changes</u>	
Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)	2,519
Transfer of project manager post to Enablement and Welfare - (PED 5.3)	(47)
Realignment of Gateway budget	81
Transfer of Housing Prevention Measure budget from Place - (PL 4.3)	403
Movement in corporate charges (SeRCOP) and Internal Recharges	48
Realignment of staffing budgets within Gateway	5
	3,009
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>2,856</b>

**SERVICE DESCRIPTION**

The Adult Social Care & All Age Disability 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; including the organisation of services or direct payments to meet Care Act eligible needs in a timely manner.

This Division discharges a range of statutory duties including Mental Health Act assessments; Safeguarding adults who are at risk; the delivery of a range of care and support services; carers' assessments and the completion of mental capacity and Best Interests Assessments.

The Division works in close partnership with partners in health, housing, social care and the voluntary sector to find solutions that prevent hospital admissions, as well as supporting safe and timely discharges.

The Division commissions and delivers reablement and recovery services to maximise the independence of residents.

The Division Enables people of all ages and disabilities to live within their local communities.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1220Q	0-25 SEND Service	7,466	49	4,542	12,057	61
C1410Q	Adult Social Care and All-Age Disability Directorate	7,312	372	688	8,372	14
C1412Q	Adult Safeguarding and Quality Assurance	2,292	15	236	2,543	11
C1414Q	Older People Social Care	17,806	329	1,374	19,509	10
C1415Q	Disability Commissioning and Brokerage	7,734	8	(2,996)	4,746	(39)
C1416Q	25-65 Disability	41,310	13	(2,355)	38,968	(6)
C1420Q	Transformation and Clienting	1,452	5	(922)	535	(63)
C1430Q	Adult Mental Health Social Care	7,389	28	(500)	6,917	(6)
C1431Q	Day and Employment Services	2,861	50	(913)	1,998	(30)
C1432Q	Older People Commissioning and Brokerage	11,760	219	526	12,505	6
<b>TOTAL NET SPEND</b>		<b>107,382</b>	<b>1,088</b>	<b>(320)</b>	<b>108,150</b>	<b>(41)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
0-25 SEND Service	63.7	106.6	42.9
Adult Social Care and All-Age Disability Directorate	4.6	26.7	22.1
Adult Safeguarding and Quality Assurance	31.2	33.2	2.0
Older People Social Care	174.3	205.7	31.4
Disability Commissioning and Brokerage	20.6	22.6	2.0
25-65 Disability	81.4	81.4	-
Transformation and Clienting	10.0	26.0	16.0
Adult Mental Health Social Care	61.5	64.5	3.0
Day and Employment Services +	-	78.7	78.7
Older People Commissioning and Brokerage	25.7	34.0	8.3
Provider Relations And Brokerage *	28.6	-	(28.6)
Commissioning Vulnerable Adults And Supported Housing *	6.0	-	(6.0)
Integrated Specialist Services Commissioning *	12.0	-	(12.0)
<b>TOTAL FTE STAFF</b>	<b>519.4</b>	<b>679.3</b>	<b>117.0</b>

+ local Authority Trading company in sourced  
\* Services moved Out of area

COST CENTRE: C1410P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
22,378	Employees	22,040	228	6,520	<b>28,788</b>	31
540	Premises related expenditure	737	-	(188)	<b>549</b>	(26)
2,115	Supplies and Services	2,495	-	413	<b>2,908</b>	17
94,897	Third Party Payments	91,057	878	(1,820)	<b>90,115</b>	(1)
51,248	Transfer Payments	50,212	-	2,343	<b>52,555</b>	5
146	Transport related expenditure	377	-	(43)	<b>334</b>	(11)
17,147	Recharges from other services	9,115	-	845	<b>9,960</b>	9
188,471	<b>TOTAL EXPENDITURE</b>	176,033	1,106	8,070	<b>185,209</b>	5
(51,594)	Government Grants	(47,566)	-	(5,503)	<b>(53,069)</b>	12
(15,663)	Other Grants, reimbursements and contributions	(9,761)	-	(6,463)	<b>(16,224)</b>	66
(13,732)	Customer and Client Receipts	(13,582)	(18)	(973)	<b>(14,573)</b>	7
(566)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(3,348)	Recharges to other services	(7,522)	-	4,283	<b>(3,239)</b>	(57)
(84,903)	<b>TOTAL INCOME</b>	(78,459)	(18)	(8,656)	<b>(87,133)</b>	11
103,568	<b>NET CONTROLLABLE COST</b>	97,574	1,088	(586)	<b>98,076</b>	1
915	Capital Charges	953	-	(28)	<b>925</b>	(3)
46	Deferred/Intangible Charges	46	-	(46)	-	(100)
-	REFCUS	-	-	-	-	n/a
8,536	Corporate support services bought in	8,809	-	340	<b>9,149</b>	4
9,497	<b>TOTAL UNCONTROLLABLE COST</b>	9,808	-	266	<b>10,074</b>	3
113,065	<b>NET COST OF SERVICE</b>	107,382	1,088	(320)	<b>108,150</b>	1
(690)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(690)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
112,375	<b>TOTAL NET EXPENDITURE</b>	107,382	1,088	(320)	<b>108,150</b>	1



PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
0-25 SEND SERVICE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1220Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,526	Employees	4,241	46	751	5,038	19
-	Premises related expenditure	4	-	(10)	(6)	(250)
510	Supplies and Services	529	-	44	573	8
14,875	Third Party Payments	11,713	3	2,593	14,309	22
34,840	Transfer Payments	32,671	-	3,934	36,605	12
15	Transport related expenditure	26	-	(2)	24	(8)
1,044	Recharges from other services	(1,787)	-	2,546	759	(142)
55,810	<b>TOTAL EXPENDITURE</b>	47,397	49	9,856	57,302	21
(45,686)	Government Grants	(42,021)	-	(5,511)	(47,532)	13
(15)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(80)	Customer and Client Receipts	-	-	(60)	(60)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(45,781)	<b>TOTAL INCOME</b>	(42,021)	-	(5,571)	(47,592)	13
10,029	<b>NET CONTROLLABLE COST</b>	5,376	49	4,285	9,710	81
10	Capital Charges	10	-	-	10	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,080	Corporate support services bought in	2,080	-	257	2,337	12
2,090	<b>TOTAL UNCONTROLLABLE COST</b>	2,090	-	257	2,347	12
12,119	<b>NET COST OF SERVICE</b>	7,466	49	4,542	12,057	61
(138)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(138)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,981	<b>TOTAL NET EXPENDITURE</b>	7,466	49	4,542	12,057	61
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in demand and staffing						300
Transitions Growth						1,000
						-
						1,300
<u>Strategic budget - agreed additional income / savings</u>						
Children with Disabilities - reduction in residential high cost placements						(250)
						(250)
<u>Other resource changes</u>						
FM – Centralisation of Facilities Management Budgets (RED 2.3)						(8)
Movement in corporate charges (SeRCOP) and Internal Recharges						177
Transfer of transitions care packages and staffing from 25-65 Disability (PED 6.8)						3,166
Tier 1 & 2 Management Restructure (PED 6.4)						(8)
Transfer of 1 FTE from Children in Need - (PED 1.5)						81
Utilities – Centralisation of Utilities Budgets (RED 2.3)						(8)
Transfer of 2.5 FTE from Early Intervention Support service (PED 1.7)						95
Insurance Budget						(1)
Minor variance						(2)
						3,492
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>4,542</b>

COST CENTRE: C1410Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
966	Employees	833	8	519	1,360	63
-	Premises related expenditure	-	-	-	-	n/a
73	Supplies and Services	143	-	(809)	(666)	(566)
197	Third Party Payments	32	364	315	711	2,122
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
946	Recharges from other services	4,175	-	(3,731)	444	(89)
2,182	<b>TOTAL EXPENDITURE</b>	5,183	372	(3,706)	1,849	(64)
-	Government Grants	-	-	-	-	n/a
(121)	Other Grants, reimbursements and contributions	(410)	-	234	(176)	(57)
(139)	Customer and Client Receipts	(113)	-	-	(113)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(4,077)	-	4,077	-	(100)
(260)	<b>TOTAL INCOME</b>	(4,600)	-	4,311	(289)	(94)
1,922	<b>NET CONTROLLABLE COST</b>	583	372	605	1,560	168
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
6,729	Corporate support services bought in	6,729	-	83	6,812	1
6,729	<b>TOTAL UNCONTROLLABLE COST</b>	6,729	-	83	6,812	1
8,651	<b>NET COST OF SERVICE</b>	7,312	372	688	8,372	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
8,651	<b>TOTAL NET EXPENDITURE</b>	7,312	372	688	8,372	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>						-
Managing Demand - Encouraging cultural and behavioural change to better manage demand.						(187)
						(187)
<u>Other resource changes</u>						
Tier 1 & 2 Management Restructure (RED 3.12)						64
Implementation of ASC inflation strategy						316
Re-alignment of Better Care Fund (PED 6.9)						200
Movements in intangible assets						80
Transfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12)						468
Movement in corporate charges (SeRCOP), capital charges and internal recharges						366
Digital Enabling Savings						(622)
Minor variance						3
						875
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>688</b>

COST CENTRE: C1412Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,346	Employees	1,583	15	109	1,707	8
6	Premises related expenditure	1	-	-	1	-
393	Supplies and Services	669	-	198	867	30
15	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	(3)	-	(100)
628	Recharges from other services	126	-	(68)	58	(54)
2,391	<b>TOTAL EXPENDITURE</b>	2,382	15	236	2,633	11
-	Government Grants	-	-	-	-	n/a
(189)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(189)	<b>TOTAL INCOME</b>	(90)	-	-	(90)	-
2,202	<b>NET CONTROLLABLE COST</b>	2,292	15	236	2,543	11
-	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
2,202	<b>NET COST OF SERVICE</b>	2,292	15	236	2,543	11
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
2,202	<b>TOTAL NET EXPENDITURE</b>	2,292	15	236	2,543	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Increase in demand for deprivation of liberty services						250
Increase in demand and staffing						380
						-
						630
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
						-
<u>Other resource changes</u>						-
Tier 1 & 2 Management Restructure (PED 6.4)						(78)
Transfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12)						(317)
Minor variance						1
						-
						(394)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>236</b>

**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
OLDER PEOPLE SOCIAL CARE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1414Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,117	Employees	6,370	63	2,254	<b>8,687</b>	36
29	Premises related expenditure	154	-	(120)	<b>34</b>	(78)
99	Supplies and Services	203	-	(107)	<b>96</b>	(53)
21,420	Third Party Payments	17,958	269	3,353	<b>21,580</b>	20
1,132	Transfer Payments	295	-	649	<b>944</b>	220
35	Transport related expenditure	205	-	(31)	<b>174</b>	(15)
2,016	Recharges from other services	14	-	(11)	<b>3</b>	(79)
<b>30,848</b>	<b>TOTAL EXPENDITURE</b>	<b>25,199</b>	<b>332</b>	<b>5,987</b>	<b>31,518</b>	<b>25</b>
-	Government Grants	-	-	-	-	n/a
(3,932)	Other Grants, reimbursements and contributions	(87)	-	(3,996)	<b>(4,083)</b>	4,593
(7,430)	Customer and Client Receipts	(6,316)	(3)	(617)	<b>(6,936)</b>	10
-	Interest Receivable	-	-	-	-	n/a
(1,000)	Recharges to other services	(1,000)	-	-	<b>(1,000)</b>	-
<b>(12,362)</b>	<b>TOTAL INCOME</b>	<b>(7,403)</b>	<b>(3)</b>	<b>(4,613)</b>	<b>(12,019)</b>	<b>62</b>
<b>18,486</b>	<b>NET CONTROLLABLE COST</b>	<b>17,796</b>	<b>329</b>	<b>1,374</b>	<b>19,499</b>	<b>10</b>
10	Capital Charges	10	-	-	<b>10</b>	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
<b>10</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>
<b>18,496</b>	<b>NET COST OF SERVICE</b>	<b>17,806</b>	<b>329</b>	<b>1,374</b>	<b>19,509</b>	<b>10</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>18,496</b>	<b>TOTAL NET EXPENDITURE</b>	<b>17,806</b>	<b>329</b>	<b>1,374</b>	<b>19,509</b>	<b>10</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
Market Management - Increase in costs for nursing care beds						100
Outcome Based Commissioning						366
Increase in demand and staffing						893
						-
						<b>1,359</b>
<u>Strategic budget - agreed additional income / savings</u>						
						-
						-
						-
<u>Other resource changes</u>						
Tier 1 & 2 Management Restructure (PED 6.4)						(1)
Transfer of Pooled Equipment growth- (PED 6.12)						(120)
Transfer of Carer's responsibility - (PED 6.9)						(20)
Centralisation of Utilities budgets						(1)
Capital charges						(8)
Transfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12)						165
						15
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,374</b>

COST CENTRE: C1415Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
808	Employees	965	8	19	992	3
-	Premises related expenditure	-	-	-	-	n/a
100	Supplies and Services	142	-	(121)	21	(85)
4,810	Third Party Payments	7,306	-	(4,668)	2,638	(64)
2	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	5	-	(2)	3	(40)
1,603	Recharges from other services	(56)	-	1,517	1,461	(2,709)
7,323	<b>TOTAL EXPENDITURE</b>	8,362	8	(3,255)	5,115	(39)
-	Government Grants	-	-	-	-	n/a
(184)	Other Grants, reimbursements and contributions	(35)	-	35	-	(100)
(104)	Customer and Client Receipts	-	-	(55)	(55)	n/a
-	Interest Receivable	-	-	-	-	n/a
(301)	Recharges to other services	(593)	-	279	(314)	(47)
(589)	<b>TOTAL INCOME</b>	(628)	-	259	(369)	(41)

6,734	<b>NET CONTROLLABLE COST</b>	7,734	8	(2,996)	4,746	(39)
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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

6,734	<b>NET COST OF SERVICE</b>	7,734	8	(2,996)	4,746	(39)
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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

6,734	<b>TOTAL NET EXPENDITURE</b>	7,734	8	(2,996)	4,746	(39)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Increase in demand and staffing	439
	-
	-
	439
<u>Strategic budget - agreed additional income / savings</u>	
Supported Housing - increased use of supported housing scheme which will reduce care package costs	(42)
	-
	-
	-
	(42)
<u>Other resource changes</u>	
Implementation of Adult Social Care Inflation Strategy (PED 6.4)	(53)
Move of Contract Monitoring Officers to Older People Commissioning (PED 6.12)	(86)
Tier 1 & 2 Management Restructure (PED 6.4)	11
Supporting People Recharge aligned to Service (PED 6.8 and 6.10)	(307)
Move Non Statutory Supporting People Contracts to Gateway (PED 5.8)	(2,519)
Transfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12)	(439)
	(3,393)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(2,996)</b>

COST CENTRE: C1416Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,859	Employees	3,177	27	(431)	2,773	(13)
-	Premises related expenditure	-	-	-	-	n/a
(31)	Supplies and Services	94	-	(65)	29	(69)
29,170	Third Party Payments	27,726	-	(180)	27,546	(1)
14,605	Transfer Payments	17,033	-	(2,240)	14,793	(13)
2	Transport related expenditure	10	-	(6)	4	(60)
1,112	Recharges from other services	19	-	(9)	10	(47)
46,717	<b>TOTAL EXPENDITURE</b>	48,059	27	(2,931)	45,155	(6)
(1,045)	Government Grants	(1,031)	-	20	(1,011)	(2)
(1,148)	Other Grants, reimbursements and contributions	(1,926)	-	222	(1,704)	(12)
(3,528)	Customer and Client Receipts	(3,375)	(14)	117	(3,272)	(3)
-	Interest Receivable	-	-	-	-	n/a
(211)	Recharges to other services	(417)	-	217	(200)	(52)
(5,932)	<b>TOTAL INCOME</b>	(6,749)	(14)	576	(6,187)	(8)
40,785	<b>NET CONTROLLABLE COST</b>	41,310	13	(2,355)	38,968	(6)
-	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
40,785	<b>NET COST OF SERVICE</b>	41,310	13	(2,355)	38,968	(6)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
40,785	<b>TOTAL NET EXPENDITURE</b>	41,310	13	(2,355)	38,968	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in demand and staffing						461
						-
						461
<u>Strategic budget - agreed additional income / savings</u>						
Managing Demand - Encouraging cultural and behavioural change to better manage demand.						(291)
Accommodation review - transfer from registered charities to registered providers / improvement procurement and management of Private Rented Sector						(45)
Shared Lives - Increased use of shared lives schemes which will reduce care package costs.						(25)
						(361)
<u>Other resource changes</u>						
Movement of Budgets for Transitions team to 0-25 SEND Service (PED 6.3)						(3,166)
Income from Supporting people removed (PED 6.7)						226
Realignment of Better Care Fund (PED 6.9)						750
Implementation of Adult Social Care Inflation Strategy (PED 6.4)						(525)
Tier 1 & 2 Management Restructure (PED 6.4)						29
Transfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12)						582
Movement of Budgets for 1 Post and Transport to C+I (RED 3.3 & RED 3.5)						(347)
Transfer of Carers responsibility (PED 6.9)						(5)
Minor variance						1
						(2,455)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,355)</b>

**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
TRANSFORMATION AND CLIENTING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1420Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
980	Employees	710	5	313	1,028	45
6	Premises related expenditure	6	-	-	6	-
407	Supplies and Services	47	-	1,487	1,534	3,164
2,054	Third Party Payments	2,364	-	(531)	1,833	(22)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8,979	Recharges from other services	6,373	-	946	7,319	15
12,426	<b>TOTAL EXPENDITURE</b>	9,500	5	2,215	11,720	23
(1,591)	Government Grants	(1,591)	-	-	(1,591)	-
(9,260)	Other Grants, reimbursements and contributions	(6,442)	-	(2,807)	(9,249)	44
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(61)	Recharges to other services	(61)	-	(284)	(345)	466
(10,912)	<b>TOTAL INCOME</b>	(8,094)	-	(3,091)	(11,185)	38

1,514	<b>NET CONTROLLABLE COST</b>	1,406	5	(876)	535	(62)
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-	Capital Charges	-	-	-	-	n/a
46	Deferred/Intangible Charges	46	-	(46)	-	(100)
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
46	<b>TOTAL UNCONTROLLABLE COST</b>	46	-	(46)	-	(100)

1,560	<b>NET COST OF SERVICE</b>	1,452	5	(922)	535	(63)
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(552)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(552)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,008	<b>TOTAL NET EXPENDITURE</b>	1,452	5	(922)	535	(63)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Increase in demand and staffing	122
	-
	122
<u>Strategic budget - agreed additional income / savings</u>	
Income from partners	-
	(750)
	-
	(750)
<u>Other resource changes</u>	
Movements in Intangible Assets	(46)
Transfer of Transformation budget from Corporate	1,591
Transfer of voluntary sector budget to C+I (RED 9.9)	(531)
Re-alignment of Better Care Fund (PED 6.4, PED 6.8 and PED 6.12)	(1,111)
Tier 1 & 2 Management Restructure (PED 6.4)	(83)
Transfer of Carers responsibility (PED 6.6 ) & (PED 6.8)	25
Transfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12)	(251)
Move of Direct Payment team from (PED 6.12)	112
	(294)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(922)</b>

**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
ADULT MENTAL HEALTH SOCIAL CARE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1430Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,902	Employees	2,778	28	29	<b>2,835</b>	2
3	Premises related expenditure	53	-	(50)	<b>3</b>	(94)
109	Supplies and Services	103	-	(1)	<b>102</b>	(1)
6,494	Third Party Payments	6,031	-	(266)	<b>5,765</b>	(4)
669	Transfer Payments	213	-	-	<b>213</b>	-
35	Transport related expenditure	40	-	-	<b>40</b>	-
44	Recharges from other services	52	-	(38)	<b>14</b>	(73)
<b>10,256</b>	<b>TOTAL EXPENDITURE</b>	<b>9,270</b>	<b>28</b>	<b>(326)</b>	<b>8,972</b>	<b>(3)</b>
(379)	Government Grants	(54)	-	(12)	<b>(66)</b>	22
(694)	Other Grants, reimbursements and contributions	(697)	-	(160)	<b>(857)</b>	23
-	Customer and Client Receipts	(529)	-	-	<b>(529)</b>	-
(566)	Interest Receivable	-	-	-	-	n/a
(1,011)	Recharges to other services	(622)	-	(6)	<b>(628)</b>	1
<b>(2,650)</b>	<b>TOTAL INCOME</b>	<b>(1,902)</b>	<b>-</b>	<b>(178)</b>	<b>(2,080)</b>	<b>9</b>
<b>7,606</b>	<b>NET CONTROLLABLE COST</b>	<b>7,368</b>	<b>28</b>	<b>(504)</b>	<b>6,892</b>	<b>(6)</b>
21	Capital Charges	21	-	4	<b>25</b>	19
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	-	-	n/a
<b>21</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>21</b>	<b>-</b>	<b>4</b>	<b>25</b>	<b>19</b>
<b>7,627</b>	<b>NET COST OF SERVICE</b>	<b>7,389</b>	<b>28</b>	<b>(500)</b>	<b>6,917</b>	<b>(6)</b>
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>7,627</b>	<b>TOTAL NET EXPENDITURE</b>	<b>7,389</b>	<b>28</b>	<b>(500)</b>	<b>6,917</b>	<b>(6)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in demand and staffing						367
						-
						-
						-
						367
<u>Strategic budget - agreed additional income / savings</u>						
Accommodation review - transfer from registered charities to registered providers / improvement in procurement and management of Private Rented Sector						(64)
Shared Lives - Increased use of shared lives schemes which will reduce care package costs.						(25)
Mental Health - savings across package costs and commissioned contracts.						(384)
						(473)
<u>Other resource changes</u>						
Tamworth Road Business Rates removal						(50)
Centralisation of Facilities Management Budgets						(38)
Transfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12)						(367)
Movement in corporate charges (SeRCOP), capital charges and internal recharges						4
Income from Supporting people removed (PED 6.7)						81
Implementation of Adult Social Care inflation strategy (PED 6.4)						(25)
Minor variance						1
						(394)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(500)</b>



**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
DAY AND EMPLOYMENT SERVICES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1431Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,830	Employees	309	18	2,609	<b>2,936</b>	850
3	Premises related expenditure	8	-	(8)	-	(100)
105	Supplies and Services	10	-	(108)	<b>(98)</b>	(1,080)
1,045	Third Party Payments	2,414	32	(2,711)	<b>(265)</b>	(111)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	6	-	1	<b>7</b>	17
271	Recharges from other services	34	-	(307)	<b>(273)</b>	(903)
<b>3,260</b>	<b>TOTAL EXPENDITURE</b>	<b>2,781</b>	<b>50</b>	<b>(524)</b>	<b>2,307</b>	<b>(17)</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(39)	Customer and Client Receipts	(10)	-	(358)	<b>(368)</b>	3,580
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(39)	<b>TOTAL INCOME</b>	<b>(10)</b>	<b>-</b>	<b>(358)</b>	<b>(368)</b>	<b>3,580</b>
<b>3,221</b>	<b>NET CONTROLLABLE COST</b>	<b>2,771</b>	<b>50</b>	<b>(882)</b>	<b>1,939</b>	<b>(30)</b>
90	Capital Charges	90	-	(31)	<b>59</b>	(34)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(273)	Corporate support services bought in	-	-	-	-	n/a
(183)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>90</b>	<b>-</b>	<b>(31)</b>	<b>59</b>	<b>(34)</b>
<b>3,038</b>	<b>NET COST OF SERVICE</b>	<b>2,861</b>	<b>50</b>	<b>(913)</b>	<b>1,998</b>	<b>(30)</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>3,038</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,861</b>	<b>50</b>	<b>(913)</b>	<b>1,998</b>	<b>(30)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Day Services Review - More efficient use of in-house day care facilities.						(300)
Learning Disability Respite Review – Review of respite services to provide a personalised offer.						(130)
<b>Other resource changes</b>						<b>(430)</b>
Centralisation of Facilities Management Budgets LATC (RED 1.5, 2.3 and 3.3)						(266)
Transfer of budget to Resources following insourcing of Croydon Day Opportunities (RED 2.3)						(145)
Centralisation of Utilities Budgets						(4)
Movement in corporate charges (SeRCOP), capital charges and internal recharges						(15)
Movements in Intangible Assets						(31)
Implementation of Adult Social Care Inflation Strategy (PED 6.4)						(22)
						(483)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(913)</b>

**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
OLDER PEOPLE COMMISSIONING AND BROKERAGE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1432Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,044	Employees	1,074	10	348	1,432	33
493	Premises related expenditure	511	-	-	511	-
350	Supplies and Services	555	-	(105)	450	(19)
14,817	Third Party Payments	15,513	210	275	15,998	3
-	Transfer Payments	-	-	-	-	n/a
50	Transport related expenditure	82	-	-	82	-
504	Recharges from other services	165	-	-	165	-
17,258	<b>TOTAL EXPENDITURE</b>	17,900	220	518	18,638	4
(2,893)	Government Grants	(2,869)	-	-	(2,869)	-
(120)	Other Grants, reimbursements and contributions	(74)	-	9	(65)	(12)
(2,412)	Customer and Client Receipts	(3,239)	(1)	-	(3,240)	0
-	Interest Receivable	(28)	-	-	(28)	-
(764)	Recharges to other services	(752)	-	-	(752)	-
(6,189)	<b>TOTAL INCOME</b>	(6,962)	(1)	9	(6,954)	(0)
11,069	<b>NET CONTROLLABLE COST</b>	10,938	219	527	11,684	7
784	Capital Charges	822	-	(1)	821	(0)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
784	<b>TOTAL UNCONTROLLABLE COST</b>	822	-	(1)	821	(0)
11,853	<b>NET COST OF SERVICE</b>	11,760	219	526	12,505	6
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,853	<b>TOTAL NET EXPENDITURE</b>	11,760	219	526	12,505	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in demand and staffing						227
						227
<u>Strategic budget - agreed additional income / savings</u>						
						-
						-
						-
						-
<u>Other resource changes</u>						
Transfer of Staff and Service Provision following Tier 1&2 Restructure (PED 6.5-10, PED 6.12)						158
Pooled Equipment growth- (PED 6.6)						120
Move of Contract Monitoring Officers from Disability Commissioning and Brokerage - (PED 6.7)						86
Move of Direct Payment team to Transforamtion and Clienting team - (PED 6.9)						(112)
Realignment of Better Care Fund (PED 6.9)						161
Implementation of Adult Social Care Inflation Strategy (PED 6.4)						(23)
FM – Centralisation of Facilities Management Budgets LATC (RED 2.3)						(91)
						299
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>526</b>

**SERVICE DESCRIPTION**

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

**Temporary Accommodation and Housing Solutions**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1438Q	Housing Needs And Assessment	(896)	-	(86)	(982)	10
C1440Q	Housing Renewal	(109)	3	9	(97)	(11)
C1442Q	Housing Solutions	53	1	(51)	3	(94)
C1444Q	Service Development	70	1	(70)	1	(99)
C1446Q	Housing Needs Directorate	3,213	-	149	3,362	5
C1448Q	Temporary Accommodation	1,197	3	212	1,412	18
C1464Q	Garage Commercial And Miscellaneous Properties Income	-	-	(50)	(50)	n/a
<b>TOTAL NET SPEND</b>		<b>3,528</b>	<b>8</b>	<b>113</b>	<b>3,649</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs And Assessment	1.0	1.0	-
Housing Renewal	14.2	14.2	-
Housing Solutions	10.8	2.8	(8.0)
Service Development	1.0	1.0	-
Housing Needs Directorate	0.4	0.4	-
Temporary Accommodation		9.0	9.0
<b>TOTAL FTE STAFF</b>	<b>27.4</b>	<b>28.4</b>	<b>1.0</b>

**COST CENTRE: C1420P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,079	Employees	1,137	11	19	1,167	3
5,377	Premises related expenditure	1,538	-	4,334	5,872	282
215	Supplies and Services	190	-	(2)	188	(1)
1,860	Third Party Payments	759	-	1,081	1,840	142
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	21	-	(4)	17	(19)
74	Recharges from other services	95	-	(54)	41	(57)
8,609	<b>TOTAL EXPENDITURE</b>	3,740	11	5,374	9,125	144
(127)	Government Grants	(107)	-	16	(91)	(15)
(183)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(7,717)	Customer and Client Receipts	(3,099)	(3)	(5,045)	(8,147)	163
-	Interest Receivable	-	-	-	-	n/a
(320)	Recharges to other services	(430)	-	(111)	(541)	26
(8,347)	<b>TOTAL INCOME</b>	(3,687)	(3)	(5,140)	(8,830)	139
262	<b>NET CONTROLLABLE COST</b>	53	8	234	295	457
542	Capital Charges	542	-	245	787	45
-	Deferred/Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
833	Corporate support services bought in	833	-	(366)	467	(44)
3,475	<b>TOTAL UNCONTROLLABLE COST</b>	3,475	-	(121)	3,354	(3)
3,737	<b>NET COST OF SERVICE</b>	3,528	8	113	3,649	3
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,737	<b>TOTAL NET EXPENDITURE</b>	3,528	8	113	3,649	3

PEOPLE  
HOUSING NEED  
HOUSING NEEDS AND ASSESSMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1438Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
43	Employees	38	-	-	38	-
303	Premises related expenditure	440	-	(82)	358	(19)
10	Supplies and Services	10	-	(4)	6	(40)
17	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	-	-	-	-	n/a
377	<b>TOTAL EXPENDITURE</b>	488	-	(86)	402	(18)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,366)	Customer and Client Receipts	(1,384)	-	-	(1,384)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,366)	<b>TOTAL INCOME</b>	(1,384)	-	-	(1,384)	-
(989)	<b>NET CONTROLLABLE COST</b>	(896)	-	(86)	(982)	10
-	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
(989)	<b>NET COST OF SERVICE</b>	(896)	-	(86)	(982)	10
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(989)	<b>TOTAL NET EXPENDITURE</b>	(896)	-	(86)	(982)	10
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Centralisation of Business Rates Budgets to Asset Management						(13)
Centralisation of Corporate Recharges within Housing Needs - transferred to PED 7.7						(55)
Centralisation of Utilities budgets						(18)
						-
						-
						(86)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(86)</b>

COST CENTRE: C1440Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
521	Employees	573	6	16	595	4
4	Premises related expenditure	-	-	-	-	n/a
42	Supplies and Services	-	-	-	-	n/a
115	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	19	-	(3)	16	(16)
1	Recharges from other services	1	-	-	1	-
686	<b>TOTAL EXPENDITURE</b>	593	6	13	612	3
-	Government Grants	-	-	-	-	n/a
(183)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(250)	Customer and Client Receipts	(304)	(3)	-	(307)	1
-	Interest Receivable	-	-	-	-	n/a
(320)	Recharges to other services	(349)	-	(2)	(351)	1
(753)	<b>TOTAL INCOME</b>	(704)	(3)	(2)	(709)	1
(67)	<b>NET CONTROLLABLE COST</b>	(111)	3	11	(97)	(13)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2	Corporate support services bought in	2	-	(2)	-	(100)
2	<b>TOTAL UNCONTROLLABLE COST</b>	2	-	(2)	-	(100)
(65)	<b>NET COST OF SERVICE</b>	(109)	3	9	(97)	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(65)	<b>TOTAL NET EXPENDITURE</b>	(109)	3	9	(97)	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Minor Variations						(7)
Budget Realignment within Housing Needs due to increase in salary demand PED 7.5 and 7.8						16
						-
						9
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>9</b>

COST CENTRE: C1442Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
82	Employees	91	1	2	94	3
-	Premises related expenditure	-	-	-	-	n/a
2	Supplies and Services	2	-	-	2	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
86	<b>TOTAL EXPENDITURE</b>	93	1	2	96	3
-	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	(40)	-	(53)	(93)	133
-	<b>TOTAL INCOME</b>	(40)	-	(53)	(93)	133
86	<b>NET CONTROLLABLE COST</b>	53	1	(51)	3	(94)
-	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
86	<b>NET COST OF SERVICE</b>	53	1	(51)	3	(94)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
86	<b>TOTAL NET EXPENDITURE</b>	53	1	(51)	3	(94)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Realignment to transfer budget savings reduction within Housing Needs PED 7.6 and 7.7						(93)
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4 and 7.8						42
						-
						-
						(51)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(51)</b>

COST CENTRE: C1444Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
34	Employees	96	1	-	97	1
-	Premises related expenditure	-	-	-	-	n/a
31	Supplies and Services	55	-	-	55	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	16	-	-	16	-
65	<b>TOTAL EXPENDITURE</b>	167	1	-	168	1
(127)	Government Grants	(91)	-	-	(91)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(6)	-	(70)	(76)	1,167
(127)	<b>TOTAL INCOME</b>	(97)	-	(70)	(167)	72
(62)	<b>NET CONTROLLABLE COST</b>	70	1	(70)	1	(99)
-	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
(62)	<b>NET COST OF SERVICE</b>	70	1	(70)	1	(99)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(62)	<b>TOTAL NET EXPENDITURE</b>	70	1	(70)	1	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.7						(70)
						-
						-
						-
						(70)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(70)</b>



COST CENTRE: C1446Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
40	Employees	21	-	1	22	5
-	Premises related expenditure	2	-	(2)	-	(100)
18	Supplies and Services	18	-	(18)	-	(100)
1	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
50	Recharges from other services	47	-	(40)	7	(85)
110	<b>TOTAL EXPENDITURE</b>	89	-	(60)	29	(67)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(349)	Customer and Client Receipts	(349)	-	349	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(21)	(21)	n/a
(349)	<b>TOTAL INCOME</b>	(349)	-	328	(21)	(94)
(239)	<b>NET CONTROLLABLE COST</b>	(260)	-	268	8	(103)
542	Capital Charges	542	-	245	787	45
-	Deferred/Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
831	Corporate support services bought in	831	-	(364)	467	(44)
3,473	<b>TOTAL UNCONTROLLABLE COST</b>	3,473	-	(119)	3,354	(3)
3,234	<b>NET COST OF SERVICE</b>	3,213	-	149	3,362	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,234	<b>TOTAL NET EXPENDITURE</b>	3,213	-	149	3,362	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8						100
Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6						162
Increase in Capital Charges and reduction in Corporate charges PED 7.3						(119)
Minor variations						6
						149
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>149</b>

**PEOPLE  
HOUSING NEED  
TEMPORARY ACCOMMODATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1448Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
359	Employees	318	3	-	321	1
5,070	Premises related expenditure	1,096	-	4,286	5,382	391
112	Supplies and Services	105	-	(17)	88	(16)
1,727	Third Party Payments	759	-	1,081	1,840	142
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
17	Recharges from other services	31	-	(15)	16	(48)
7,285	<b>TOTAL EXPENDITURE</b>	2,310	3	5,335	7,648	231
-	Government Grants	(16)	-	16	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(5,752)	Customer and Client Receipts	(1,062)	-	(5,174)	(6,236)	487
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(35)	-	35	-	(100)
(5,752)	<b>TOTAL INCOME</b>	(1,113)	-	(5,123)	(6,236)	460
1,533	<b>NET CONTROLLABLE COST</b>	1,197	3	212	1,412	18
-	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
1,533	<b>NET COST OF SERVICE</b>	1,197	3	212	1,412	18
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,533	<b>TOTAL NET EXPENDITURE</b>	1,197	3	212	1,412	18
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Growth to meet Temporary Accommodation demands						370
						-
						370
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4 and 7.5						(158)
						-
						(158)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>212</b>

PEOPLE  
HOUSING NEED  
GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1464Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	132	132	n/a
-	Supplies and Services	-	-	37	37	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	1	1	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	170	170	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(220)	(220)	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(220)	(220)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	(50)	(50)	n/a
-	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>	-	-	(50)	(50)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	(50)	(50)	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Heirarchy Change - Movement of Garage Commercial and Miscellaneous Properties from Place (PL 4.3)						(50)
						-
						-
						-
						(50)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(50)</b>



**SERVICE DESCRIPTION**

The council took over the responsibility for public health functions from 1 April 2013. The Director of Public Health and their team are 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. The Director is also 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. These functions are entirely funded by the Public Health Grant. This is provided to the Council to deliver a range of mandatory and non-mandatory services which are set out in legislation.

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

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

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

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

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

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

**Substance misuse services** covers prevention and harm reduction, mainly delivered by external providers

**Wider determinants** covers projects to improve health by addressing economic and social factors impacting health (e.g. housing, income, education). They are mainly delivered by internal council services.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
		2016/17	Inflation	Other	2017/18	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C1691Q	Public Health Management	(21,879)	4	1,177	(20,698)	(5)
C1692Q	Sexual and Reproductive Health	4,498	2	422	4,922	9
C1693Q	Health Protection	605	3	(103)	505	(17)
C1694Q	Behaviour Change	1,713	3	24	1,740	2
C1695Q	Children Public Health Programmes	7,905	2	(801)	7,106	(10)
C1696Q	Targeted Public Health Projects	2,062	7	289	2,358	14
C1697Q	Substance Misuse	4,676	4	(1,106)	3,574	(24)
C1698Q	Wider Determinants	420	-	73	493	17
	<b>TOTAL NET SPEND</b>	-	25	(25)	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Public Health	34.8	21.2	(13.6)
<b>TOTAL FTE STAFF</b>	<b>34.8</b>	<b>21.2</b>	<b>(13.6)</b>

COST CENTRE: C1662P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
882	Employees	2,450	25	(1,092)	1,383	(44)
-	- Premises related expenditure	2	-	38	40	1,900
100	Supplies and Services	705	-	(234)	471	(33)
3,963	Third Party Payments	11,992	-	6,161	18,153	51
-	- Transfer Payments	5,997	-	(5,997)	-	(100)
-	- Transport related expenditure	6	-	(6)	-	(100)
16	Recharges from other services	1,599	-	(222)	1,377	(14)
4,961	<b>TOTAL EXPENDITURE</b>	22,751	25	(1,352)	21,424	(6)
-	- Government Grants	(22,466)	-	554	(21,912)	(2)
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(285)	Recharges to other services	(285)	-	170	(115)	(60)
(285)	<b>TOTAL INCOME</b>	(22,751)	-	724	(22,027)	(3)
4,676	<b>NET CONTROLLABLE COST</b>	-	25	(628)	(603)	n/a
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	603	603	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	603	603	n/a
4,676	<b>NET COST OF SERVICE</b>	-	25	(25)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,676	<b>TOTAL NET EXPENDITURE</b>	-	25	(25)	-	n/a

COST CENTRE: C1691Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	400	4	(386)	18	(96)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	76	-	(26)	50	(34)
-	Third Party Payments	(119)	-	(193)	(312)	162
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	6	-	(6)	-	(100)
-	Recharges from other services	224	-	631	855	282
-	<b>TOTAL EXPENDITURE</b>	<b>587</b>	<b>4</b>	<b>20</b>	<b>611</b>	<b>4</b>
-	Government Grants	(22,466)	-	554	(21,912)	(2)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	<b>(22,466)</b>	<b>-</b>	<b>554</b>	<b>(21,912)</b>	<b>(2)</b>
-	<b>NET CONTROLLABLE COST</b>	<b>(21,879)</b>	<b>4</b>	<b>574</b>	<b>(21,301)</b>	<b>(3)</b>
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	603	603	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	<b>-</b>	<b>-</b>	<b>603</b>	<b>603</b>	<b>n/a</b>
-	<b>NET COST OF SERVICE</b>	<b>(21,879)</b>	<b>4</b>	<b>1,177</b>	<b>(20,698)</b>	<b>(5)</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>(21,879)</b>	<b>4</b>	<b>1,177</b>	<b>(20,698)</b>	<b>(5)</b>

**\* 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)	603
Reduction in Public Health Funding Grant (DOH)	555
Minor variations	19
	1,177
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,177</b>

COST CENTRE: C1692Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	169	2	22	193	14
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	4,084	-	645	4,729	16
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	245	-	(245)	-	(100)
-	<b>TOTAL EXPENDITURE</b>	<b>4,498</b>	<b>2</b>	<b>422</b>	<b>4,922</b>	<b>9</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
-	<b>NET CONTROLLABLE COST</b>	<b>4,498</b>	<b>2</b>	<b>422</b>	<b>4,922</b>	<b>9</b>
-	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>NET COST OF SERVICE</b>	<b>4,498</b>	<b>2</b>	<b>422</b>	<b>4,922</b>	<b>9</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>4,498</b>	<b>2</b>	<b>422</b>	<b>4,922</b>	<b>9</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Realignment of Department budget						22
Increase in costs in relation to Sexual and Reproductive activity in 2017/18						645
Reallocation of Recharges to reflect activities in 2017/18						(245)
						422
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>422</b>



COST CENTRE: C1693Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	233	3	(44)	192	(18)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	331	-	(331)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	41	-	272	313	663
-	<b>TOTAL EXPENDITURE</b>	605	3	(103)	505	(17)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	605	3	(103)	505	(17)
-	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>	605	3	(103)	505	(17)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	605	3	(103)	505	(17)
<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 Department budget						(44)
Reduction to reflect expected activity in 2017/18						(331)
Reallocation of Recharges to reflect activities in 2017/18						272
						(103)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(103)</b>

COST CENTRE: C1694Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	219	3	(14)	208	(5)
-	Premises related expenditure	-	-	40	40	n/a
-	Supplies and Services	5	-	57	62	1,140
-	Third Party Payments	1,397	-	(305)	1,092	(22)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	92	-	246	338	267
-	<b>TOTAL EXPENDITURE</b>	<b>1,713</b>	<b>3</b>	<b>24</b>	<b>1,740</b>	<b>2</b>
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
-	<b>NET CONTROLLABLE COST</b>	<b>1,713</b>	<b>3</b>	<b>24</b>	<b>1,740</b>	<b>2</b>
-	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>NET COST OF SERVICE</b>	<b>1,713</b>	<b>3</b>	<b>24</b>	<b>1,740</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>TOTAL NET EXPENDITURE</b>	<b>1,713</b>	<b>3</b>	<b>24</b>	<b>1,740</b>	<b>2</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>						-
Minor variations						24
						24
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>24</b>

PEOPLE  
PUBLIC HEALTH  
CHILDREN PUBLIC HEALTH PROGRAMME

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1695Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	305	2	(114)	193	(37)
-	Premises related expenditure	2	-	(2)	-	(100)
-	Supplies and Services	124	-	(124)	-	(100)
-	Third Party Payments	1,164	-	5,671	6,835	487
-	Transfer Payments	5,997	-	(5,997)	-	(100)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	313	-	(235)	78	(75)
-	<b>TOTAL EXPENDITURE</b>	7,905	2	(801)	7,106	(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
-	<b>NET CONTROLLABLE COST</b>	7,905	2	(801)	7,106	(10)
-	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>	7,905	2	(801)	7,106	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	7,905	2	(801)	7,106	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Realignment of Department budget						(240)
Decrease in Children Social Care activity in 2017/18						(326)
Reallocation of Recharges to reflect activities in 2017/18						(235)
						(801)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(801)</b>

COST CENTRE: C1696Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	687	7	(501)	193	(72)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	467	-	(108)	359	(23)
-	Third Party Payments	809	-	1,291	2,100	160
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	99	-	(393)	(294)	(397)
-	<b>TOTAL EXPENDITURE</b>	2,062	7	289	2,358	14
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	2,062	7	289	2,358	14
-	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>	2,062	7	289	2,358	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
-	<b>TOTAL NET EXPENDITURE</b>	2,062	7	289	2,358	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Realignment of Department budget						(609)
Increase in Adult Social Care activity in 2017/18						1,291
Reallocation of Recharges to reflect activities in 2017/18						(393)
						289
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>289</b>

COST CENTRE: C1697Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
882	Employees	437	4	(248)	193	(56)
-	Premises related expenditure	-	-	-	-	n/a
100	Supplies and Services	31	-	(31)	-	(100)
3,963	Third Party Payments	3,963	-	(554)	3,409	(14)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
16	Recharges from other services	530	-	(443)	87	(84)
4,961	<b>TOTAL EXPENDITURE</b>	4,961	4	(1,276)	3,689	(26)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(285)	Recharges to other services	(285)	-	170	(115)	(60)
(285)	<b>TOTAL INCOME</b>	(285)	-	170	(115)	(60)

4,676	<b>NET CONTROLLABLE COST</b>	4,676	4	(1,106)	3,574	(24)
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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

4,676	<b>NET COST OF SERVICE</b>	4,676	4	(1,106)	3,574	(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

4,676	<b>TOTAL NET EXPENDITURE</b>	4,676	4	(1,106)	3,574	(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>	-
	-
	-
	-
<u>Other resource changes</u>	-
Reduction in Mayor's Office for Policing and Crime (MOPAC) funding	170
Reallocation of Recharges to reflect activities in 2017/18	(443)
Realignment of Department Budget	(585)
Reduction to reflect expected activity in 2017/18	(248)
	(1,106)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(1,106)</b>

PEOPLE  
PUBLIC HEALTH  
WIDER DETERMINANTS

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1698Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	193	193	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	2	-	(2)	-	(100)
-	Third Party Payments	363	-	(63)	300	(17)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	55	-	(55)	-	(100)
-	<b>TOTAL EXPENDITURE</b>	420	-	73	493	17
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	420	-	73	493	17
-	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>	420	-	73	493	17
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	420	-	73	493	17
<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 Department budget						193
Reduction in Foodflagship contract						(55)
Reduction in Public Health contracts to reflect activity in 2017/18						(65)
						73
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>73</b>

**PLACE**

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## KEY SERVICE TARGETS / PRIORITIES FOR 2017/18

The priorities across the department are to:

- 1) Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.
- 2) Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Health, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.
- 3) Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.
- 4) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- 5) 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.
- 6) Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
- 7) Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and vibrant destination for visitors which is attractive to investors now and in the future.
- 8) Drive out improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.
- 9) Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.
- 10) 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 2015/16 £000	ORIGINAL 2016/17 £000	FORECAST 2016/17 £000	BUDGET 2017/18 £000	% CHANGE %
Employees	22,326	21,325	20,465	21,766	6
Premises related expenditure	5,805	3,188	2,762	1,597	(42)
Supplies and Services	45,408	15,481	16,110	14,890	(8)
Third Party Payments	3,198	23,418	23,448	25,690	10
Transfer Payments	3	-	-	-	n/a
Transport related expenditure	525	734	675	331	(51)
Capital Charges	16,378	10,857	10,857	10,185	(6)
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	13,843	-	-	-	n/a
Corporate support services bought in	-	8,388	9,310	7,594	(18)
Recharges (to) / from other services	76	(6,989)	(7,155)	(8,791)	23
<b>TOTAL EXPENDITURE</b>	<b>107,562</b>	<b>76,402</b>	<b>76,472</b>	<b>73,262</b>	<b>(4)</b>
Government Grants	(10,633)	-	(146)	-	(100)
Other Grants, reimbursements and contributions	-	(346)	(1,634)	(646)	(60)
Fees and Charges	(27,929)	-	-	-	n/a
Customer and Client Receipts	(12,083)	(24,304)	(24,712)	(25,745)	4
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(50,645)</b>	<b>(24,650)</b>	<b>(26,492)</b>	<b>(26,391)</b>	<b>(0)</b>
<b>NET EXPENDITURE</b>	<b>56,917</b>	<b>51,752</b>	<b>49,980</b>	<b>46,871</b>	<b>(6)</b>
Contributions to / (from) Reserves	12,837	-	43	-	(100)
<b>CURRENT BUDGET</b>	<b>74,609</b>		<b>50,475</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(4,855)</b>		<b>(452)</b>		

## TOP FINANCIAL RISKS 2017/18

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 17/18 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 King	Cabinet Member for Transport and Environment
Councillor Butler	Cabinet Member for Homes, Regeneration and Planning
Councillor Collins	Cabinet Member for Clean Green Croydon
Councillor Ali	Cabinet Member for Communities, Safety and Justice
Councillor Godfrey	Cabinet Member for Culture, Leisure and Sport
Councillor Watson	Cabinet Member for Economy and Jobs

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Shifa Mustafa	Executive Director of Place	47575
Steve Iles	Director - Streets	52821
Colm Lacey	Director - Development	47367
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Stephen Tate	Director - District Centres and Regeneration	47446
Andy Opie	Director - Safety	65686
Paula Murray	Creative Director	47117
Lee Parker	Director - Growth	47052

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2016/17 £000's	DIVISION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
47,822	Streets	48,129	543	(2,652)	46,020	(4)
968	Development	719	14	510	1,243	73
2,521	Planning & Strategic Transport	3,303	32	(1,194)	2,141	(35)
1,920	District Centres and Regeneration	2,752	18	(1,044)	1,726	(37)
(3,092)	Safety	(3,151)	77	(1,185)	(4,259)	35
(116)	Place Directorate	-	3	(3)	-	n/a
50,023	<b>TOTAL NET SPEND</b>	51,752	687	(5,568)	46,871	(9)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE FTE STAFF
Streets	95.0	92.0	(3.0)
Development	25.0	23.0	(2.0)
Planning & Strategic Transport	90.2	89.0	(1.2)
District Centres and Regeneration	34.0	34.4	0.4
Safety	236.9	235.9	(1.0)
Place Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	482.1	475.3	(6.8)

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,465	Employees	21,325	205	236	21,766	2
2,762	Premises related expenditure	3,188	-	(1,591)	1,597	(50)
16,110	Supplies and Services	15,481	227	(818)	14,890	(4)
23,448	Third Party Payments	23,418	303	1,969	25,690	10
-	Transfer Payments	-	-	-	-	n/a
675	Transport related expenditure	734	-	(403)	331	(55)
6,529	Recharges from other services	6,064	-	(1,080)	4,984	(18)
69,989	<b>TOTAL EXPENDITURE</b>	70,210	735	(1,687)	69,258	(1)
(146)	Government Grants	-	-	-	-	n/a
(1,634)	Other Grants, reimbursements and contributions	(346)	-	(300)	(646)	87
(24,712)	Customer and Client Receipts	(24,304)	(48)	(1,393)	(25,745)	6
-	Interest Receivable	-	-	-	-	n/a
(13,684)	Recharges to other services	(13,053)	-	(722)	(13,775)	6
(40,176)	<b>TOTAL INCOME</b>	(37,703)	(48)	(2,415)	(40,166)	7
29,813	<b>NET CONTROLLABLE COST</b>	32,507	687	(4,102)	29,092	(11)
10,857	Capital Charges	10,857	-	(672)	10,185	(6)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,310	Corporate support services bought in	8,388	-	(794)	7,594	(9)
20,167	<b>TOTAL UNCONTROLLABLE COST</b>	19,245	-	(1,466)	17,779	(8)
49,980	<b>NET COST OF SERVICE</b>	51,752	687	(5,568)	46,871	(9)
43	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
43	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
50,023	<b>TOTAL NET EXPENDITURE</b>	51,752	687	(5,568)	46,871	(9)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						925
Strategic budget - agreed additional income / savings						(1,907)
Other resource changes						(4,586)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5,568)</b>



**SERVICE DESCRIPTION**

The Streets Division comprise Highway services, 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.

The streets division is a contract hub for the place department and manages a number of the tier 1 contracts for the council.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A)	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D)	% CHANGE (E)
		£000's	Inflation (B) £000's	Other (C) £000's	£000's	%
C1102Q	Parking Infrastructure	384	3	49	436	14
C1103Q	Highways	13,717	41	(939)	12,819	(7)
C1104Q	Environment & Waste	34,028	499	(1,762)	32,765	(4)
<b>TOTAL NET SPEND</b>		<b>48,129</b>	<b>543</b>	<b>(2,652)</b>	<b>46,020</b>	<b>(4)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Parking Infrastructure	7.0	7.0	-
Highways	53.0	53.0	-
Environment & Waste	35.0	32.0	(3.0)
<b>TOTAL FTE STAFF</b>	<b>95.0</b>	<b>92.0</b>	<b>(3.0)</b>

COST CENTRE: C1110P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,777	Employees	4,041	39	81	4,161	3
1,925	Premises related expenditure	2,174	-	(905)	1,269	(42)
12,822	Supplies and Services	12,292	226	(178)	12,340	0
22,247	Third Party Payments	22,419	303	2,210	24,932	11
-	Transfer Payments	-	-	-	-	n/a
410	Transport related expenditure	432	-	(336)	96	(78)
1,557	Recharges from other services	1,330	-	(218)	1,112	(16)
42,738	<b>TOTAL EXPENDITURE</b>	42,688	568	654	43,910	3
(146)	Government Grants	-	-	-	-	n/a
(98)	Other Grants, reimbursements and contributions	(102)	-	-	(102)	-
(5,784)	Customer and Client Receipts	(5,921)	(25)	(681)	(6,627)	12
-	Interest Receivable	-	-	-	-	n/a
(2,144)	Recharges to other services	(1,792)	-	(1,322)	(3,114)	74
(8,172)	<b>TOTAL INCOME</b>	(7,815)	(25)	(2,003)	(9,843)	26
34,566	<b>NET CONTROLLABLE COST</b>	34,873	543	(1,349)	34,067	(2)
10,250	Capital Charges	10,250	-	(786)	9,464	(8)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,006	Corporate support services bought in	3,006	-	(517)	2,489	(17)
13,256	<b>TOTAL UNCONTROLLABLE COST</b>	13,256	-	(1,303)	11,953	(10)
47,822	<b>NET COST OF SERVICE</b>	48,129	543	(2,652)	46,020	(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
47,822	<b>TOTAL NET EXPENDITURE</b>	48,129	543	(2,652)	46,020	(4)

PLACE  
STREETS  
PARKING INFRASTRUCTURE

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1102Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
269	Employees	306	4	10	320	5
-	- Premises related expenditure	-	-	-	-	n/a
106	Supplies and Services	112	-	-	112	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	3	-	-	3	-
22	Recharges from other services	22	-	(13)	9	(59)
397	<b>TOTAL EXPENDITURE</b>	443	4	(3)	444	0
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(84)	Customer and Client Receipts	(59)	(1)	(20)	(80)	36
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(84)	<b>TOTAL INCOME</b>	(59)	(1)	(20)	(80)	36
313	<b>NET CONTROLLABLE COST</b>	384	3	(23)	364	(5)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	72	72	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	72	72	n/a
313	<b>NET COST OF SERVICE</b>	384	3	49	436	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
313	<b>TOTAL NET EXPENDITURE</b>	384	3	49	436	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Strategic budget - agreed additional income / savings						-
Other resource changes						
Corporate Support Charges						72
Directorate Recharges						(13)
Employees - Inflationary Increases						10
Customer and Clients Receipts - Additional Traffic Management Income						(20)
						49
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>49</b>

COST CENTRE: C1103Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,097	Employees	2,259	22	80	2,361	5
992	Premises related expenditure	880	-	(286)	594	(33)
878	Supplies and Services	513	-	19	532	4
3,056	Third Party Payments	3,028	21	-	3,049	1
-	Transfer Payments	-	-	-	-	n/a
59	Transport related expenditure	74	-	(28)	46	(38)
758	Recharges from other services	536	-	(131)	405	(24)
7,840	<b>TOTAL EXPENDITURE</b>	7,290	43	(346)	6,987	(4)
(146)	Government Grants	-	-	-	-	n/a
(91)	Other Grants, reimbursements and contributions	(95)	-	-	(95)	-
(2,459)	Customer and Client Receipts	(2,462)	(2)	16	(2,448)	(1)
-	Interest Receivable	-	-	-	-	n/a
(1,138)	Recharges to other services	(786)	-	(74)	(860)	9
(3,834)	<b>TOTAL INCOME</b>	(3,343)	(2)	(58)	(3,403)	2
4,006	<b>NET CONTROLLABLE COST</b>	3,947	41	(404)	3,584	(9)
8,703	Capital Charges	8,703	-	(391)	8,312	(4)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,067	Corporate support services bought in	1,067	-	(144)	923	(13)
9,770	<b>TOTAL UNCONTROLLABLE COST</b>	9,770	-	(535)	9,235	(5)
13,776	<b>NET COST OF SERVICE</b>	13,717	41	(939)	12,819	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
13,776	<b>TOTAL NET EXPENDITURE</b>	13,717	41	(939)	12,819	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(257)
Street Lighting Energy Savings						(257)
<u>Other resource changes</u>						
Capital Charges						(391)
Corporate Support Charges						(144)
Directorate Recharge						(131)
Employees - Inflationary Increases						80
Recharges to Other Services - Realignment of recharges to capital						(74)
Other minor variations						(22)
						(682)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(939)</b>



COST CENTRE: C1104Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,411	Employees	1,476	13	(9)	1,480	0
933	Premises related expenditure	1,294	-	(619)	675	(48)
11,838	Supplies and Services	11,667	226	(197)	11,696	0
19,191	Third Party Payments	19,391	282	2,210	21,883	13
-	Transfer Payments	-	-	-	-	n/a
351	Transport related expenditure	355	-	(308)	47	(87)
777	Recharges from other services	772	-	(74)	698	(10)
34,501	<b>TOTAL EXPENDITURE</b>	34,955	521	1,003	36,479	4
-	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(3,241)	Customer and Client Receipts	(3,400)	(22)	(677)	(4,099)	21
-	Interest Receivable	-	-	-	-	n/a
(1,006)	Recharges to other services	(1,006)	-	(1,248)	(2,254)	124
(4,254)	<b>TOTAL INCOME</b>	(4,413)	(22)	(1,925)	(6,360)	44
30,247	<b>NET CONTROLLABLE COST</b>	30,542	499	(922)	30,119	(1)
1,547	Capital Charges	1,547	-	(395)	1,152	(26)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,939	Corporate support services bought in	1,939	-	(445)	1,494	(23)
3,486	<b>TOTAL UNCONTROLLABLE COST</b>	3,486	-	(840)	2,646	(24)
33,733	<b>NET COST OF SERVICE</b>	34,028	499	(1,762)	32,765	(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
33,733	<b>TOTAL NET EXPENDITURE</b>	34,028	499	(1,762)	32,765	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Waste service growth						275
Revenue Investment in Street Cleaning service, in addition to capital investment in technology and equipment						650
						925
<u>Strategic budget - agreed additional income / savings</u>						
Additional trade waste income						(200)
Savings as a result of the investment in street cleaning service and equipment						(650)
						(850)
<u>Other resource changes</u>						
Capital Charges						(397)
Corporate Support Charges						(445)
Directorate Recharges						(74)
Premises -Energy Costs Centralisation						(191)
Premises -Business Rates Centralisation						(381)
Transport - Reduction in Bin Leasing Budget contract hire term completed						(297)
Supplies and Services - Fixed Fee Centralisation						(177)
Budget Realignments to align with new SLWP budget						74
Other minor variations						51
						(1,837)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,762)</b>



**SERVICE DESCRIPTION**

The Development Division:

Maximises the Council's ability to act as a developer and generate financial return to the Council;  
 Ensures that businesses and residents benefit from the regeneration, growth and investment in the borough;  
 Positions the borough as a place where businesses can grow, develop and locate safeguarding or increasing the number of jobs in the borough  
 Delivery major public realm schemes, particularly in the metropolitan centre.

In 2017/18 the Division's priorities are to:

Deliver new homes through Brick by Brick the Council's Development Company, and with other key partners;  
 Deliver key development projects including New Addington Leisure Centre and refurbishment of Fairfield Halls as part of the wider cultural quarter scheme;  
 Complete transformational public realm schemes in the Connected Croydon programme;  
 Deliver Croydon Works, the Council's Job Brokerage service, a high quality free to use recruitment service for employers that supports residents into jobs created by regeneration and investment by creating preferential routes to work;  
 Ensure that residents have the skills that employers want and which position our businesses to drive economic growth;  
 Ensure that businesses, residents and visitors are aware of changes and developments in the borough and can benefit from the opportunities afforded by development and growth;  
 Bring new investors and businesses into the borough increasing the number of jobs in Croydon – diversifying and growing our economy.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	319	4	808	1,131	255
C1106Q	Development	145	8	(435)	(282)	(294)
C1107Q	Design & Feasibility	92	1	120	213	132
C1126Q	Development Directorate	163	1	17	181	11
<b>TOTAL NET SPEND</b>		<b>719</b>	<b>14</b>	<b>510</b>	<b>1,243</b>	<b>73</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Employment & Investment	6.0	11.0	5.0
Development	17.0	8.0	(9.0)
Design & Feasibility	1.0	3.0	2.0
Development Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	<b>25.0</b>	<b>23.0</b>	<b>(2.0)</b>

**COST CENTRE: C1115P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,464	Employees	1,592	14	14	1,620	2
-	Premises related expenditure	-	-	-	-	n/a
459	Supplies and Services	66	-	-	66	-
281	Third Party Payments	35	-	250	285	714
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	1	-	-	1	-
255	Recharges from other services	258	-	(60)	198	(23)
2,465	<b>TOTAL EXPENDITURE</b>	1,952	14	204	2,170	11
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(90)	Customer and Client Receipts	(90)	-	90	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,407)	Recharges to other services	(1,143)	-	(103)	(1,246)	9
(1,497)	<b>TOTAL INCOME</b>	(1,233)	-	(13)	(1,246)	1
968	<b>NET CONTROLLABLE COST</b>	719	14	191	924	29
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	319	319	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	319	319	n/a
968	<b>NET COST OF SERVICE</b>	719	14	510	1,243	73
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
968	<b>TOTAL NET EXPENDITURE</b>	719	14	510	1,243	73

PLACE  
DEVELOPMENT  
EMPLOYMENT & INVESTMENT

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1105Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
427	Employees	423	4	196	623	47
-	Premises related expenditure	-	-	-	-	n/a
223	Supplies and Services	23	-	-	23	-
250	Third Party Payments	4	-	250	254	6,250
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
94	Recharges from other services	94	-	(12)	82	(13)
995	<b>TOTAL EXPENDITURE</b>	544	4	434	982	81
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(90)	Customer and Client Receipts	(90)	-	90	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(335)	Recharges to other services	(135)	-	135	-	(100)
(425)	<b>TOTAL INCOME</b>	(225)	-	225	-	(100)

570	<b>NET CONTROLLABLE COST</b>	319	4	659	982	208
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	149	149	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	149	149	n/a

570	<b>NET COST OF SERVICE</b>	319	4	808	1,131	255
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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>	319	4	808	1,131	255
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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 Support Charges	149
Directorate Recharges	(12)
Employees - Divisional budget realignment	196
Third Party Payments - Transfer of Culture Growth Fund Budget from the People Dept to the Place Dept (PED 3.4)	250
Customer and Client Receipts - Reduced fee income	90
Recharges to Other Services - Reduction in recharges to capital	135
	808
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>808</b>

COST CENTRE: C1106Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
806	Employees	937	8	(259)	686	(27)
-	Premises related expenditure	-	-	-	-	n/a
225	Supplies and Services	32	-	-	32	-
19	Third Party Payments	19	-	-	19	-
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	1	-	-	1	-
161	Recharges from other services	164	-	(53)	111	(32)
1,216	<b>TOTAL EXPENDITURE</b>	1,153	8	(312)	849	(26)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,072)	Recharges to other services	(1,008)	-	(238)	(1,246)	24
(1,072)	<b>TOTAL INCOME</b>	(1,008)	-	(238)	(1,246)	24
144	<b>NET CONTROLLABLE COST</b>	145	8	(550)	(397)	(374)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	115	115	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	115	115	n/a
144	<b>NET COST OF SERVICE</b>	145	8	(435)	(282)	(294)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
144	<b>TOTAL NET EXPENDITURE</b>	145	8	(435)	(282)	(294)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Corporate Support Charges						115
Directorate Recharges						(53)
Employees - Divisional budget realignment						(259)
Recharges to Other Services - Additional recharges to capital						(238)
						-
						(435)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(435)</b>

COST CENTRE: C1107Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
81	Employees	82	1	78	161	96
-	Premises related expenditure	-	-	-	-	n/a
8	Supplies and Services	8	-	-	8	-
2	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	4	4	n/a
91	<b>TOTAL EXPENDITURE</b>	92	1	82	175	90
-	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
91	<b>NET CONTROLLABLE COST</b>	92	1	82	175	90
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	38	38	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	38	38	n/a
91	<b>NET COST OF SERVICE</b>	92	1	120	213	132
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
91	<b>TOTAL NET EXPENDITURE</b>	92	1	120	213	132
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Corporate Support Charges						38
Directorate Recharges						4
Employees - Divisional budget realignment						78
						-
						-
						120
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>120</b>

COST CENTRE: C1126Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
150	Employees	150	1	(1)	150	-
-	- Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
10	Third Party Payments	10	-	-	10	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	1	1	n/a
163	<b>TOTAL EXPENDITURE</b>	163	1	-	164	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

163	<b>NET CONTROLLABLE COST</b>	163	1	-	164	1
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	-	-	17	17	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	17	17	n/a

163	<b>NET COST OF SERVICE</b>	163	1	17	181	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

163	<b>TOTAL NET EXPENDITURE</b>	163	1	17	181	11
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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>	-
<u>Other minor variations</u>	17
	-
	-
	-
	17
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>17</b>



**SERVICE DESCRIPTION**

The Planning & Strategic Transport 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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	522	-	(107)	415	(20)
C1109Q	Development Management	1,388	21	(982)	427	(69)
C1110Q	Spatial Planning	1,055	8	(86)	977	(7)
C1111Q	Strategic Transport	338	3	(19)	322	(5)
<b>TOTAL NET SPEND</b>		<b>3,303</b>	<b>32</b>	<b>(1,194)</b>	<b>2,141</b>	<b>(35)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Building Control	21.6	22.0	0.4
Development Management	47.6	46.0	(1.6)
Spatial Planning	17.0	17.0	-
Strategic Transport	4.0	4.0	-
<b>TOTAL FTE STAFF</b>	<b>90.2</b>	<b>89.0</b>	<b>(1.2)</b>

**COST CENTRE: C1120P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,246	Employees	4,288	43	245	4,576	7
4	Premises related expenditure	-	-	-	-	n/a
439	Supplies and Services	352	-	-	352	-
25	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
31	Transport related expenditure	37	-	-	37	-
2,029	Recharges from other services	1,743	-	(20)	1,723	(1)
<b>6,774</b>	<b>TOTAL EXPENDITURE</b>	<b>6,445</b>	<b>43</b>	<b>225</b>	<b>6,713</b>	<b>4</b>
-	Government Grants	-	-	-	-	n/a
(210)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,897)	Customer and Client Receipts	(3,173)	(11)	(706)	(3,890)	23
-	Interest Receivable	-	-	-	-	n/a
(1,720)	Recharges to other services	(1,550)	-	(335)	(1,885)	22
(5,827)	<b>TOTAL INCOME</b>	<b>(4,723)</b>	<b>(11)</b>	<b>(1,041)</b>	<b>(5,775)</b>	<b>22</b>
<b>947</b>	<b>NET CONTROLLABLE COST</b>	<b>1,722</b>	<b>32</b>	<b>(816)</b>	<b>938</b>	<b>(46)</b>
9	Capital Charges	9	-	-	9	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,572	Corporate support services bought in	1,572	-	(378)	1,194	(24)
<b>1,581</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,581</b>	<b>-</b>	<b>(378)</b>	<b>1,203</b>	<b>(24)</b>
<b>2,528</b>	<b>NET COST OF SERVICE</b>	<b>3,303</b>	<b>32</b>	<b>(1,194)</b>	<b>2,141</b>	<b>(35)</b>
(7)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(7)	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>2,521</b>	<b>TOTAL NET EXPENDITURE</b>	<b>3,303</b>	<b>32</b>	<b>(1,194)</b>	<b>2,141</b>	<b>(35)</b>

COST CENTRE: C1108Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
822	Employees	1,094	11	(2)	1,103	1
2	Premises related expenditure	-	-	-	-	n/a
73	Supplies and Services	83	-	-	83	-
3	Third Party Payments	3	-	-	3	-
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	-	28	-
1,200	Recharges from other services	1,182	-	35	1,217	3
2,128	<b>TOTAL EXPENDITURE</b>	2,390	11	33	2,434	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,112)	Customer and Client Receipts	(1,112)	(11)	(76)	(1,199)	8
-	Interest Receivable	-	-	-	-	n/a
(1,062)	Recharges to other services	(1,050)	-	(88)	(1,138)	8
(2,174)	<b>TOTAL INCOME</b>	(2,162)	(11)	(164)	(2,337)	8
(46)	<b>NET CONTROLLABLE COST</b>	228	-	(131)	97	(57)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
294	Corporate support services bought in	294	-	24	318	8
294	<b>TOTAL UNCONTROLLABLE COST</b>	294	-	24	318	8
248	<b>NET COST OF SERVICE</b>	522	-	(107)	415	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
248	<b>TOTAL NET EXPENDITURE</b>	522	-	(107)	415	(20)
<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>						-
Building Control Trading Account - Cost recovery review / shared services savings						(76)
						-
						(76)
<u>Other resource changes</u>						
Other minor variations						(31)
						-
						-
						-
						(31)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(107)</b>

**PLACE  
PLANNING & STRATEGIC TRANSPORT  
DEVELOPMENT MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1109Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,165	Employees	2,096	21	-	2,117	1
-	Premises related expenditure	-	-	-	-	n/a
212	Supplies and Services	141	-	-	141	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	7	-	-	7	-
599	Recharges from other services	406	-	5	411	1
2,978	<b>TOTAL EXPENDITURE</b>	2,650	21	5	2,676	1
-	Government Grants	-	-	-	-	n/a
(125)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,751)	Customer and Client Receipts	(2,010)	-	(630)	(2,640)	31
-	Interest Receivable	-	-	-	-	n/a
(206)	Recharges to other services	(206)	-	-	(206)	-
(3,082)	<b>TOTAL INCOME</b>	(2,216)	-	(630)	(2,846)	28
(104)	<b>NET CONTROLLABLE COST</b>	434	21	(625)	(170)	(139)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
954	Corporate support services bought in	954	-	(357)	597	(37)
954	<b>TOTAL UNCONTROLLABLE COST</b>	954	-	(357)	597	(37)
850	<b>NET COST OF SERVICE</b>	1,388	21	(982)	427	(69)
(7)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(7)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
843	<b>TOTAL NET EXPENDITURE</b>	1,388	21	(982)	427	(69)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Additional Income from Planning Fees						(500)
						(500)
<u>Other resource changes</u>						
Corporate Support Charges						(357)
Directorate Recharges						5
Customer and Client Receipts - Planning Income						(130)
						(482)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(982)</b>

COST CENTRE: C1110Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
733	Employees	814	8	-	822	1
-	Premises related expenditure	-	-	-	-	n/a
110	Supplies and Services	99	-	-	99	-
22	Third Party Payments	22	-	-	22	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
141	Recharges from other services	109	-	(46)	63	(42)
1,007	<b>TOTAL EXPENDITURE</b>	1,045	8	(46)	1,007	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(34)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(215)	Recharges to other services	(202)	-	-	(202)	-
(249)	<b>TOTAL INCOME</b>	(253)	-	-	(253)	-

758	<b>NET CONTROLLABLE COST</b>	792	8	(46)	754	(5)
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6	Capital Charges	6	-	-	6	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
257	Corporate support services bought in	257	-	(40)	217	(16)
263	<b>TOTAL UNCONTROLLABLE COST</b>	263	-	(40)	223	(15)

1,021	<b>NET COST OF SERVICE</b>	1,055	8	(86)	977	(7)
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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

1,021	<b>TOTAL NET EXPENDITURE</b>	1,055	8	(86)	977	(7)
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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 Support Charges	(40)
Directorate Recharges	(46)
	(86)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(86)</b>

COST CENTRE: C1111Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
526	Employees	284	3	247	534	88
2	Premises related expenditure	-	-	-	-	n/a
44	Supplies and Services	29	-	-	29	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
89	Recharges from other services	46	-	(14)	32	(30)
661	<b>TOTAL EXPENDITURE</b>	360	3	233	596	66
-	Government Grants	-	-	-	-	n/a
(85)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(237)	Recharges to other services	(92)	-	(247)	(339)	268
(322)	<b>TOTAL INCOME</b>	(92)	-	(247)	(339)	268

339	<b>NET CONTROLLABLE COST</b>	268	3	(14)	257	(4)
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3	Capital Charges	3	-	-	3	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
67	Corporate support services bought in	67	-	(5)	62	(7)
70	<b>TOTAL UNCONTROLLABLE COST</b>	70	-	(5)	65	(7)

409	<b>NET COST OF SERVICE</b>	338	3	(19)	322	(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

409	<b>TOTAL NET EXPENDITURE</b>	338	3	(19)	322	(5)
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**\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
Strategic budget - agreed pressures / service demands	
	-
Strategic budget - agreed additional income / savings	
	-
Other resource changes	
Other minor variations	(19)
	(19)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(19)</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:

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 the People department 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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C11130	Asset Management & Engagement	624	-	(624)	-	(100)
C11140	Homes & School Improvement	213	5	(175)	43	(80)
C11150	Regeneration & Partnership	1,591	12	(81)	1,522	(4)
C11270	Regeneration Directorate	324	1	(164)	161	(50)
<b>TOTAL NET SPEND</b>		<b>2,752</b>	<b>18</b>	<b>(1,044)</b>	<b>1,726</b>	<b>(37)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Asset Management & Engagement	3.0	-	(3.0)
Homes & School Improvement	8.0	10.0	2.0
Regeneration & Partnership	22.0	23.4	1.4
Regeneration Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	<b>34.0</b>	<b>34.4</b>	<b>0.4</b>

**COST CENTRE: C1125P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,717	Employees	1,995	18	22	2,035	2
332	Premises related expenditure	394	-	(245)	149	(62)
142	Supplies and Services	135	-	(62)	73	(46)
266	Third Party Payments	445	-	(331)	114	(74)
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
417	Recharges from other services	473	-	(190)	283	(40)
<b>2,878</b>	<b>TOTAL EXPENDITURE</b>	<b>3,446</b>	<b>18</b>	<b>(806)</b>	<b>2,658</b>	<b>(23)</b>
-	Government Grants	-	-	-	-	n/a
(528)	Other Grants, reimbursements and contributions	(103)	-	(300)	(403)	291
(278)	Customer and Client Receipts	(245)	-	220	(25)	(90)
-	Interest Receivable	-	-	-	-	n/a
(1,227)	Recharges to other services	(1,409)	-	(65)	(1,474)	5
<b>(2,033)</b>	<b>TOTAL INCOME</b>	<b>(1,757)</b>	<b>-</b>	<b>(145)</b>	<b>(1,902)</b>	<b>8</b>
<b>845</b>	<b>NET CONTROLLABLE COST</b>	<b>1,689</b>	<b>18</b>	<b>(951)</b>	<b>756</b>	<b>(55)</b>
493	Capital Charges	493	-	96	589	19
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
532	Corporate support services bought in	570	-	(189)	381	(33)
<b>1,025</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>1,063</b>	<b>-</b>	<b>(93)</b>	<b>970</b>	<b>(9)</b>
<b>1,870</b>	<b>NET COST OF SERVICE</b>	<b>2,752</b>	<b>18</b>	<b>(1,044)</b>	<b>1,726</b>	<b>(37)</b>
50	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
<b>50</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>1,920</b>	<b>TOTAL NET EXPENDITURE</b>	<b>2,752</b>	<b>18</b>	<b>(1,044)</b>	<b>1,726</b>	<b>(37)</b>



COST CENTRE: C1113Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7	Employees	147	-	(147)	-	(100)
132	Premises related expenditure	132	-	(132)	-	(100)
46	Supplies and Services	46	-	(46)	-	(100)
148	Third Party Payments	331	-	(331)	-	(100)
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	136	-	(136)	-	(100)
334	<b>TOTAL EXPENDITURE</b>	792	-	(792)	-	(100)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(220)	Customer and Client Receipts	(220)	-	220	-	(100)
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(220)	<b>TOTAL INCOME</b>	(220)	-	220	-	(100)
114	<b>NET CONTROLLABLE COST</b>	572	-	(572)	-	(100)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
-	- Corporate support services bought in	52	-	(52)	-	(100)
-	<b>TOTAL UNCONTROLLABLE COST</b>	52	-	(52)	-	(100)
114	<b>NET COST OF SERVICE</b>	624	-	(624)	-	(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
114	<b>TOTAL NET EXPENDITURE</b>	624	-	(624)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of budget to People (see PED 7.9)						50
Transfer of budget to Gateway (see PED 5.8)						(403)
Transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)						(107)
Community Fund centralisation - virement from Place (see RED 9.9)						(75)
Intra-departmental budget realignment						(73)
Other Minor Variations						(16)
						(624)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(624)</b>

**PLACE  
DISTRICT CENTRES AND REGENERATION  
HOMES & SCHOOL IMPROVEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1114Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
460	Employees	488	5	154	647	33
-	- Premises related expenditure	-	-	-	-	n/a
16	Supplies and Services	16	-	(16)	-	(100)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
30	Recharges from other services	30	-	(17)	13	(57)
506	<b>TOTAL EXPENDITURE</b>	534	5	121	660	24
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(441)	Recharges to other services	(432)	-	(209)	(641)	48
(441)	<b>TOTAL INCOME</b>	(432)	-	(209)	(641)	48

65	<b>NET CONTROLLABLE COST</b>	102	5	(88)	19	(81)
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-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
111	Corporate support services bought in	111	-	(87)	24	(78)
111	<b>TOTAL UNCONTROLLABLE COST</b>	111	-	(87)	24	(78)

176	<b>NET COST OF SERVICE</b>	213	5	(175)	43	(80)
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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

176	<b>TOTAL NET EXPENDITURE</b>	213	5	(175)	43	(80)
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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>		-
Corporate Support Charges		(87)
Directorate Recharges		(17)
Recharges to other services - Employee recharges to Capital		(55)
Other Minor variations		(16)
		(175)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(175)</b>

COST CENTRE: C1115Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,115	Employees	1,225	12	-	1,237	1
200	Premises related expenditure	262	-	(113)	149	(43)
78	Supplies and Services	71	-	-	71	-
110	Third Party Payments	106	-	-	106	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
386	Recharges from other services	307	-	(37)	270	(12)
1,893	<b>TOTAL EXPENDITURE</b>	1,975	12	(150)	1,837	(7)
-	Government Grants	-	-	-	-	n/a
(528)	Other Grants, reimbursements and contributions	(103)	-	(300)	(403)	291
(58)	Customer and Client Receipts	(25)	-	-	(25)	-
-	Interest Receivable	-	-	-	-	n/a
(786)	Recharges to other services	(977)	-	144	(833)	(15)
(1,372)	<b>TOTAL INCOME</b>	(1,105)	-	(156)	(1,261)	14

521	<b>NET CONTROLLABLE COST</b>	870	12	(306)	576	(34)
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493	Capital Charges	493	-	96	589	19
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
242	Corporate support services bought in	228	-	129	357	57
735	<b>TOTAL UNCONTROLLABLE COST</b>	721	-	225	946	31

1,256	<b>NET COST OF SERVICE</b>	1,591	12	(81)	1,522	(4)
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50	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
50	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,306	<b>TOTAL NET EXPENDITURE</b>	1,591	12	(81)	1,522	(4)
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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>	
Premises related expenditure - Utilities Centralisation	(113)
Capital Charges	95
Corporate Support Charges	130
Directorate Recharges	(37)
Other Grants, reimbursements and contributions - Public Health Funding	(300)
Recharges to other services - Reduction in recharges to Capital	144
	(81)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(81)</b>

COST CENTRE: C1127Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
135	Employees	135	1	15	151	12
-	- Premises related expenditure	-	-	-	-	n/a
2	Supplies and Services	2	-	-	2	-
8	Third Party Payments	8	-	-	8	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
145	<b>TOTAL EXPENDITURE</b>	145	1	15	161	11
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
145	<b>NET CONTROLLABLE COST</b>	145	1	15	161	11
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
179	Corporate support services bought in	179	-	(179)	-	(100)
179	<b>TOTAL UNCONTROLLABLE COST</b>	179	-	(179)	-	(100)
324	<b>NET COST OF SERVICE</b>	324	1	(164)	161	(50)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
324	<b>TOTAL NET EXPENDITURE</b>	324	1	(164)	161	(50)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
<u>Strategic budget - agreed additional income / savings</u>						
<u>Other resource changes</u>						
Corporate Support Charges						(179)
Minor Variations						15
						(164)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(164)</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 licences for privately rented properties and issues 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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1120Q	Parking	(6,037)	23	(764)	(6,778)	12
C1121Q	Public Protection	(1)	26	(115)	(90)	8,900
C1122Q	Partnership & Intelligence Support	1,643	10	77	1,730	5
C1123Q	Licensing	(131)	3	(60)	(188)	44
C1124Q	Neighbourhood Operations	1,375	15	(323)	1,067	(22)
<b>TOTAL NET SPEND</b>		<b>(3,151)</b>	<b>77</b>	<b>(1,185)</b>	<b>(4,259)</b>	<b>35</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Parking	105.0	105.0	-
Public Protection	67.9	66.9	(1.0)
Partnership & Intelligence Support	26.0	26.0	-
Licensing	8.0	8.0	-
Neighbourhood Operations	30.0	30.0	-
<b>TOTAL FTE STAFF</b>	<b>236.9</b>	<b>235.9</b>	<b>(1.0)</b>

**COST CENTRE: C1130P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
8,963	Employees	9,047	89	59	9,195	2
496	Premises related expenditure	615	-	(281)	334	(46)
2,185	Supplies and Services	1,651	-	353	2,004	21
404	Third Party Payments	269	-	(160)	109	(59)
-	Transfer Payments	-	-	-	-	n/a
224	Transport related expenditure	260	-	(67)	193	(26)
2,219	Recharges from other services	2,208	-	(592)	1,616	(27)
14,491	<b>TOTAL EXPENDITURE</b>	14,050	89	(688)	13,451	(4)
-	Government Grants	-	-	-	-	n/a
(742)	Other Grants, reimbursements and contributions	(141)	-	-	(141)	-
(14,663)	Customer and Client Receipts	(14,870)	(12)	(321)	(15,203)	2
-	Interest Receivable	-	-	-	-	n/a
(5,475)	Recharges to other services	(5,448)	-	-	(5,448)	-
(20,880)	<b>TOTAL INCOME</b>	(20,459)	(12)	(321)	(20,792)	2
(6,389)	<b>NET CONTROLLABLE COST</b>	(6,409)	77	(1,009)	(7,341)	15
105	Capital Charges	105	-	10	115	10
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,192	Corporate support services bought in	3,153	-	(186)	2,967	(6)
3,297	<b>TOTAL UNCONTROLLABLE COST</b>	3,258	-	(176)	3,082	(5)
(3,092)	<b>NET COST OF SERVICE</b>	(3,151)	77	(1,185)	(4,259)	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
(3,092)	<b>TOTAL NET EXPENDITURE</b>	(3,151)	77	(1,185)	(4,259)	35

COST CENTRE: C1120Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,334	Employees	3,449	33	2	3,484	1
244	Premises related expenditure	374	-	(185)	189	(49)
809	Supplies and Services	809	-	282	1,091	35
186	Third Party Payments	46	-	(32)	14	(70)
-	Transfer Payments	-	-	-	-	n/a
87	Transport related expenditure	111	-	(24)	87	(22)
783	Recharges from other services	783	-	(272)	511	(35)
5,443	<b>TOTAL EXPENDITURE</b>	5,572	33	(229)	5,376	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(13,284)	Customer and Client Receipts	(13,234)	(10)	(276)	(13,520)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(13,284)	<b>TOTAL INCOME</b>	(13,234)	(10)	(276)	(13,520)	2
(7,841)	<b>NET CONTROLLABLE COST</b>	(7,662)	23	(505)	(8,144)	6
93	Capital Charges	93	-	(7)	86	(8)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,559	Corporate support services bought in	1,532	-	(252)	1,280	(16)
1,652	<b>TOTAL UNCONTROLLABLE COST</b>	1,625	-	(259)	1,366	(16)
(6,189)	<b>NET COST OF SERVICE</b>	(6,037)	23	(764)	(6,778)	12
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(6,189)	<b>TOTAL NET EXPENDITURE</b>	(6,037)	23	(764)	(6,778)	12
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						
Strategic budget - agreed additional income / savings						
Additional P&D and Permit Income from New CPZ (Controlled Parking Zone) schemes.						(64)
Efficiencies delivered through implementation of postal tracking software.						(30)
						(94)
<u>Other resource changes</u>						
Capital Charges						(7)
Corporate Support Charges						(252)
Directorate Recharges						(272)
Customer and Client Receipts - Additional income delivered through P & D replacement programme.						(129)
Other minor variations						(10)
						(670)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(764)</b>

COST CENTRE: C1121Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,426	Employees	2,662	26	(88)	2,600	(2)
127	Premises related expenditure	129	-	(21)	108	(16)
159	Supplies and Services	156	-	22	178	14
21	Third Party Payments	26	-	(11)	15	(42)
-	Transfer Payments	-	-	-	-	n/a
37	Transport related expenditure	42	-	(31)	11	(74)
652	Recharges from other services	652	-	(161)	491	(25)
3,422	<b>TOTAL EXPENDITURE</b>	3,667	26	(290)	3,403	(7)
-	Government Grants	-	-	-	-	n/a
(139)	Other Grants, reimbursements and contributions	(140)	-	-	(140)	-
(262)	Customer and Client Receipts	(362)	-	-	(362)	-
-	Interest Receivable	-	-	-	-	n/a
(3,765)	Recharges to other services	(3,765)	-	-	(3,765)	-
(4,166)	<b>TOTAL INCOME</b>	(4,267)	-	-	(4,267)	-
(744)	<b>NET CONTROLLABLE COST</b>	(600)	26	(290)	(864)	44
4	Capital Charges	4	-	-	4	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
599	Corporate support services bought in	595	-	175	770	29
603	<b>TOTAL UNCONTROLLABLE COST</b>	599	-	175	774	29
(141)	<b>NET COST OF SERVICE</b>	(1)	26	(115)	(90)	8,900
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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)	26	(115)	(90)	8,900
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Corporate Support Charges						175
Directorate Recharges						(161)
Employee Expenditure - Eyes and Ears Phase 2 Realignments						(88)
Other minor variations						(41)
						(115)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(115)</b>



COST CENTRE: C1122Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,188	Employees	1,109	11	12	1,132	2
3	Premises related expenditure	3	-	(1)	2	(33)
946	Supplies and Services	404	-	(45)	359	(11)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
41	Transport related expenditure	49	-	(8)	41	(16)
340	Recharges from other services	334	-	(57)	277	(17)
2,518	<b>TOTAL EXPENDITURE</b>	1,899	11	(99)	1,811	(5)
-	Government Grants	-	-	-	-	n/a
(601)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(109)	Customer and Client Receipts	(132)	(1)	-	(133)	1
-	Interest Receivable	-	-	-	-	n/a
(351)	Recharges to other services	(324)	-	-	(324)	-
(1,061)	<b>TOTAL INCOME</b>	(456)	(1)	-	(457)	0
1,457	<b>NET CONTROLLABLE COST</b>	1,443	10	(99)	1,354	(6)
-	Capital Charges	-	-	20	20	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
208	Corporate support services bought in	200	-	156	356	78
208	<b>TOTAL UNCONTROLLABLE COST</b>	200	-	176	376	88
1,665	<b>NET COST OF SERVICE</b>	1,643	10	77	1,730	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,665	<b>TOTAL NET EXPENDITURE</b>	1,643	10	77	1,730	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(65)
Staff savings through restructure of CCTV Team and other associated costs						(65)
Other resource changes						
Capital Charges						20
Corporate Support Charges						156
Directorate Recharges						(57)
Other minor variations						23
						142
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>77</b>

COST CENTRE: C1123Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
333	Employees	318	3	(8)	313	(2)
70	Premises related expenditure	46	-	(19)	27	(41)
222	Supplies and Services	204	-	(24)	180	(12)
20	Third Party Payments	20	-	-	20	-
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	4	-
84	Recharges from other services	79	-	(13)	66	(16)
733	<b>TOTAL EXPENDITURE</b>	671	3	(64)	610	(9)
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	(1)	-	-	(1)	-
(790)	Customer and Client Receipts	(905)	-	-	(905)	-
-	Interest Receivable	-	-	-	-	n/a
(7)	Recharges to other services	(7)	-	-	(7)	-
(798)	<b>TOTAL INCOME</b>	(913)	-	-	(913)	-
(65)	<b>NET CONTROLLABLE COST</b>	(242)	3	(64)	(303)	25
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
111	Corporate support services bought in	111	-	4	115	4
111	<b>TOTAL UNCONTROLLABLE COST</b>	111	-	4	115	4
46	<b>NET COST OF SERVICE</b>	(131)	3	(60)	(188)	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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
46	<b>TOTAL NET EXPENDITURE</b>	(131)	3	(60)	(188)	44
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(20)
Surrey Street waste cost review						(20)
Other resource changes						4
Corporate Support Charges						(13)
Directorate Recharges						(31)
Other minor variations						(40)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(60)</b>

COST CENTRE: C1124Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,682	Employees	1,509	16	141	1,666	10
52	Premises related expenditure	63	-	(55)	8	(87)
49	Supplies and Services	78	-	118	196	151
177	Third Party Payments	177	-	(117)	60	(66)
-	Transfer Payments	-	-	-	-	n/a
55	Transport related expenditure	54	-	(4)	50	(7)
360	Recharges from other services	360	-	(89)	271	(25)
2,375	<b>TOTAL EXPENDITURE</b>	2,241	16	(6)	2,251	0
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(218)	Customer and Client Receipts	(237)	(1)	(45)	(283)	19
-	Interest Receivable	-	-	-	-	n/a
(1,352)	Recharges to other services	(1,352)	-	-	(1,352)	-
(1,571)	<b>TOTAL INCOME</b>	(1,589)	(1)	(45)	(1,635)	3
804	<b>NET CONTROLLABLE COST</b>	652	15	(51)	616	(6)
8	Capital Charges	8	-	(3)	5	(38)
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
715	Corporate support services bought in	715	-	(269)	446	(38)
723	<b>TOTAL UNCONTROLLABLE COST</b>	723	-	(272)	451	(38)
1,527	<b>NET COST OF SERVICE</b>	1,375	15	(323)	1,067	(22)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
1,527	<b>TOTAL NET EXPENDITURE</b>	1,375	15	(323)	1,067	(22)
<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>						
Fixed Penalty Notices - increase in number of notices issued.						(45)
						(45)
<u>Other resource changes</u>						
Capital Charges						(3)
Corporate Support Charges						(269)
Directorate Recharges						(89)
Employee Expenditure - Eyes and Ears Phase 2 Realignments						141
Premises expenditure - Energy Costs Centralisation						(55)
Other minor variations						(3)
						(278)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(323)</b>



**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100Q	Place Directorate	-	3	(3)	-	n/a
	<b>TOTAL NET SPEND</b>	-	3	(3)	-	-

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE
Place Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

COST CENTRE: C1100P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
298	Employees	362	2	(185)	179	(51)
5	Premises related expenditure	5	-	(160)	(155)	(3,200)
63	Supplies and Services	985	1	(931)	55	(94)
225	Third Party Payments	225	-	-	225	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	52	-	-	52	-
643	<b>TOTAL EXPENDITURE</b>	1,629	3	(1,276)	356	(78)
-	Government Grants	-	-	-	-	n/a
(56)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(5)	-	5	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(1,711)	Recharges to other services	(1,711)	-	1,103	(608)	(64)
(1,767)	<b>TOTAL INCOME</b>	(1,716)	-	1,108	(608)	(65)
(1,124)	<b>NET CONTROLLABLE COST</b>	(87)	3	(168)	(252)	190
-	Capital Charges	-	-	8	8	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,008	Corporate support services bought in	87	-	157	244	180
1,008	<b>TOTAL UNCONTROLLABLE COST</b>	87	-	165	252	190
(116)	<b>NET COST OF SERVICE</b>	-	3	(3)	-	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
(116)	<b>TOTAL NET EXPENDITURE</b>	-	3	(3)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Capital Charges						8
Corporate Support Charges						157
Supplies and Services - Centralisation of Insurance						(931)
Premises - Fixed Fee Centralisation						(160)
Recharges to Other Services - Realignment of directorate recharges						1,103
Employees - Digital And Enabling Savings						(183)
Other minor variations						3
						(3)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3)</b>

## RESOURCES

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**KEY SERVICE TARGETS / PRIORITIES FOR 2017/18**

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2017/18 are;

- Continue to support the organisation to deliver VFM and manage its reducing budget
- Transform the back office services to continue to make them more efficient and effective
- Lead on reviewing our third party contracts to ensure they are delivering effectively and our model of contract management is effective
- Further improve collection rates on Council tax and Business rates so strive to be in the top quartile in London
- Lead on the Managing Demand Programme for the council
- Procure a new single partner for legal support whilst moving more legal work in house
- Review our Governance processes to ensure we take a risk base approach to decision making

**FINANCIAL PERFORMANCE****COST CENTRE: C1600N**

DESCRIPTION	ACTUAL 2015/16 £000	ORIGINAL 2016/17 £000	FORECAST 2016/17 £000	BUDGET 2017/18 £000	% CHANGE %
Employees	54,183	36,537	35,950	<b>38,992</b>	8
Premises related expenditure	9,784	9,035	8,758	<b>10,219</b>	17
Supplies and Services	42,684	7,842	20,822	<b>9,609</b>	(54)
Third Party Payments	21,895	28,407	25,020	<b>27,380</b>	9
Transfer Payments	267,777	277,700	277,887	<b>277,869</b>	(0)
Transport related expenditure	285	7,962	7,118	<b>5,949</b>	(16)
Capital Charges	7,156	3,136	3,067	<b>2,990</b>	(3)
Deferred/Intangible Charges	-	3,651	3,651	<b>4,540</b>	24
REFCUS	12,002	-	-	-	n/a
Corporate support services bought in	-	(39,596)	(40,956)	<b>(38,082)</b>	(7)
Recharges (to) / from other services	(57,383)	(10,386)	(11,495)	<b>(12,892)</b>	12
<b>TOTAL EXPENDITURE</b>	<b>358,383</b>	<b>324,288</b>	<b>329,822</b>	<b>326,574</b>	(1)
Government Grants	(277,662)	(276,884)	(276,792)	<b>(276,773)</b>	(0)
Other Grants, reimbursements and contributions	-	(6,826)	(6,634)	<b>(6,230)</b>	(6)
Fees and Charges	(4,097)	-	-	-	n/a
Customer and Client Receipts	(20,436)	(10,511)	(11,792)	<b>(9,428)</b>	(20)
Interest Receivable	-	-	-	-	n/a
<b>TOTAL INCOME</b>	<b>(302,195)</b>	<b>(294,221)</b>	<b>(295,218)</b>	<b>(292,431)</b>	(1)
<b>NET EXPENDITURE</b>	<b>56,188</b>	<b>30,067</b>	<b>34,604</b>	<b>34,143</b>	(1)
Contributions to / (from) Reserves	(6,274)	-	(1,627)	-	(100)
<b>CURRENT BUDGET</b>	<b>36,281</b>		<b>32,084</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>13,633</b>		<b>893</b>		

**TOP FINANCIAL RISKS 2017/18**

1. Delivery of savings targets for 2017/18
2. Capacity to support change across the organisation
3. Demand for services such as SEN transport

**RESOURCES**
**DEPARTMENT SUMMARY**
**CABINET MEMBER**

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Mark Watson	Cabinet Member for Economy and Jobs
Councillor Hamida Ali	Cabinet Member for Communities Safety and Justice

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director of Resources and s151 Officer	61848
Lisa Taylor	Director of Finance, Investment and Risk (Deputy S151 Officer)	61438
Graham Cadle	Director of Customer and Corporate Services	63295
Sarah Ireland	Director of Commissioning and Improvement	62070
Tricia Palmer	Interim Director of HR	61616
Simon Maddocks	Director of Governance	65573
Jacqueline Harris- Baker	Acting Director of Law & Monitoring Officer	62328
Vacant	Director of Strategy and Partnerships	

COST CENTRE	DIVISION
C1600P	Finance, Investment and Risk
C1605P	Customer and Corporate Services
C1610P	Commissioning and Improvement
C1620P	Human Resources
	Governance
	Legal
C1635P	Subsidised Travel
C1655P	Resources Directorate
C1625P	Chief Executive Office - Strategy and Partnership

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2016/17 £000's	DIVISION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
8,110	Finance, Investment and Risk	6,610	43	(5,138)	1,515	(77)
(1,890)	Customer and Corporate Services	(1,853)	277	5,506	3,930	(312)
6,459	Commissioning and Improvement	5,133	115	2,956	8,204	60
257	Human Resources	250	13	(300)	(37)	(115)
4,029	Governance	3,515	23	(643)	2,895	(18)
(1,044)	Legal	(647)	13	(84)	(718)	11
16,151	Subsidised Travel	16,151	-	(553)	15,598	(3)
-	Resources Directorate	-	-	77	77	n/a
905	Chief Executive Office - Strategy and Partnership	908	24	1,747	2,679	195
32,977	<b>TOTAL NET SPEND</b>	30,067	508	3,568	34,143	14

**STAFF ESTABLISHMENT NUMBERS**

DIVISION	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Finance, Investment and Risk	85.5	77.5	(8.0)
Customer and Corporate Services	575.0	609.9	34.9
Commissioning and Improvement	88.9	108.6	19.7
Human Resources	27.9	24.4	(3.5)
Governance	32.9	31.2	(1.7)
Legal	25.1	33.6	8.5
Subsidised Travel	-	-	-
Resources Directorate	-	1.0	1.0
Chief Executive Office - Strategy and Partnership	45.7	43.9	(1.8)
<b>TOTAL FTE STAFF</b>	881.0	930.1	49.1

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
35,950	Employees	36,537	366	2,089	38,992	7
8,758	Premises related expenditure	9,035	-	1,184	10,219	13
20,822	Supplies and Services	7,842	116	1,651	9,609	23
25,020	Third Party Payments	28,407	-	(1,027)	27,380	(4)
277,887	Transfer Payments	277,700	-	169	277,869	0
7,118	Transport related expenditure	7,962	60	(2,073)	5,949	(25)
2,301	Recharges from other services	249	-	(437)	(188)	(176)
377,856	<b>TOTAL EXPENDITURE</b>	367,732	542	1,556	369,830	1
(276,792)	Government Grants	(276,884)	-	111	(276,773)	(0)
(6,634)	Other Grants, reimbursements and contributions	(6,826)	-	596	(6,230)	(9)
(11,792)	Customer and Client Receipts	(10,511)	(34)	1,117	(9,428)	(10)
-	Interest Receivable	-	-	-	-	n/a
(13,796)	Recharges to other services	(10,635)	-	(2,069)	(12,704)	19
(309,014)	<b>TOTAL INCOME</b>	(304,856)	(34)	(245)	(305,135)	0
68,842	<b>NET CONTROLLABLE COST</b>	62,876	508	1,311	64,695	3
3,067	Capital Charges	3,136	-	(146)	2,990	(5)
3,651	Deferred/Intangible Charges	3,651	-	889	4,540	24
-	REFCUS	-	-	-	-	n/a
(40,956)	Corporate support services bought in	(39,596)	-	1,514	(38,082)	(4)
(34,238)	<b>TOTAL UNCONTROLLABLE COST</b>	(32,809)	-	2,257	(30,552)	(7)
34,604	<b>NET COST OF SERVICE</b>	30,067	508	3,568	34,143	14
(1,627)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,627)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
32,977	<b>TOTAL NET EXPENDITURE</b>	30,067	508	3,568	34,143	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						1,121
Strategic budget - agreed additional income / savings						(6,417)
Other resource changes						8,864
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,568</b>



**SERVICE DESCRIPTION**

The Finance, Investment and Risk consists of 4 service areas;  
Financial Services; Pensions and Treasury; Asset Management and Risk, Insurance and Business Continuity;

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

**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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2016/17	Inflation	Other	2017/18	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C1602Q	Financial Services	1,672	29	(1,318)	383	(77)
C1606Q	Insurance, Risk and CPO	308	6	(314)	-	(100)
C1608Q	Treasury and Pensions	490	7	(504)	(7)	(101)
C1610Q	Asset Management	3,862	1	(3,117)	746	(81)
C1642Q	Coroners	278	-	115	393	41
<b>TOTAL NET SPEND</b>		<b>6,610</b>	<b>43</b>	<b>(5,138)</b>	<b>1,515</b>	<b>(77)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Financial Services	59.5	53.8	(5.7)
Insurance, Risk and CPO	10.0	9.0	(1.0)
Treasury and Pensions	11.0	8.7	(2.3)
Asset Management	5.0	6.0	1.0
Coroners	-	-	-
<b>TOTAL FTE STAFF</b>	<b>85.5</b>	<b>77.5</b>	<b>(8.0)</b>

COST CENTRE: C1600P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,625	Employees	4,678	43	(563)	4,158	(11)
4,853	Premises related expenditure	5,102	-	(282)	4,820	(6)
3,040	Supplies and Services	(392)	2	3,369	2,979	(86)
372	Third Party Payments	315	-	68	383	22
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
61	Recharges from other services	278	-	(278)	-	(100)
12,952	<b>TOTAL EXPENDITURE</b>	9,983	45	2,314	12,342	24
-	Government Grants	-	-	-	-	n/a
(409)	Other Grants, reimbursements and contributions	(809)	-	317	(492)	(39)
(2,828)	Customer and Client Receipts	(3,672)	(2)	(691)	(4,365)	19
-	Interest Receivable	-	-	-	-	n/a
(1,679)	Recharges to other services	(450)	-	(1,022)	(1,472)	227
(4,916)	<b>TOTAL INCOME</b>	(4,931)	(2)	(1,396)	(6,329)	28
8,036	<b>NET CONTROLLABLE COST</b>	5,052	43	918	6,013	19
492	Capital Charges	561	-	(174)	387	(31)
99	Deferred/Intangible Charges	99	-	(94)	5	(95)
-	REFCUS	-	-	-	-	n/a
(517)	Corporate support services bought in	898	-	(5,788)	(4,890)	(645)
74	<b>TOTAL UNCONTROLLABLE COST</b>	1,558	-	(6,056)	(4,498)	(389)
8,110	<b>NET COST OF SERVICE</b>	6,610	43	(5,138)	1,515	(77)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,110	<b>TOTAL NET EXPENDITURE</b>	6,610	43	(5,138)	1,515	(77)

COST CENTRE: C1602Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,136	Employees	2,999	29	(375)	2,653	(12)
-	- Premises related expenditure	-	-	-	-	n/a
56	Supplies and Services	56	-	23	79	41
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
3,192	<b>TOTAL EXPENDITURE</b>	3,055	29	(352)	2,732	(11)
-	- Government Grants	-	-	-	-	n/a
(66)	Other Grants, reimbursements and contributions	(66)	-	29	(37)	(44)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(345)	Recharges to other services	(345)	-	125	(220)	(36)
(411)	<b>TOTAL INCOME</b>	(411)	-	154	(257)	(37)
2,781	<b>NET CONTROLLABLE COST</b>	2,644	29	(198)	2,475	(6)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(972)	Corporate support services bought in	(972)	-	(1,120)	(2,092)	115
(972)	<b>TOTAL UNCONTROLLABLE COST</b>	(972)	-	(1,120)	(2,092)	115
1,809	<b>NET COST OF SERVICE</b>	1,672	29	(1,318)	383	(77)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,809	<b>TOTAL NET EXPENDITURE</b>	1,672	29	(1,318)	383	(77)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Deletion of the vacant elements of 3 posts (equivalent to 1 FTE)						(45)
						-
						-
						(45)
<u>Other resource changes</u>						
Deletion of posts from staffing structure under voluntary severance scheme						(69)
3 posts realigned to other services						(238)
Reduction in recharges to other services to reflect reduced staffing costs						154
Increase in corporate support services bought in						(1,120)
						(1,273)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,318)</b>

**RESOURCES  
FINANCE, INVESTMENT AND RISK  
INSURANCE, RISK AND CPO SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1606Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
521	Employees	560	6	(30)	536	(4)
30	Premises related expenditure	-	-	30	30	n/a
2,704	Supplies and Services	(745)	-	3,392	2,647	(455)
(23)	Third Party Payments	-	-	2	2	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	1	2	100
-	Recharges from other services	-	-	-	-	n/a
3,233	<b>TOTAL EXPENDITURE</b>	(184)	6	3,395	3,217	(1,848)
-	Government Grants	-	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(108)	-	43	(65)	(40)
(835)	Customer and Client Receipts	(219)	-	(616)	(835)	281
-	Interest Receivable	-	-	-	-	n/a
(1,206)	Recharges to other services	-	-	(1,206)	(1,206)	n/a
(2,106)	<b>TOTAL INCOME</b>	(327)	-	(1,779)	(2,106)	544
1,127	<b>NET CONTROLLABLE COST</b>	(511)	6	1,616	1,111	(317)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(508)	Corporate support services bought in	819	-	(1,930)	(1,111)	(236)
(508)	<b>TOTAL UNCONTROLLABLE COST</b>	819	-	(1,930)	(1,111)	(236)
619	<b>NET COST OF SERVICE</b>	308	6	(314)	-	(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
619	<b>TOTAL NET EXPENDITURE</b>	308	6	(314)	-	(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>						-
Deletion of 1 Vacant Risk Officer post						(50)
						-
						-
						-
						(50)
<u>Other resource changes</u>						
Centralisation of insurance budgets						1,636
Transfer of LATC insurance budget from People (PED 6.11)						30
Increase in corporate support services bought in						(1,930)
						-
						-
						(264)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(314)</b>



COST CENTRE: C1608Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
662	Employees	782	5	(186)	601	(23)
-	- Premises related expenditure	-	-	-	-	n/a
131	Supplies and Services	70	2	-	72	3
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
793	<b>TOTAL EXPENDITURE</b>	852	7	(186)	673	(21)
-	- Government Grants	-	-	-	-	n/a
(411)	Other Grants, reimbursements and contributions	(411)	-	21	(390)	(5)
-	- Customer and Client Receipts	-	-	(30)	(30)	n/a
-	- Interest Receivable	-	-	-	-	n/a
(68)	Recharges to other services	(70)	-	54	(16)	(77)
(479)	<b>TOTAL INCOME</b>	(481)	-	45	(436)	(9)
314	<b>NET CONTROLLABLE COST</b>	371	7	(141)	237	(36)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
119	Corporate support services bought in	119	-	(363)	(244)	(305)
119	<b>TOTAL UNCONTROLLABLE COST</b>	119	-	(363)	(244)	(305)
433	<b>NET COST OF SERVICE</b>	490	7	(504)	(7)	(101)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital 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
433	<b>TOTAL NET EXPENDITURE</b>	490	7	(504)	(7)	(101)
<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>						(91)
Reduction in historic pension payments						-
						-
						-
						(91)
<u>Other resource changes</u>						(50)
Deletion of posts from staffing structure under voluntary severance scheme						(45)
Realignment of staffing budgets						(30)
Increase fees and charges to schools						75
Reduction in recharges to other services to reflect reduced staffing costs						(363)
Increase in corporate support services bought in						(413)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(504)</b>

**RESOURCES  
FINANCE, INVESTMENT AND RISK  
ASSET MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1610Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
306	Employees	337	3	28	368	9
4,823	Premises related expenditure	5,102	-	(312)	4,790	(6)
149	Supplies and Services	228	-	(46)	182	(20)
(1)	Third Party Payments	124	-	(94)	30	(76)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	(1)	-	(100)
61	Recharges from other services	278	-	(278)	-	(100)
5,338	<b>TOTAL EXPENDITURE</b>	6,070	3	(703)	5,370	(12)
-	Government Grants	-	-	-	-	n/a
133	Other Grants, reimbursements and contributions	(224)	-	224	-	(100)
(1,993)	Customer and Client Receipts	(3,453)	(2)	(45)	(3,500)	1
-	Interest Receivable	-	-	-	-	n/a
(60)	Recharges to other services	(35)	-	5	(30)	(14)
(1,920)	<b>TOTAL INCOME</b>	(3,712)	(2)	184	(3,530)	(5)
3,418	<b>NET CONTROLLABLE COST</b>	2,358	1	(519)	1,840	(22)
492	Capital Charges	561	-	(174)	387	(31)
99	Deferred/Intangible Charges	99	-	(94)	5	(95)
-	REFCUS	-	-	-	-	n/a
844	Corporate support services bought in	844	-	(2,330)	(1,486)	(276)
1,435	<b>TOTAL UNCONTROLLABLE COST</b>	1,504	-	(2,598)	(1,094)	(173)
4,853	<b>NET COST OF SERVICE</b>	3,862	1	(3,117)	746	(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
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,853	<b>TOTAL NET EXPENDITURE</b>	3,862	1	(3,117)	746	(81)
<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>						
Asset Management - Increased income for improved space utilisation in BWH and other office space						(1,000)
						-
						-
						-
						(1,000)
<u>Other resource changes</u>						
Centralisation of Business Rates from People and Place departments						873
Centralisation of insurance budgets (see RED 1.4)						(60)
Centralisation of utilities budgets (see RED 2.3)						(128)
Income from masts						(200)
Other Minor Variations						(4)
Reduction in capital charges						(174)
Reduction in deferred/intangible charges						(94)
Increase in support services bought in						(2,330)
						(2,117)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3,117)</b>

COST CENTRE: C1642Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (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)	-
396	Third Party Payments	191	-	160	351	84
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
396	<b>TOTAL EXPENDITURE</b>	190	-	160	350	84
-	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
396	<b>NET CONTROLLABLE COST</b>	190	-	160	350	84
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	88	-	(45)	43	(51)
-	<b>TOTAL UNCONTROLLABLE COST</b>	88	-	(45)	43	(51)
396	<b>NET COST OF SERVICE</b>	278	-	115	393	41
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
396	<b>TOTAL NET EXPENDITURE</b>	278	-	115	393	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>						-
						-
						-
						-
<u>Other resource changes</u>						-
Increase in coroners Consortium contribution						160
Decrease in Corporate support services brought in						(45)
						-
						-
						115
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>115</b>



**SERVICE DESCRIPTION**

<p><b>Divisional Overview of Services</b> The division is made up the service areas as below;</p> <p><b>ICT and transformation</b> Responsible for the strategy, management and delivery of an ICT and data management service to enable the organisation to function effectively. Managing our ICT Outsourcer partners, including Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value to the council of this arrangement.</p> <p><b>Business Support and customer contact</b> A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact and assisting the move to digital and self-serve. Also providing administrative, business, and management support functions across the Council in order to improve both efficiency and quality.</p> <p><b>Facilities Management</b> Managing a mixed economy of in-house and outsourced facilities management service, including the performance management of daily operations within the Civic Office accommodation; Managing the Council's Corporate Accommodation; Energy and Sustainability</p> <p><b>Finance Service Centre</b> Administration of the Croydon local government pension scheme; Provision of support to the One Oracle system; Delivery of the Payroll service; Accounts Payable and Cash Management.</p>
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**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1600Q	Facilities Management	(4,388)	101	4,249	(38)	(99)
C1612Q	Finance Service Centre	(44)	20	61	37	(184)
C1614Q	Revenue and Benefits	4,502	32	(2,424)	2,110	(53)
C1618Q	Contact Centre	43	22	317	382	788
C1620Q	Transformation	(31)	4	88	61	(297)
C1622Q	Information Communication Technology	(1,403)	37	2,400	1,034	(174)
C1624Q	Business Support	(1,695)	59	2,136	500	(129)
C1670Q	Customer Service	1,163	2	(1,321)	(156)	(113)
C1686Q	Housing Benefits	-	-	-	-	n/a
	<b>TOTAL NET SPEND</b>	<b>(1,853)</b>	<b>277</b>	<b>5,506</b>	<b>3,930</b>	<b>(312)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Facilities Management	18.0	76.4	58.4
Finance Service Centre	56.2	55.2	(1.0)
Revenue and Benefits	172.2	144.9	(27.3)
Contact Centre	77.1	85.5	8.4
Transformation	5.0	7.0	2.0
Information Communication Technology	50.5	41.5	(9.0)
Business Support	195.0	198.4	3.4
Customer Service	1.0	1.0	-
Housing Benefits	-	-	-
<b>TOTAL FTE STAFF</b>	<b>575.0</b>	<b>609.9</b>	<b>34.9</b>

COST CENTRE: C1410P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
18,543	Employees	20,195	203	1,640	22,038	9
3,896	Premises related expenditure	3,927	-	1,466	5,393	37
11,703	Supplies and Services	8,916	105	(1,738)	7,283	(18)
5,845	Third Party Payments	10,068	-	(2,435)	7,633	(24)
277,476	Transfer Payments	277,476	-	-	277,476	-
203	Transport related expenditure	211	-	74	285	35
3,774	Recharges from other services	141	-	(122)	19	(87)
321,440	<b>TOTAL EXPENDITURE</b>	320,934	308	(1,115)	320,127	(0)
(276,691)	Government Grants	(276,804)	-	113	(276,691)	(0)
(5,656)	Other Grants, reimbursements and contributions	(5,730)	-	539	(5,191)	(9)
(5,260)	Customer and Client Receipts	(6,222)	(31)	2,311	(3,942)	(37)
-	Interest Receivable	-	-	-	-	n/a
(6,075)	Recharges to other services	(5,897)	-	(125)	(6,022)	2
(293,682)	<b>TOTAL INCOME</b>	(294,653)	(31)	2,838	(291,846)	(1)
27,758	<b>NET CONTROLLABLE COST</b>	26,281	277	1,723	28,281	8
2,575	Capital Charges	2,575	-	28	2,603	1
3,552	Deferred/Intangible Charges	3,552	-	983	4,535	28
-	REFCUS	-	-	-	-	n/a
(34,350)	Corporate support services bought in	(34,261)	-	2,772	(31,489)	(8)
(28,223)	<b>TOTAL UNCONTROLLABLE COST</b>	(28,134)	-	3,783	(24,351)	(13)
(465)	<b>NET COST OF SERVICE</b>	(1,853)	277	5,506	3,930	(312)
(1,425)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,425)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,890)	<b>TOTAL NET EXPENDITURE</b>	(1,853)	277	5,506	3,930	(312)

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
FACILITIES MANAGEMENT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1600Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
880	Employees	880	9	2,030	2,919	232
3,879	Premises related expenditure	3,925	-	1,466	5,391	37
2,307	Supplies and Services	2,307	92	(1,537)	862	(63)
1,443	Third Party Payments	1,443	-	(1,443)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
199	Transport related expenditure	199	-	74	273	37
122	Recharges from other services	122	-	(122)	-	(100)
8,830	<b>TOTAL EXPENDITURE</b>	8,876	101	468	9,445	6
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(118)	Customer and Client Receipts	(118)	-	30	(88)	(25)
-	Interest Receivable	-	-	-	-	n/a
(1,449)	Recharges to other services	(1,449)	-	(30)	(1,479)	2
(1,567)	<b>TOTAL INCOME</b>	(1,567)	-	-	(1,567)	-
7,263	<b>NET CONTROLLABLE COST</b>	7,309	101	468	7,878	8
2,564	Capital Charges	2,564	-	39	2,603	2
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(14,261)	Corporate support services bought in	(14,261)	-	3,742	(10,519)	(26)
(11,697)	<b>TOTAL UNCONTROLLABLE COST</b>	(11,697)	-	3,781	(7,916)	(32)
(4,434)	<b>NET COST OF SERVICE</b>	(4,388)	101	4,249	(38)	(99)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(4,434)	<b>TOTAL NET EXPENDITURE</b>	(4,388)	101	4,249	(38)	(99)
<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>						
Facilities Management - Reprourement of the Contract						(500)
Managing Demand - Building costs savings						(500)
						-
						-
						(1,000)
<u>Other resource changes</u>						
Insurance Centralisation (see RED 1.4)						(122)
Transfer of LATC budget from People (see PED 6.11)						99
Centralisation of facilities management budgets						840
Centralisation of utility budgets						650
Increase in capital charges						39
Decrease in corporate support services bought in						3,742
Minor Variations						1
						5,249
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>4,249</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
FINANCE SERVICE CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1612Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,163	Employees	2,210	22	53	2,285	3
16	Premises related expenditure	-	-	-	-	n/a
1,735	Supplies and Services	678	1	(75)	604	(11)
400	Third Party Payments	2,189	-	(481)	1,708	(22)
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	-	-	-	-	n/a
222	Recharges from other services	(3)	-	-	(3)	-
4,538	<b>TOTAL EXPENDITURE</b>	5,074	23	(503)	4,594	(9)
-	Government Grants	-	-	-	-	n/a
(1,117)	Other Grants, reimbursements and contributions	(1,320)	-	233	(1,087)	(18)
(100)	Customer and Client Receipts	(555)	(3)	232	(326)	(41)
-	Interest Receivable	-	-	-	-	n/a
(352)	Recharges to other services	(289)	-	24	(265)	(8)
(1,569)	<b>TOTAL INCOME</b>	(2,164)	(3)	489	(1,678)	(22)
2,969	<b>NET CONTROLLABLE COST</b>	2,910	20	(14)	2,916	0
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,973)	Corporate support services bought in	(2,954)	-	75	(2,879)	(3)
(2,973)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,954)	-	75	(2,879)	(3)
(4)	<b>NET COST OF SERVICE</b>	(44)	20	61	37	(184)
(54)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(54)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(58)	<b>TOTAL NET EXPENDITURE</b>	(44)	20	61	37	(184)
<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>						-
Staff Savings						(48)
						-
						-
						-
						-
						(48)
<u>Other resource changes</u>						-
Realignment of pension administration recharge budget						54
Transfer of salary budget to HR (see RED 4.5)						(20)
Decrease in Corporate support services bought in						75
						-
						-
						109
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>61</b>



**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
REVENUE AND BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1614Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,187	Employees	5,702	56	(1,230)	4,528	(21)
-	Premises related expenditure	-	-	-	-	n/a
1,893	Supplies and Services	1,366	-	(32)	1,334	(2)
30	Third Party Payments	653	-	(6)	647	(1)
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
555	Recharges from other services	22	-	-	22	-
7,667	<b>TOTAL EXPENDITURE</b>	7,745	56	(1,268)	6,533	(16)
-	Government Grants	-	-	-	-	n/a
(2,482)	Other Grants, reimbursements and contributions	(2,353)	-	306	(2,047)	(13)
(2,501)	Customer and Client Receipts	(2,686)	(24)	(817)	(3,527)	31
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,983)	<b>TOTAL INCOME</b>	(5,039)	(24)	(511)	(5,574)	11
2,684	<b>NET CONTROLLABLE COST</b>	2,706	32	(1,779)	959	(65)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,796	Corporate support services bought in	1,796	-	(645)	1,151	(36)
1,796	<b>TOTAL UNCONTROLLABLE COST</b>	1,796	-	(645)	1,151	(36)
4,480	<b>NET COST OF SERVICE</b>	4,502	32	(2,424)	2,110	(53)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,480	<b>TOTAL NET EXPENDITURE</b>	4,502	32	(2,424)	2,110	(53)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Decrease in Land Charges Income						250
						-
						250
<u>Strategic budget - agreed additional income / savings</u>						
Process review and introduction of automation technology						(15)
Bailliff Team Demand Management						(300)
Bailliff Team increased income						(200)
Increase in Tenancy/Parking Arrears income						(20)
						(535)
<u>Other resource changes</u>						
Staffing budget decrease due to Digital & Enabling savings						(856)
Transfer between Revenue and Benefits and Contact Centre (see RED 2.6)						(637)
Other minor variations						(1)
Reduction in corporate support services bought in						(645)
						(2,139)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,424)</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
CONTACT CENTRE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1618Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,663	Employees	2,251	22	608	2,881	28
-	Premises related expenditure	2	-	-	2	-
95	Supplies and Services	102	-	2	104	2
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
598	Recharges from other services	-	-	-	-	n/a
2,356	<b>TOTAL EXPENDITURE</b>	2,355	22	610	2,987	27
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(147)	Recharges to other services	(147)	-	(312)	(459)	212
(147)	<b>TOTAL INCOME</b>	(147)	-	(312)	(459)	212
2,209	<b>NET CONTROLLABLE COST</b>	2,208	22	298	2,528	14
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,165)	Corporate support services bought in	(2,165)	-	19	(2,146)	(1)
(2,165)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,165)	-	19	(2,146)	(1)
44	<b>NET COST OF SERVICE</b>	43	22	317	382	788
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
44	<b>TOTAL NET EXPENDITURE</b>	43	22	317	382	788
<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>						-
Process Review Efficiency Savings (2 fte's)						(84)
						-
						-
						-
						(84)
<u>Other resource changes</u>						
Staffing budget decrease due to Digital & Enabling savings						(193)
Transfer between Revenue and Benefits and Contact Centre (see RED 2.5)						637
Transfer between Information Technology and Contact Centre (see RED 2.8)						(63)
Other minor variations						1
Decrease in corporate services bought in						19
						401
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>317</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
TRANSFORMATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1620Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
425	Employees	330	4	142	476	44
1	Premises related expenditure	-	-	-	-	n/a
2	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1,353	Recharges from other services	-	-	-	-	n/a
1,781	<b>TOTAL EXPENDITURE</b>	331	4	142	477	44
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(79)	Recharges to other services	-	-	(81)	(81)	n/a
(79)	<b>TOTAL INCOME</b>	-	-	(81)	(81)	n/a
1,702	<b>NET CONTROLLABLE COST</b>	331	4	61	396	20
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(362)	Corporate support services bought in	(362)	-	27	(335)	(7)
(362)	<b>TOTAL UNCONTROLLABLE COST</b>	(362)	-	27	(335)	(7)
1,340	<b>NET COST OF SERVICE</b>	(31)	4	88	61	(297)
(1,371)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,371)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(31)	<b>TOTAL NET EXPENDITURE</b>	(31)	4	88	61	(297)
<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>						-
Budget Transfer (1fte) from CI						54
Other minor variations						7
Decrease corporate services bought in						27
						88
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>88</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
INFORMATION COMMUNICATION TECHNOLOGY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1622Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,050	Employees	2,373	25	(55)	<b>2,343</b>	(1)
-	Premises related expenditure	-	-	-	-	n/a
3,983	Supplies and Services	2,632	12	74	<b>2,718</b>	3
3,972	Third Party Payments	5,783	-	(505)	<b>5,278</b>	(9)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
674	Recharges from other services	-	-	-	-	n/a
10,679	<b>TOTAL EXPENDITURE</b>	<b>10,788</b>	<b>37</b>	<b>(486)</b>	<b>10,339</b>	<b>(4)</b>
-	Government Grants	(113)	-	113	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	(71)	-	71	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(854)	Recharges to other services	(773)	-	229	<b>(544)</b>	<b>(30)</b>
(854)	<b>TOTAL INCOME</b>	<b>(957)</b>	<b>-</b>	<b>413</b>	<b>(544)</b>	<b>(43)</b>
9,825	<b>NET CONTROLLABLE COST</b>	<b>9,831</b>	<b>37</b>	<b>(73)</b>	<b>9,795</b>	<b>(0)</b>
11	Capital Charges	11	-	(11)	-	(100)
3,552	Deferred/Intangible Charges	3,552	-	983	<b>4,535</b>	28
-	REFCUS	-	-	-	-	n/a
(14,797)	Corporate support services bought in	(14,797)	-	1,501	<b>(13,296)</b>	<b>(10)</b>
(11,234)	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(11,234)</b>	<b>-</b>	<b>2,473</b>	<b>(8,761)</b>	<b>(22)</b>
(1,409)	<b>NET COST OF SERVICE</b>	<b>(1,403)</b>	<b>37</b>	<b>2,400</b>	<b>1,034</b>	<b>(174)</b>
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
(1,409)	<b>TOTAL NET EXPENDITURE</b>	<b>(1,403)</b>	<b>37</b>	<b>2,400</b>	<b>1,034</b>	<b>(174)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Capita Contract increase in running cost budget						250
						-
						-
						250
<u>Strategic budget - agreed additional income / savings</u>						
Other ICT Savings						(373)
						(373)
<u>Other resource changes</u>						
Transfer between Information Technology and Contact Centre (see RED 2.6)						63
Other minor variations						(13)
Decrease in capital charges						(11)
Increase in Deferred/Intangible Charges						983
Decrease in Corporate support services bought in						1,501
						2,523
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,400</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
BUSINESS SUPPORT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1624Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,019	Employees	6,297	63	83	6,443	2
-	Premises related expenditure	-	-	-	-	n/a
409	Supplies and Services	546	-	(161)	385	(29)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	10	-	-	10	-
250	Recharges from other services	-	-	-	-	n/a
6,678	<b>TOTAL EXPENDITURE</b>	6,853	63	(78)	6,838	(0)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(142)	Customer and Client Receipts	(393)	(4)	295	(102)	(74)
-	Interest Receivable	-	-	-	-	n/a
(3,194)	Recharges to other services	(3,239)	-	303	(2,936)	(9)
(3,336)	<b>TOTAL INCOME</b>	(3,632)	(4)	598	(3,038)	(16)
3,342	<b>NET CONTROLLABLE COST</b>	3,221	59	520	3,800	18
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(4,986)	Corporate support services bought in	(4,916)	-	1,616	(3,300)	(33)
(4,986)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,916)	-	1,616	(3,300)	(33)
(1,644)	<b>NET COST OF SERVICE</b>	(1,695)	59	2,136	500	(129)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(1,644)	<b>TOTAL NET EXPENDITURE</b>	(1,695)	59	2,136	500	(129)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Realignment of staffing costs						80
						-
						-
						80
<u>Strategic budget - agreed additional income / savings</u>						-
Increase in Scanning Income						(63)
						-
						-
						-
						(63)
<u>Other resource changes</u>						
Reduction in recharges to other services						500
Reduction in Corporate support services bought in						1,616
Other minor variations						3
						-
						-
						2,119
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>2,136</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
CUSTOMER SERVICES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1670Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
156	Employees	152	2	9	163	7
-	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	12	-	(9)	3	(75)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
163	<b>TOTAL EXPENDITURE</b>	164	2	-	166	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,399)	Customer and Client Receipts	(2,399)	-	2,500	101	(104)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(258)	(258)	n/a
(2,399)	<b>TOTAL INCOME</b>	(2,399)	-	2,242	(157)	(93)
(2,236)	<b>NET CONTROLLABLE COST</b>	(2,235)	2	2,242	9	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,398	Corporate support services bought in	3,398	-	(3,563)	(165)	(105)
3,398	<b>TOTAL UNCONTROLLABLE COST</b>	3,398	-	(3,563)	(165)	(105)
1,162	<b>NET COST OF SERVICE</b>	1,163	2	(1,321)	(156)	(113)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
1,162	<b>TOTAL NET EXPENDITURE</b>	1,163	2	(1,321)	(156)	(113)
<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>						-
Digital & Enabling Savings achieved by departments						2,242
Reduction in Corporate support services bought in						(3,563)
						-
						(1,321)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,321)</b>

**RESOURCES  
CUSTOMER AND CORPORATE SERVICES  
HOUSING BENEFITS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1670Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (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	277,476	-	-	277,476	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
278,748	<b>TOTAL EXPENDITURE</b>	278,748	-	-	278,748	-
(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>	-	-	-	-	n/a
-	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>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
						-
						-
<u>Other resource changes</u>						-
						-
						-
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-





**SERVICE DESCRIPTION**

**The Commissioning and Improvement 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.
- Create a single integrated travel service for eligible children and adults, reducing reliance on statutory services and increasing longer term independence

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1245Q	Transport Provision	7,729	63	355	8,147	5
C1626Q	Non CI Projects	(3,437)	2	3,521	86	(103)
C1630Q	Equalities and Social Inclusion	743	11	(604)	150	(80)
C1632Q	Corporate Planning	357	-	(576)	(219)	(161)
C1672Q	Strategy and Performance	(849)	2	769	(78)	(91)
C1674Q	Procurement and Commissioning	137	8	(166)	(21)	(115)
C1676Q	Place Support	(103)	4	111	12	(112)
C1678Q	Croydon Transport Service (CTS) Summary	7	6	11	24	243
C1680Q	CI Services Children Families and Learning	(44)	7	101	64	(245)
C1682Q	CI Services Adult Services Health and Housing	593	12	(566)	39	(93)
	<b>TOTAL NET SPEND</b>	<b>5,133</b>	<b>115</b>	<b>2,956</b>	<b>8,204</b>	<b>60</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Transport Provision	-	18.7	18.7
Non CI Projects	2.0	1.0	(1.0)
Equalities and Social Inclusion	21.0	21.0	-
Corporate Planning	-	-	-
Strategy and Performance	4.0	4.0	-
Procurement and Commissioning	14.0	14.0	-
Place Support	6.0	7.0	1.0
Croydon Transport Service (CTS) Summary	9.0	12.0	3.0
CI Services Children Families and Learning	10.9	8.4	(2.5)
CI Services Adult Services Health and Housing	22.0	22.5	0.5
<b>TOTAL FTE STAFF</b>	<b>88.9</b>	<b>108.6</b>	<b>19.7</b>

COST CENTRE: C1610P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,942	Employees	4,751	55	696	5,502	16
-	Premises related expenditure	-	-	-	-	n/a
(168)	Supplies and Services	(3,704)	-	405	(3,299)	(11)
1,432	Third Party Payments	604	-	804	1,408	133
271	Transfer Payments	102	-	169	271	166
6,900	Transport related expenditure	7,724	60	(2,124)	5,660	(27)
(2,881)	Recharges from other services	(228)	-	(1)	(229)	0
11,496	<b>TOTAL EXPENDITURE</b>	9,249	115	(51)	9,313	1
(18)	Government Grants	-	-	-	-	n/a
(220)	Other Grants, reimbursements and contributions	-	-	(229)	(229)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,586)	Recharges to other services	(1,010)	-	(4)	(1,014)	0
(1,824)	<b>TOTAL INCOME</b>	(1,010)	-	(233)	(1,243)	23
9,672	<b>NET CONTROLLABLE COST</b>	8,239	115	(284)	8,070	(2)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,137)	Corporate support services bought in	(3,106)	-	3,240	134	(104)
(3,137)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,106)	-	3,240	134	(104)
6,535	<b>NET COST OF SERVICE</b>	5,133	115	2,956	8,204	60
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,459	<b>TOTAL NET EXPENDITURE</b>	5,133	115	2,956	8,204	60

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
TRANSPORT PROVISION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1245Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
678	Employees	-	3	513	516	n/a
-	Premises related expenditure	-	-	-	-	n/a
128	Supplies and Services	-	-	79	79	n/a
937	Third Party Payments	73	-	800	873	1,096
271	Transfer Payments	102	-	169	271	166
6,658	Transport related expenditure	7,725	60	(2,126)	5,659	(27)
(219)	Recharges from other services	(243)	-	(1)	(244)	0
8,453	<b>TOTAL EXPENDITURE</b>	7,657	63	(566)	7,154	(7)
(18)	Government Grants	-	-	-	-	n/a
(220)	Other Grants, reimbursements and contributions	-	-	(229)	(229)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(65)	Recharges to other services	-	-	-	-	n/a
(303)	<b>TOTAL INCOME</b>	-	-	(229)	(229)	n/a
8,150	<b>NET CONTROLLABLE COST</b>	7,657	63	(795)	6,925	(10)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
41	Corporate support services bought in	72	-	1,150	1,222	1,597
41	<b>TOTAL UNCONTROLLABLE COST</b>	72	-	1,150	1,222	1,597
8,191	<b>NET COST OF SERVICE</b>	7,729	63	355	8,147	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,191	<b>TOTAL NET EXPENDITURE</b>	7,729	63	355	8,147	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Growth in transport service for Adults						500
						-
						-
						500
<u>Strategic budget - agreed additional income / savings</u>						-
Managing Demand Transport - SEN						(1,583)
Integration of adults and children transport services						(150)
Additional income from trading travel training model						(25)
						-
						-
						-
						(1,758)
<u>Other resource changes</u>						-
Staffing changes as a result of restructure within CI division (see RED 3.10)						(210)
Movement of Budgets for Transport to CI from People department (see PED 6.8)						300
Transfer of Budgets from LATC being brought in-house						373
Increase in Corporate support services brought in						1,150
						-
						1,613
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>355</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
NON CI PROJECTS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1626Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
267	Employees	338	2	(38)	302	(11)
-	Premises related expenditure	-	-	-	-	n/a
(529)	Supplies and Services	(3,777)	-	238	(3,539)	(6)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(2,746)	Recharges from other services	15	-	-	15	-
(3,008)	<b>TOTAL EXPENDITURE</b>	(3,424)	2	200	(3,222)	(6)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(71)	-	71	-	(100)
-	<b>TOTAL INCOME</b>	(71)	-	71	-	(100)
(3,008)	<b>NET CONTROLLABLE COST</b>	(3,495)	2	271	(3,222)	(8)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
58	Corporate support services bought in	58	-	3,250	3,308	5,603
58	<b>TOTAL UNCONTROLLABLE COST</b>	58	-	3,250	3,308	5,603
(2,950)	<b>NET COST OF SERVICE</b>	(3,437)	2	3,521	86	(103)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(2,950)	<b>TOTAL NET EXPENDITURE</b>	(3,437)	2	3,521	86	(103)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
						-
						-
						-
Strategic budget - agreed additional income / savings						-
						-
Agency Contract savings						(300)
						-
						-
						(300)
Other resource changes						
Budget realignment between Strategy and Performance and Non CI Projects (see RED 3.7)						(168)
Budget realignment between Procurement and Commissioning and Non CI Projects (see 3.8)						(100)
Post from CI to Transformation (see RED 2.7)						(54)
Insurance centralisation (see RED 1.4)						(78)
15/16 Saving Procurement Taskforce - Contract Management Review Virement						514
Budget realignment within CI division						458
Increase in Corporate support services brought in						3,250
Other minor variations						(1)
						3,821
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,521</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
EQUALITIES AND SOCIAL INCLUSION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1630Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,163	Employees	1,114	11	(78)	1,047	(6)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
270	Third Party Payments	270	-	261	531	97
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,434	<b>TOTAL EXPENDITURE</b>	1,385	11	183	1,579	14
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(94)	Recharges to other services	(59)	-	(46)	(105)	78
(94)	<b>TOTAL INCOME</b>	(59)	-	(46)	(105)	78
1,340	<b>NET CONTROLLABLE COST</b>	1,326	11	137	1,474	11
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(583)	Corporate support services bought in	(583)	-	(741)	(1,324)	127
(583)	<b>TOTAL UNCONTROLLABLE COST</b>	(583)	-	(741)	(1,324)	127
757	<b>NET COST OF SERVICE</b>	743	11	(604)	150	(80)
(39)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(39)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
718	<b>TOTAL NET EXPENDITURE</b>	743	11	(604)	150	(80)
<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 budget from Corporate Planning to Equalities and Social Inclusion (see RED 3.6)						262
Staffing changes as a result of restructure within CI division						(278)
Transfer of post from Adult Social Care and All-Age Disability (see PED 6.8)						46
Transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see PL 4.3)						107
Increase in Corporate support services brought in						(741)
						(604)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(604)</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
CORPORATE PLANNING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1632Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1	Employees	1	-	(1)	-	(100)
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
261	Third Party Payments	261	-	(261)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
262	<b>TOTAL EXPENDITURE</b>	262	-	(262)	-	(100)
-	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
262	<b>NET CONTROLLABLE COST</b>	262	-	(262)	-	(100)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
95	Corporate support services bought in	95	-	(314)	(219)	(331)
95	<b>TOTAL UNCONTROLLABLE COST</b>	95	-	(314)	(219)	(331)
357	<b>NET COST OF SERVICE</b>	357	-	(576)	(219)	(161)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
357	<b>TOTAL NET EXPENDITURE</b>	357	-	(576)	(219)	(161)
<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 budget from Corporate Planning to Equalities and Social Inclusion (see RED 3.5)						(262)
Decrease in Corporate support services brought in						(314)
						-
						-
						(576)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(576)</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
STRATEGY AND PERFORMANCE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1672Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
264	Employees	69	2	166	237	243
-	Premises related expenditure	-	-	-	-	n/a
68	Supplies and Services	76	-	(55)	21	(72)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
332	<b>TOTAL EXPENDITURE</b>	145	2	111	258	78
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(160)	Recharges to other services	(160)	-	(2)	(162)	1
(160)	<b>TOTAL INCOME</b>	(160)	-	(2)	(162)	1
172	<b>NET CONTROLLABLE COST</b>	(15)	2	109	96	(740)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(834)	Corporate support services bought in	(834)	-	660	(174)	(79)
(834)	<b>TOTAL UNCONTROLLABLE COST</b>	(834)	-	660	(174)	(79)
(662)	<b>NET COST OF SERVICE</b>	(849)	2	769	(78)	(91)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(662)	<b>TOTAL NET EXPENDITURE</b>	(849)	2	769	(78)	(91)
<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>						-
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4)						168
Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12)						(32)
1% pension allowance distributed across CI division						(29)
Other minor variations						2
Decrease in Corporate support services brought in						660
						769
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>769</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
PROCUREMENT AND COMMISSIONING SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1674Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
767	Employees	783	8	(62)	729	(7)
-	Premises related expenditure	-	-	-	-	n/a
142	Supplies and Services	(12)	-	100	88	(833)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
15	Recharges from other services	-	-	-	-	n/a
924	<b>TOTAL EXPENDITURE</b>	771	8	38	817	6
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(70)	Recharges to other services	-	-	-	-	n/a
(70)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
854	<b>NET CONTROLLABLE COST</b>	771	8	38	817	6
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(634)	Corporate support services bought in	(634)	-	(204)	(838)	32
(634)	<b>TOTAL UNCONTROLLABLE COST</b>	(634)	-	(204)	(838)	32
220	<b>NET COST OF SERVICE</b>	137	8	(166)	(21)	(115)
(24)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(24)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
196	<b>TOTAL NET EXPENDITURE</b>	137	8	(166)	(21)	(115)
<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>						-
Staffing changes as a result of restructure within CI division						(41)
Budget realignment between Procurement & Commissioning and Non CI Projects (see 3.4)						100
Other minor variations						(21)
Increase in Corporate support services brought in						(204)
						(166)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(166)</b>



**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
PLACE SUPPORT**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1676Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
423	Employees	348	4	63	415	19
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	8	9	800
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	(1)	-	2	1	(200)
-	Recharges from other services	-	-	-	-	n/a
425	<b>TOTAL EXPENDITURE</b>	348	4	73	425	22
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(200)	-	71	(129)	(36)
(132)	<b>TOTAL INCOME</b>	(200)	-	71	(129)	(36)

293	<b>NET CONTROLLABLE COST</b>	148	4	144	296	100
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(251)	Corporate support services bought in	(251)	-	(33)	(284)	13
(251)	<b>TOTAL UNCONTROLLABLE COST</b>	(251)	-	(33)	(284)	13

42	<b>NET COST OF SERVICE</b>	(103)	4	111	12	(112)
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(13)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(13)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

29	<b>TOTAL NET EXPENDITURE</b>	(103)	4	111	12	(112)
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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>		-
Removal of recharge to capital		100
Staffing changes as a result of restructure within CI division		34
Other minor variations		10
Increase in Corporate support services brought in		(33)
		111
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>111</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
CROYDON TRANSPORT SERVICE (CTS) SUMMARY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1678Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
611	Employees	348	6	182	536	54
-	Premises related expenditure	-	-	-	-	n/a
9	Supplies and Services	1	-	2	3	200
(36)	Third Party Payments	-	-	4	4	n/a
-	Transfer Payments	-	-	-	-	n/a
241	Transport related expenditure	-	-	-	-	n/a
17	Recharges from other services	-	-	-	-	n/a
842	<b>TOTAL EXPENDITURE</b>	349	6	188	543	56
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(329)	Recharges to other services	(46)	-	46	-	(100)
(329)	<b>TOTAL INCOME</b>	(46)	-	46	-	(100)
513	<b>NET CONTROLLABLE COST</b>	303	6	234	543	79
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(296)	Corporate support services bought in	(296)	-	(223)	(519)	75
(296)	<b>TOTAL UNCONTROLLABLE COST</b>	(296)	-	(223)	(519)	75
217	<b>NET COST OF SERVICE</b>	7	6	11	24	243
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
217	<b>TOTAL NET EXPENDITURE</b>	7	6	11	24	243
<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>						-
Staffing changes as a result of restructure within CI division (see RED 3.3)						210
Other minor variations						24
Increase in Corporate support services brought in						(223)
						11
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>11</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
CI SERVICES CHILDREN FAMILIES AND LEARNING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1680Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
673	Employees	665	7	(117)	555	(17)
-	Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	6	-	-	6	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
679	<b>TOTAL EXPENDITURE</b>	671	7	(117)	561	(16)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(315)	Recharges to other services	(307)	-	116	(191)	(38)
(315)	<b>TOTAL INCOME</b>	(307)	-	116	(191)	(38)
364	<b>NET CONTROLLABLE COST</b>	364	7	(1)	370	2
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(408)	Corporate support services bought in	(408)	-	102	(306)	(25)
(408)	<b>TOTAL UNCONTROLLABLE COST</b>	(408)	-	102	(306)	(25)
(44)	<b>NET COST OF SERVICE</b>	(44)	7	101	64	(245)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(44)	<b>TOTAL NET EXPENDITURE</b>	(44)	7	101	64	(245)
<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						(1)
Decrease in Corporate support services brought in						102
						-
						101
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>101</b>

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
CI SERVICES ADULT SERVICES HEALTH AND HOUSING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1682Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,095	Employees	1,085	12	68	1,165	7
-	Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	-	-	33	33	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	-	-	-	-	n/a
1,153	<b>TOTAL EXPENDITURE</b>	1,085	12	101	1,198	10
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(421)	Recharges to other services	(167)	-	(260)	(427)	156
(421)	<b>TOTAL INCOME</b>	(167)	-	(260)	(427)	156
732	<b>NET CONTROLLABLE COST</b>	918	12	(159)	771	(16)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(325)	Corporate support services bought in	(325)	-	(407)	(732)	125
(325)	<b>TOTAL UNCONTROLLABLE COST</b>	(325)	-	(407)	(732)	125
407	<b>NET COST OF SERVICE</b>	593	12	(566)	39	(93)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
407	<b>TOTAL NET EXPENDITURE</b>	593	12	(566)	39	(93)
<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>						-
Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.7)						32
Staffing changes as a result of restructure within CI division						(257)
Tier 1 & 2 Management Restructure (see PED 6.4)						64
Other minor variations						2
Increase in Corporate support services brought in						(407)
						(566)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(566)</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 Finance Service Centre.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1648Q	HR Consultancy	21	11	(72)	(40)	(290)
C1650Q	Health and Wellbeing	105	1	(103)	3	(97)
C1652Q	Director of Human Resources	124	1	(125)	-	(100)
<b>TOTAL NET SPEND</b>		250	13	(300)	(37)	(115)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
HR Consultancy	22.9	20.4	(2.5)
Health and Wellbeing	4.0	3.0	(1.0)
Director of Human Resources	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	27.9	24.4	(3.5)

COST CENTRE: C1620P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,468	Employees	1,498	14	(60)	1,452	(3)
-	Premises related expenditure	-	-	-	-	n/a
190	Supplies and Services	179	-	(50)	129	(28)
8	Third Party Payments	14	-	(3)	11	(21)
18	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
178	Recharges from other services	-	-	-	-	n/a
1,862	<b>TOTAL EXPENDITURE</b>	1,691	14	(113)	1,592	(6)
-	Government Grants	-	-	-	-	n/a
(27)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(261)	Customer and Client Receipts	(124)	(1)	-	(125)	1
-	Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(49)	-	-	(49)	-
(337)	<b>TOTAL INCOME</b>	(173)	(1)	-	(174)	1
1,525	<b>NET CONTROLLABLE COST</b>	1,518	13	(113)	1,418	(7)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,268)	Corporate support services bought in	(1,268)	-	(187)	(1,455)	15
(1,268)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,268)	-	(187)	(1,455)	15
257	<b>NET COST OF SERVICE</b>	250	13	(300)	(37)	(115)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
257	<b>TOTAL NET EXPENDITURE</b>	250	13	(300)	(37)	(115)

**RESOURCES  
HUMAN RESOURCES  
HR CONSULTANCY**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1648Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
435	Employees	393	12	744	1,149	192
-	Premises related expenditure	-	-	-	-	n/a
53	Supplies and Services	40	-	5	45	13
-	Third Party Payments	-	-	-	-	n/a
18	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
102	Recharges from other services	-	-	-	-	n/a
608	<b>TOTAL EXPENDITURE</b>	433	12	749	1,194	176
-	Government Grants	-	-	-	-	n/a
(27)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(164)	Customer and Client Receipts	(27)	(1)	-	(28)	4
-	Interest Receivable	-	-	-	-	n/a
(5)	Recharges to other services	(5)	-	(44)	(49)	880
(196)	<b>TOTAL INCOME</b>	(32)	(1)	(44)	(77)	141
412	<b>NET CONTROLLABLE COST</b>	401	11	705	1,117	179
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(380)	Corporate support services bought in	(380)	-	(777)	(1,157)	204
(380)	<b>TOTAL UNCONTROLLABLE COST</b>	(380)	-	(777)	(1,157)	204
32	<b>NET COST OF SERVICE</b>	21	11	(72)	(40)	(290)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
32	<b>TOTAL NET EXPENDITURE</b>	21	11	(72)	(40)	(290)
<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>						
HR - Review of staffing structure and Trade Union Facility time						(10)
						-
						-
						(10)
<u>Other resource changes</u>						
Remapping of HR Consultancy budget - previously in C1652Q (see RED 4.5)						771
Deletion of posts from staffing structure under voluntary severance scheme						(80)
Funding for 0.5 HR Advisor post						23
Other Minor Variations						1
Increase in corporate support services bought in						(777)
						-
						-
						(62)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(72)</b>

**RESOURCES  
HUMAN RESOURCES  
HEALTH AND WELLBEING**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1650Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
109	Employees	164	1	(36)	129	(21)
-	Premises related expenditure	-	-	-	-	n/a
119	Supplies and Services	133	-	(50)	83	(38)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
31	Recharges from other services	-	-	-	-	n/a
259	<b>TOTAL EXPENDITURE</b>	297	1	(86)	212	(29)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(97)	Customer and Client Receipts	(97)	-	-	(97)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(97)	<b>TOTAL INCOME</b>	(97)	-	-	(97)	-
162	<b>NET CONTROLLABLE COST</b>	200	1	(86)	115	(43)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(95)	Corporate support services bought in	(95)	-	(17)	(112)	18
(95)	<b>TOTAL UNCONTROLLABLE COST</b>	(95)	-	(17)	(112)	18
67	<b>NET COST OF SERVICE</b>	105	1	(103)	3	(97)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
67	<b>TOTAL NET EXPENDITURE</b>	105	1	(103)	3	(97)
<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>						-
Redesigned Occupational Health Service						(50)
						-
						-
<u>Other resource changes</u>						(50)
Deletion of posts from staffing structure under voluntary severance scheme						(38)
Increase in Corporate support services bought in						(17)
Other Minor Variations						2
						(53)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(103)</b>



**RESOURCES**  
**HUMAN RESOURCES**  
**DIRECTOR OF HUMAN RESOURCES**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1652Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
924	Employees	941	1	(768)	174	(82)
-	Premises related expenditure	-	-	-	-	n/a
18	Supplies and Services	6	-	(5)	1	(83)
8	Third Party Payments	14	-	(3)	11	(21)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
45	Recharges from other services	-	-	-	-	n/a
995	<b>TOTAL EXPENDITURE</b>	961	1	(776)	186	(81)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(44)	Recharges to other services	(44)	-	44	-	(100)
(44)	<b>TOTAL INCOME</b>	(44)	-	44	-	(100)
951	<b>NET CONTROLLABLE COST</b>	917	1	(732)	186	(80)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(793)	Corporate support services bought in	(793)	-	607	(186)	(77)
(793)	<b>TOTAL UNCONTROLLABLE COST</b>	(793)	-	607	(186)	(77)
158	<b>NET COST OF SERVICE</b>	124	1	(125)	-	(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
158	<b>TOTAL NET EXPENDITURE</b>	124	1	(125)	-	(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>						-
Remapping of HR Consultancy budget - moved to C1648Q (see RED 4.3)						(771)
In year virement to increase FTE by 0.5 - HR Advisor post						22
Transfer of salary budget from HR and Finance Service Centre (see RED 2.4)						20
Other minor variations						(3)
Decrease in Corporate support services						607
						(125)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(125)</b>



**SERVICE DESCRIPTION**

This Division is made up of 3 areas:

**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.

**Democratic Services**  
Democratic services staff provide services to the cabinet, elected members and advise on the councils constitution and co-ordinate the decision making process. The team supports the overview and scrutiny function and member learning and development, as well as facilitating a number of other meetings.

**Electoral**  
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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1604Q	Governance Team	16	16	(27)	5	(69)
C1636Q	Democratic	2,882	5	(448)	2,439	(15)
C1638Q	Electoral	617	2	(168)	451	(27)
<b>TOTAL NET SPEND</b>		<b>3,515</b>	<b>23</b>	<b>(643)</b>	<b>2,895</b>	<b>(18)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Governance Team	16.3	16.1	(0.2)
Democratic	10.8	9.5	(1.3)
Electoral	5.8	5.5	(0.3)
<b>TOTAL FTE STAFF</b>	<b>32.9</b>	<b>31.2</b>	<b>(1.7)</b>

**COST CENTRE:**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,787	Employees	1,525	14	(122)	<b>1,417</b>	(7)
8	Premises related expenditure	5	-	-	<b>5</b>	-
5,692	Supplies and Services	2,598	9	(30)	<b>2,577</b>	(1)
11	Third Party Payments	10	-	-	<b>10</b>	-
-	Transfer Payments	-	-	-	<b>-</b>	n/a
1	Transport related expenditure	2	-	-	<b>2</b>	-
191	Recharges from other services	(22)	-	(36)	<b>(58)</b>	164
<b>7,690</b>	<b>TOTAL EXPENDITURE</b>	<b>4,118</b>	<b>23</b>	<b>(188)</b>	<b>3,953</b>	<b>(4)</b>
(83)	Government Grants	(80)	-	(2)	<b>(82)</b>	3
(126)	Other Grants, reimbursements and contributions	(128)	-	-	<b>(128)</b>	-
(3,226)	Customer and Client Receipts	(88)	-	-	<b>(88)</b>	-
-	Interest Receivable	-	-	-	<b>-</b>	n/a
(231)	Recharges to other services	(226)	-	-	<b>(226)</b>	-
<b>(3,666)</b>	<b>TOTAL INCOME</b>	<b>(522)</b>	<b>-</b>	<b>(2)</b>	<b>(524)</b>	<b>0</b>
<b>4,024</b>	<b>NET CONTROLLABLE COST</b>	<b>3,596</b>	<b>23</b>	<b>(190)</b>	<b>3,429</b>	<b>(5)</b>
-	Capital Charges	-	-	-	<b>-</b>	n/a
-	Deferred/Intangible Charges	-	-	-	<b>-</b>	n/a
-	REFCUS	-	-	-	<b>-</b>	n/a
91	Corporate support services bought in	(81)	-	(453)	<b>(534)</b>	559
<b>91</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>(81)</b>	<b>-</b>	<b>(453)</b>	<b>(534)</b>	<b>559</b>
<b>4,115</b>	<b>NET COST OF SERVICE</b>	<b>3,515</b>	<b>23</b>	<b>(643)</b>	<b>2,895</b>	<b>(18)</b>
(86)	Contributions to / (from) Earmarked Reserves	-	-	-	<b>-</b>	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	<b>-</b>	n/a
-	Financing of Capital Expenditure	-	-	-	<b>-</b>	n/a
-	Provision for Repayment of External Loans	-	-	-	<b>-</b>	n/a
-	Contribution to / (from) General Balances	-	-	-	<b>-</b>	n/a
<b>(86)</b>	<b>TOTAL APPROPRIATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>4,029</b>	<b>TOTAL NET EXPENDITURE</b>	<b>3,515</b>	<b>23</b>	<b>(643)</b>	<b>2,895</b>	<b>(18)</b>

COST CENTRE: C1604Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
938	Employees	706	7	2	715	1
1	Premises related expenditure	-	-	-	-	n/a
3,982	Supplies and Services	803	9	(30)	782	(3)
5	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
115	Recharges from other services	-	-	-	-	n/a
5,042	<b>TOTAL EXPENDITURE</b>	1,509	16	(28)	1,497	(1)
(83)	Government Grants	(80)	-	(2)	(82)	3
(111)	Other Grants, reimbursements and contributions	(110)	-	-	(110)	-
(3,162)	Customer and Client Receipts	(88)	-	-	(88)	-
-	Interest Receivable	-	-	-	-	n/a
(99)	Recharges to other services	(94)	-	-	(94)	-
(3,455)	<b>TOTAL INCOME</b>	(372)	-	(2)	(374)	1
1,587	<b>NET CONTROLLABLE COST</b>	1,137	16	(30)	1,123	(1)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(949)	Corporate support services bought in	(1,121)	-	3	(1,118)	(0)
(949)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,121)	-	3	(1,118)	(0)
638	<b>NET COST OF SERVICE</b>	16	16	(27)	5	(69)
(43)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(43)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
595	<b>TOTAL NET EXPENDITURE</b>	16	16	(27)	5	(69)
<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>						-
Saving on external audit fees						(25)
						-
						-
						-
						-
						(25)
<u>Other resource changes</u>						-
Other minor variations						(5)
Decrease in corporate support services bought in						3
						-
						-
						-
						-
						(2)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(27)</b>

**COST CENTRE: C1636Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
663	Employees	542	5	(78)	469	(13)
6	Premises related expenditure	4	-	-	4	-
1,496	Supplies and Services	1,669	-	-	1,669	-
1	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	2	-	-	2	-
(38)	Recharges from other services	(58)	-	-	(58)	-
2,128	<b>TOTAL EXPENDITURE</b>	2,164	5	(78)	2,091	(3)
-	Government Grants	-	-	-	-	n/a
(15)	Other Grants, reimbursements and contributions	(18)	-	-	(18)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	-	(132)	-
(147)	<b>TOTAL INCOME</b>	(150)	-	-	(150)	-
1,981	<b>NET CONTROLLABLE COST</b>	2,014	5	(78)	1,941	(4)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
868	Corporate support services bought in	868	-	(370)	498	(43)
868	<b>TOTAL UNCONTROLLABLE COST</b>	868	-	(370)	498	(43)
2,849	<b>NET COST OF SERVICE</b>	2,882	5	(448)	2,439	(15)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,849	<b>TOTAL NET EXPENDITURE</b>	2,882	5	(448)	2,439	(15)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
New Operating Model						(50)
						-
						-
						(50)
<u>Other resource changes</u>						-
Decrease in Corporate support services bought in						(370)
Deletion of post from staffing structure under voluntary severance scheme						(32)
Other minor variations						4
						-
						-
						(398)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(448)</b>

COST CENTRE: C1638Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
186	Employees	277	2	(46)	233	(16)
1	Premises related expenditure	1	-	-	1	-
214	Supplies and Services	126	-	-	126	-
5	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
114	Recharges from other services	36	-	(36)	-	(100)
520	<b>TOTAL EXPENDITURE</b>	445	2	(82)	365	(18)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(64)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(64)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
456	<b>NET CONTROLLABLE COST</b>	445	2	(82)	365	(18)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
172	Corporate support services bought in	172	-	(86)	86	(50)
172	<b>TOTAL UNCONTROLLABLE COST</b>	172	-	(86)	86	(50)
628	<b>NET COST OF SERVICE</b>	617	2	(168)	451	(27)
(43)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(43)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
585	<b>TOTAL NET EXPENDITURE</b>	617	2	(168)	451	(27)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
Reshaping election services (1 fte)						(50)
						-
						-
						-
						(50)
<u>Other resource changes</u>						-
Deletion of post from staffing structure under voluntary severance scheme						(32)
Decrease in Corporate support services brought in						(86)
						-
						-
						-
						(118)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(168)</b>





**SERVICE DESCRIPTION**

**Legal Services**

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for 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.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C16340	Legal	(647)	13	(84)	(718)	11
	<b>TOTAL NET SPEND</b>	(647)	13	(84)	(718)	11

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Legal	25.1	33.6	8.5
<b>TOTAL FTE STAFF</b>	25.1	33.6	-

COST CENTRE: C1634Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,439	Employees	1,410	13	421	1,844	31
-	Premises related expenditure	-	-	-	-	n/a
57	Supplies and Services	(140)	-	(300)	(440)	214
-	Third Party Payments	44	-	-	44	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
595	Recharges from other services	5	-	-	5	-
2,092	<b>TOTAL EXPENDITURE</b>	1,319	13	121	1,453	10
-	Government Grants	-	-	-	-	n/a
(196)	Other Grants, reimbursements and contributions	(159)	-	-	(159)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(2,940)	Recharges to other services	(1,807)	-	(490)	(2,297)	27
(3,136)	<b>TOTAL INCOME</b>	(1,966)	-	(490)	(2,456)	25
(1,044)	<b>NET CONTROLLABLE COST</b>	(647)	13	(369)	(1,003)	55
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	285	285	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	285	285	n/a
(1,044)	<b>NET COST OF SERVICE</b>	(647)	13	(84)	(718)	11
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
(1,044)	<b>TOTAL NET EXPENDITURE</b>	(647)	13	(84)	(718)	11
<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 Demand - Legal Spend						(300)
						-
						(300)
<u>Other resource changes</u>						
Deletion of post from staffing structure under voluntary severance scheme						(64)
Increase in corporate support services bought in						285
Other minor variations						(5)
						216
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(84)</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.

**Temporary Accommodation and Housing Solutions**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1635P	Subsidised Travel	16,151	-	(553)	15,598	(3)
	<b>TOTAL NET SPEND</b>	16,151	-	(553)	15,598	(3)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Subsidised Travel	-	-	-
<b>TOTAL FTE STAFF</b>	-	-	-

COST CENTRE: C1635P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (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)	-	(100)
16,103	Third Party Payments	16,103	-	(505)	15,598	(3)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
16,151	<b>TOTAL EXPENDITURE</b>	16,151	-	(553)	15,598	(3)
-	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
16,151	<b>NET CONTROLLABLE COST</b>	16,151	-	(553)	15,598	(3)
-	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
16,151	<b>NET COST OF SERVICE</b>	16,151	-	(553)	15,598	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
16,151	<b>TOTAL NET EXPENDITURE</b>	16,151	-	(553)	15,598	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
<u>Other resource changes</u>						-
Reduction in provision required for freedom passes						(553)
						-
						-
						(553)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(553)</b>

**SERVICE DESCRIPTION**

This budget holds the salary costs of the Executive Director post and associated running costs

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
G1655P	Resources Directorate Summary	-	-	77	77	n/a
	<b>TOTAL NET SPEND</b>	-	-	77	77	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Resources Directorate Summary	-	1.0	1.0
<b>TOTAL FTE STAFF</b>	-	1.0	1.0

COST CENTRE: C1655P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	156	156	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	156	156	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(31)	(31)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(48)	(48)	n/a
-	<b>TOTAL INCOME</b>	-	-	(79)	(79)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	77	77	n/a
-	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>	-	-	77	77	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	77	77	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
1 post moved from Financial Services						156
Transfer of income from Financial and Services to fund staffing costs						(79)
						-
						-
						-
						77
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>77</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.

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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1616Q	Communications and Engagement	(312)	13	296	(3)	(99)
C1640Q	Mayoral	260	1	(71)	190	(27)
C1646Q	Leaders Office	257	2	(3)	256	(0)
C1654Q	Organisational Development	12	3	(15)	-	(100)
C1625P	Chief Executives Office	(275)	2	272	(1)	(100)
C1656Q	Corporate Learning and Development	(13)	3	301	291	(2,338)
C1684Q	Voluntary Sector	936	-	972	1,908	104
C1690Q	Civic Event Fund	43	-	(5)	38	(12)
<b>TOTAL NET SPEND</b>		<b>908</b>	<b>24</b>	<b>1,747</b>	<b>2,679</b>	<b>195</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Communications and Engagement	27.4	25.6	(1.8)
Mayoral	3.3	3.3	-
Leaders Office	4	4	-
Organisational Development	5.0	5.0	-
Chief Executives Office	1.0	1.0	-
Corporate Learning and Development	5.0	5.0	-
Voluntary Sector	-	-	-
Civic Event Fund	-	-	-
<b>TOTAL FTE STAFF</b>	<b>45.7</b>	<b>43.9</b>	<b>(1.8)</b>

COST CENTRE: C1625P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,146	Employees	2,480	24	(79)	2,425	(2)
1	Premises related expenditure	1	-	-	1	-
260	Supplies and Services	337	-	43	380	13
1,249	Third Party Payments	1,249	-	1,044	2,293	84
122	Transfer Payments	122	-	-	122	-
12	Transport related expenditure	23	-	(23)	-	(100)
383	Recharges from other services	75	-	-	75	-
4,173	<b>TOTAL EXPENDITURE</b>	4,287	24	985	5,296	24
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(217)	Customer and Client Receipts	(405)	-	(503)	(908)	124
-	Interest Receivable	-	-	-	-	n/a
(1,236)	Recharges to other services	(1,196)	-	(380)	(1,576)	32
(1,453)	<b>TOTAL INCOME</b>	(1,601)	-	(883)	(2,484)	55
2,720	<b>NET CONTROLLABLE COST</b>	2,686	24	102	2,812	5
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,775)	Corporate support services bought in	(1,778)	-	1,645	(133)	(93)
(1,775)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,778)	-	1,645	(133)	(93)
945	<b>NET COST OF SERVICE</b>	908	24	1,747	2,679	195
(40)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(40)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
905	<b>TOTAL NET EXPENDITURE</b>	908	24	1,747	2,679	195



**RESOURCES  
STRATEGY AND PARTNERSHIP  
COMMUNICATIONS AND ENGAGEMENT**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1616Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,189	Employees	1,346	13	(82)	1,277	(5)
-	Premises related expenditure	-	-	-	-	n/a
84	Supplies and Services	115	-	81	196	70
334	Third Party Payments	334	-	-	334	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
154	Recharges from other services	54	-	-	54	-
1,761	<b>TOTAL EXPENDITURE</b>	1,849	13	(1)	1,861	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(217)	Customer and Client Receipts	(405)	-	(503)	(908)	124
-	- Interest Receivable	-	-	-	-	n/a
(423)	Recharges to other services	(423)	-	-	(423)	-
(640)	<b>TOTAL INCOME</b>	(828)	-	(503)	(1,331)	61

1,121	<b>NET CONTROLLABLE COST</b>	1,021	13	(504)	530	(48)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,333)	Corporate support services bought in	(1,333)	-	800	(533)	(60)
(1,333)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,333)	-	800	(533)	(60)

(212)	<b>NET COST OF SERVICE</b>	(312)	13	296	(3)	(99)
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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

(212)	<b>TOTAL NET EXPENDITURE</b>	(312)	13	296	(3)	(99)
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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>		-
Digital Advertising Income		(500)
		-
		-
		(500)
<u>Other resource changes</u>		
Other minor variations		(4)
Decrease in corporate services bought in		800
		796
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>296</b>

COST CENTRE: C1640Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
56	Employees	139	1	(15)	125	(10)
1	Premises related expenditure	1	-	-	1	-
37	Supplies and Services	10	-	(3)	7	(30)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
12	Transport related expenditure	12	-	(12)	-	(100)
104	Recharges from other services	21	-	-	21	-
210	<b>TOTAL EXPENDITURE</b>	183	1	(30)	154	(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
210	<b>NET CONTROLLABLE COST</b>	183	1	(30)	154	(16)
-	- Capital Charges	-	-	-	-	n/a
-	- Deferred/Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
80	Corporate support services bought in	77	-	(41)	36	(53)
80	<b>TOTAL UNCONTROLLABLE COST</b>	77	-	(41)	36	(53)
290	<b>NET COST OF SERVICE</b>	260	1	(71)	190	(27)
(30)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
(30)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
260	<b>TOTAL NET EXPENDITURE</b>	260	1	(71)	190	(27)
<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>						
Redesign of mayoral transport service						(25)
						-
						-
						(25)
<u>Other resource changes</u>						
Other minor variations						(5)
Decrease in Corporate support services brought in						(41)
						(46)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(71)</b>

COST CENTRE: C1646Q

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
81	Employees	189	2	3	194	3
-	Premises related expenditure	-	-	-	-	n/a
11	Supplies and Services	19	-	(4)	15	(21)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
113	Recharges from other services	-	-	-	-	n/a
205	<b>TOTAL EXPENDITURE</b>	208	2	(1)	209	0
-	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

205	<b>NET CONTROLLABLE COST</b>	208	2	(1)	209	0
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
49	Corporate support services bought in	49	-	(2)	47	(4)
49	<b>TOTAL UNCONTROLLABLE COST</b>	49	-	(2)	47	(4)

254	<b>NET COST OF SERVICE</b>	257	2	(3)	256	(0)
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(10)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(10)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

244	<b>TOTAL NET EXPENDITURE</b>	257	2	(3)	256	(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>		-
Other Minor Variations		(1)
Decrease in Corporate support services bought in		(2)
		-
		(3)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(3)</b>

**RESOURCES  
STRATEGY AND PARTNERSHIP  
ORGANISATIONAL DEVELOPMENT SUMMARY**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1654Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
352	Employees	319	3	6	328	3
-	Premises related expenditure	-	-	-	-	n/a
17	Supplies and Services	16	-	(6)	10	(38)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(17)	Recharges from other services	-	-	-	-	n/a
352	<b>TOTAL EXPENDITURE</b>	335	3	-	338	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(40)	Recharges to other services	-	-	-	-	n/a
(40)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
312	<b>NET CONTROLLABLE COST</b>	335	3	-	338	1
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(323)	Corporate support services bought in	(323)	-	(15)	(338)	5
(323)	<b>TOTAL UNCONTROLLABLE COST</b>	(323)	-	(15)	(338)	5
(11)	<b>NET COST OF SERVICE</b>	12	3	(15)	-	(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
(11)	<b>TOTAL NET EXPENDITURE</b>	12	3	(15)	-	(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>						-
Increase in Corporate Support Services bought in						(15)
						-
						-
						(15)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(15)</b>

COST CENTRE: C1625P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
215	Employees	229	2	9	240	5
-	Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	101	-	(66)	35	(65)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	11	-	(11)	-	(100)
24	Recharges from other services	-	-	-	-	n/a
274	<b>TOTAL EXPENDITURE</b>	341	2	(68)	275	(19)
-	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)	-

(463)	<b>NET CONTROLLABLE COST</b>	(396)	2	(68)	(462)	17
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
121	Corporate support services bought in	121	-	340	461	281
121	<b>TOTAL UNCONTROLLABLE COST</b>	121	-	340	461	281

(342)	<b>NET COST OF SERVICE</b>	(275)	2	272	(1)	(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

(342)	<b>TOTAL NET EXPENDITURE</b>	(275)	2	272	(1)	(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>		-
Centralisation of Insurance budgets (see RED 1.5)		(67)
Increase in corporate support services bought in		339
		-
		-
		272
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>272</b>

**RESOURCES  
STRATEGY AND PARTNERSHIP  
CORPORATE LEARNING AND DEVELOPMENT SUMMARY**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1656Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
253	Employees	258	3	-	261	1
-	Premises related expenditure	-	-	-	-	n/a
46	Supplies and Services	46	-	41	87	89
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
5	Recharges from other services	-	-	-	-	n/a
304	<b>TOTAL EXPENDITURE</b>	304	3	41	348	14
-	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)	-
268	<b>NET CONTROLLABLE COST</b>	268	3	41	312	16
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(281)	Corporate support services bought in	(281)	-	260	(21)	(93)
(281)	<b>TOTAL UNCONTROLLABLE COST</b>	(281)	-	260	(21)	(93)
(13)	<b>NET COST OF SERVICE</b>	(13)	3	301	291	(2,338)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(13)	<b>TOTAL NET EXPENDITURE</b>	(13)	3	301	291	(2,338)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Learning and Organisational Development - Provision of funding for corporate events						41
						-
						-
						41
<u>Strategic budget - agreed additional income / savings</u>						
						-
						-
						-
<u>Other resource changes</u>						
Decrease in Corporate Support Services bought in						260
						-
						-
						260
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>301</b>

**RESOURCES  
STRATEGY AND PARTNERSHIP  
VOLUNTARY SECTOR**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1684Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (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
914	Third Party Payments	914	-	1,044	1,958	114
122	Transfer Payments	122	-	-	122	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,036	<b>TOTAL EXPENDITURE</b>	1,036	-	1,044	2,080	101
-	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	-	-	(380)	(380)	n/a
-	<b>TOTAL INCOME</b>	-	-	(380)	(380)	n/a
1,036	<b>NET CONTROLLABLE COST</b>	1,036	-	664	1,700	64
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(100)	Corporate support services bought in	(100)	-	308	208	(308)
(100)	<b>TOTAL UNCONTROLLABLE COST</b>	(100)	-	308	208	(308)
936	<b>NET COST OF SERVICE</b>	936	-	972	1,908	104
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
936	<b>TOTAL NET EXPENDITURE</b>	936	-	972	1,908	104
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Review of Voluntary Sector Funding						(60)
						-
						-
						(60)
<u>Other resource changes</u>						
Community Fund centralisation - virement from People (see PED 6.9)						531
Community Fund centralisation - virement from People (see PED 1.7)						118
Community Fund centralisation - virement from Place (see PL 4.3)						75
Increase in Corporate support services brought in						308
						1,032
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>972</b>

**RESOURCES  
STRATEGY AND PARTNERSHIP  
CIVIC EVENT FUND**

**DIVISION SUBJECTIVE SUMMARY**

**COST CENTRE: C1690Q**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
30	Supplies and Services	30	-	-	30	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
31	<b>TOTAL EXPENDITURE</b>	31	-	-	31	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
31	<b>NET CONTROLLABLE COST</b>	31	-	-	31	-
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
12	Corporate support services bought in	12	-	(5)	7	(42)
12	<b>TOTAL UNCONTROLLABLE COST</b>	12	-	(5)	7	(42)
43	<b>NET COST OF SERVICE</b>	43	-	(5)	38	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
43	<b>TOTAL NET EXPENDITURE</b>	43	-	(5)	38	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
<u>Other resource changes</u>						-
Decrease in Corporate support services brought in						(5)
						-
						(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5)</b>



## HOUSING REVENUE ACCOUNT

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## KEY SERVICE TARGETS / PRIORITIES FOR 2017/18

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 2015/16 £000	ORIGINAL 2016/17 £000	FORECAST 2016/17 £000	BUDGET 2017/18 £000	% CHANGE %
Employees	13,478	14,868	13,652	14,628	7
Premises related expenditure	28,548	22,787	24,332	26,524	9
Supplies and Services	4,555	4,375	5,478	7,717	41
Third Party Payments	391	702	772	698	(10)
Transfer Payments	155	175	143	175	22
Transport related expenditure	72	225	145	149	3
Capital Charges	16,775	30,042	30,042	32,249	7
Deferred/Intangible Charges	34	-	-	49	n/a
REFCUS	-	8,523	8,523	992	(88)
Corporate support services bought in	10,210	6,705	6,705	6,705	-
Recharges (to) / from other services	(1,429)	3,012	3,750	3,602	(4)
<b>TOTAL EXPENDITURE</b>	<b>72,789</b>	<b>91,414</b>	<b>93,543</b>	<b>93,488</b>	<b>(0)</b>
Government Grants	(46)	-	-	-	n/a
Other Grants, reimbursements and contributions	-	(185)	241	(209)	(187)
Fees and Charges	(12,459)	-	(0)	-	(100)
Customer and Client Receipts	(80,874)	(91,229)	(92,649)	(93,259)	1
Interest Receivable	-	-	(2,225)	(20)	(99)
<b>TOTAL INCOME</b>	<b>(93,379)</b>	<b>(91,414)</b>	<b>(94,633)</b>	<b>(93,488)</b>	<b>(1)</b>
<b>NET EXPENDITURE</b>	<b>(20,590)</b>	<b>0</b>	<b>(1,091)</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>(20,590)</b>		<b>(1,091)</b>		

## TOP FINANCIAL RISKS 2017/18

- 1) 1% rent reduction - Year 2 of the government's 4-year policy to reduce social rents
- 2) Risk of increased bad debt (owing partly to the implementation of universal credit)
- 3) On-going pay and cost inflation (particularly changes in National Insurance costs to employers)
- 4) Anticipated impact of the High Value Voids (HVV) government manifesto commitment

## HOUSING REVENUE ACCOUNT

## DEPARTMENT SUMMARY

CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director Of Resources and S151 Officer	61848
Shifa Mustafa	Executive Director of Place	47575
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 2016/17 £000's	DIVISION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(70,370)	People - HRA	(69,736)	70	1,635	(68,031)	(2)
17,391	Place - HRA	17,467	53	340	17,860	2
51,888	Directorate & Centralised Costs - HRA	52,269	7	(2,105)	50,171	(4)
(1,091)	<b>TOTAL NET SPEND</b>	-	130	(130)	-	(4)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2016/17	ORIGINAL BUDGET 2017/18	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
People - HRA	203.1	197.2	(5.9)
Place - HRA	124.5	128.4	3.9
Directorate & Centralised Costs - HRA	12.0	2.6	(9.4)
<b>TOTAL FTE STAFF</b>	339.6	328.2	(11.4)

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,652	Employees	14,868	130	(370)	<b>14,628</b>	(2)
24,332	Premises related expenditure	22,787	-	3,737	<b>26,524</b>	16
5,478	Supplies and Services	4,375	-	3,342	<b>7,717</b>	76
772	Third Party Payments	702	-	(4)	<b>698</b>	(1)
143	Transfer Payments	175	-	-	<b>175</b>	-
145	Transport related expenditure	225	-	(76)	<b>149</b>	(34)
3,857	Recharges from other services	4,819	-	590	<b>5,409</b>	12
<b>48,380</b>	<b>TOTAL EXPENDITURE</b>	<b>47,951</b>	<b>130</b>	<b>7,219</b>	<b>55,300</b>	<b>15</b>
-	Government Grants	-	-	-	-	n/a
241	Other Grants, reimbursements and contributions	(185)	-	(24)	<b>(209)</b>	13
(0)	Fees and Charges	-	-	-	-	n/a
(92,649)	Customer and Client Receipts	(91,229)	-	(2,030)	<b>(93,259)</b>	2
(2,225)	Interest Receivable	-	-	(20)	<b>(20)</b>	n/a
(107)	Recharges to other services	(1,807)	-	-	<b>(1,807)</b>	-
<b>(94,740)</b>	<b>TOTAL INCOME</b>	<b>(93,221)</b>	<b>-</b>	<b>(2,074)</b>	<b>(95,295)</b>	<b>2</b>
<b>(46,361)</b>	<b>NET CONTROLLABLE COST</b>	<b>(45,270)</b>	<b>130</b>	<b>5,145</b>	<b>(39,995)</b>	<b>(12)</b>
30,042	Capital Charges	30,042	-	2,207	<b>32,249</b>	7
-	Deferred/Intangible Charges	-	-	49	<b>99</b>	n/a
8,523	REFCUS	8,523	-	(7,531)	<b>99</b>	(88)
6,705	Corporate support services bought in	6,705	-	-	<b>6,705</b>	-
<b>45,270</b>	<b>TOTAL UNCONTROLLABLE COST</b>	<b>45,270</b>	<b>-</b>	<b>(5,275)</b>	<b>39,995</b>	<b>(12)</b>
<b>(1,091)</b>	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>130</b>	<b>(130)</b>	<b>(0)</b>	<b>(164)</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>(1,091)</b>	<b>TOTAL NET EXPENDITURE</b>	<b>0</b>	<b>130</b>	<b>(130)</b>	<b>(0)</b>	<b>(164)</b>
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						<b>£000's</b>
Strategic budget - agreed pressures / service demands						2,313
Strategic budget - agreed additional income / savings						(1,198)
Other resource changes						(1,245)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(130)</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 2017-18 there is a reduction of 1% on dwellings rents, a statutory requirement, which is estimated to be £1.370m.

**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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
G2420P	Housing Need - HRA	(69,736)	70	1,635	(68,031)	(2)
	<b>TOTAL NET SPEND</b>	(69,736)	70	1,635	(68,031)	(2)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Housing Need - HRA	203.1	197.2	(5.9)
<b>TOTAL FTE STAFF</b>	203.1	197.2	(5.9)

## COST CENTRE: C2200N

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,841	Employees	7,517	70	(226)	7,361	(2)
11,200	Premises related expenditure	9,674	-	3,468	13,142	36
1,884	Supplies and Services	852	-	498	1,350	58
644	Third Party Payments	574	-	(4)	570	(1)
143	Transfer Payments	175	-	-	175	-
106	Transport related expenditure	143	-	(47)	96	(33)
1,284	Recharges from other services	2,807	-	-	2,807	-
22,102	<b>TOTAL EXPENDITURE</b>	21,742	70	3,689	25,501	17
-	Government Grants	-	-	-	-	n/a
241	Other Grants, reimbursements and contributions	(185)	-	(24)	(209)	13
-	Fees and Charges	-	-	-	-	n/a
(92,649)	Customer and Client Receipts	(91,229)	-	(2,030)	(93,259)	2
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(92,472)	<b>TOTAL INCOME</b>	(91,478)	-	(2,054)	(93,532)	2
(70,370)	<b>NET CONTROLLABLE COST</b>	(69,736)	70	1,635	(68,031)	(2)
-	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
(70,370)	<b>NET COST OF SERVICE</b>	(69,736)	70	1,635	(68,031)	(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
(70,370)	<b>TOTAL NET EXPENDITURE</b>	(69,736)	70	1,635	(68,031)	(2)



COST CENTRE: C2420P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,841	Employees	7,517	70	(226)	7,361	(2)
11,200	Premises related expenditure	9,674	-	3,468	13,142	36
1,884	Supplies and Services	852	-	498	1,350	58
644	Third Party Payments	574	-	(4)	570	(1)
143	Transfer Payments	175	-	-	175	-
106	Transport related expenditure	143	-	(47)	96	(33)
1,284	Recharges from other services	2,807	-	-	2,807	-
22,102	<b>TOTAL EXPENDITURE</b>	21,742	70	3,689	25,501	17
-	Government Grants	-	-	-	-	n/a
241	Other Grants, reimbursements and contributions	(185)	-	(24)	(209)	13
-	Fees and Charges	-	-	-	-	n/a
(92,649)	Customer and Client Receipts	(91,229)	-	(2,030)	(93,259)	2
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(92,472)	<b>TOTAL INCOME</b>	(91,478)	-	(2,054)	(93,532)	2
(70,370)	<b>NET CONTROLLABLE COST</b>	(69,736)	70	1,635	(68,031)	(2)
-	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
(70,370)	<b>NET COST OF SERVICE</b>	(69,736)	70	1,635	(68,031)	(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
(70,370)	<b>TOTAL NET EXPENDITURE</b>	(69,736)	70	1,635	(68,031)	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Rent reduction of 1% (less voids)						1,370
Bad Debt Provision - write-off increase due to introduction of Universal Credits						500
Use of contingency for NI cost increases						118
						1,988
<u>Strategic budget - agreed additional income / savings</u>						
Staff savings (removal of vacant posts)						(212)
Cost efficiency programme						(321)
Additional income (traffic management initiatives)						(180)
Increases to tenant service charges and heating charges						(127)
Non-dwelling rent increases (garages and parking spaces)						(38)
						(878)
<u>Other resource changes</u>						
Budget for Concorde, Sycamore and Windsor House HRA Temporary Accommodation						450
Transfer of 2 community outreach officers to the Sustainable Communities Team (see HRA 2.4)						76
Minor variances						(1)
						525
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,635</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 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
G2125P	District Centres & Regeneration - HRA	16,021	41	416	16,478	3
G2130P	Safety - HRA	1,446	12	(76)	1,382	(4)
	<b>TOTAL NET SPEND</b>	17,467	53	340	17,860	(2)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
District Centres & Regeneration - HRA	94.0	99.9	5.9
Safety - HRA	30.5	28.5	(2.0)
<b>TOTAL FTE STAFF</b>	124.5	128.4	3.9

## COST CENTRE: C2100N

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,909	Employees	5,377	53	428	5,858	9
12,317	Premises related expenditure	12,298	-	19	12,317	0
1,464	Supplies and Services	1,005	-	(89)	916	(9)
24	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
39	Transport related expenditure	82	-	(29)	53	(35)
863	Recharges from other services	381	-	31	412	8
19,616	<b>TOTAL EXPENDITURE</b>	19,167	53	360	19,580	2
-	Government Grants	-	-	-	-	n/a
(0)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(0)	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
(2,225)	Interest Receivable	-	-	(20)	(20)	n/a
-	Recharges to other services	(1,700)	-	-	(1,700)	-
(2,225)	<b>TOTAL INCOME</b>	(1,700)	-	(20)	(1,720)	1
17,391	<b>NET CONTROLLABLE COST</b>	17,467	53	340	17,860	2
-	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
17,391	<b>NET COST OF SERVICE</b>	17,467	53	340	17,860	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
17,391	<b>TOTAL NET EXPENDITURE</b>	17,467	53	340	17,860	2

COST CENTRE: C2125P

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,640	Employees	4,108	41	553	4,701	14
12,315	Premises related expenditure	12,296	-	19	12,315	0
1,412	Supplies and Services	953	-	(91)	862	(10)
24	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
20	Transport related expenditure	63	-	(27)	36	(43)
759	Recharges from other services	277	-	(18)	259	(6)
18,170	<b>TOTAL EXPENDITURE</b>	17,721	41	436	18,197	3
-	Government Grants	-	-	-	-	n/a
(0)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(0)	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
(2,225)	Interest Receivable	-	-	(20)	(20)	n/a
-	Recharges to other services	(1,700)	-	-	(1,700)	-
(2,225)	<b>TOTAL INCOME</b>	(1,700)	-	(20)	(1,720)	1

15,945	<b>NET CONTROLLABLE COST</b>	16,021	41	416	16,477	3
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

15,945	<b>NET COST OF SERVICE</b>	16,021	41	416	16,477	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

15,945	<b>TOTAL NET EXPENDITURE</b>	16,021	41	416	16,477	3
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Additional cyclical repairs budget to meet increased demand		325
		325
<u>Strategic budget - agreed additional income / savings</u>		
Savings on responsive repairs budget		(250)
Asset management and engagement savings		(50)
Variation in capital recharges		(20)
		(320)
<u>Other resource changes</u>		
Staff budget realignment (transferred from the HRA contingency)		472
Savings from staff restructure		(83)
Other minor variations		22
		411
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>416</b>

**COST CENTRE: C2130P**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,269	Employees	1,269	12	(125)	1,156	(9)
2	Premises related expenditure	2	-	-	2	-
52	Supplies and Services	52	-	2	54	4
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
19	Transport related expenditure	19	-	(2)	17	(11)
104	Recharges from other services	104	-	49	153	47
1,446	<b>TOTAL EXPENDITURE</b>	1,446	12	(76)	1,382	(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
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

1,446	<b>NET CONTROLLABLE COST</b>	1,446	12	(76)	1,382	(4)
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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

1,446	<b>NET COST OF SERVICE</b>	1,446	12	(76)	1,382	(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

1,446	<b>TOTAL NET EXPENDITURE</b>	1,446	12	(76)	1,382	(4)
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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 2 community outreach officers to the Sustainable Communities team (see 1.3)		(76)
		(76)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(76)</b>

**SERVICE DESCRIPTION**

The Directorate and Centralised budgets are used to fund the following items within the HRA:

- Capital charges relating to the HRA asset base (i.e. depreciation, impairment, etc)
- Servicing of HRA debt transferred to the council (including interest, debt repayments, etc)
- Revenue contributions to the funding of the capital programme
- HRA contingency budgets set aside to manage emerging risks and in-year budget pressures

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2400N	Directorate & Centralised Costs	52,269	7	(2,105)	50,171	(4)
	<b>TOTAL NET SPEND</b>	52,269	7	(2,105)	50,171	(4)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2016/17 FTE STAFF	ORIGINAL BUDGET 2017/18 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	12.0	2.6	(9.4)
<b>TOTAL FTE STAFF</b>	12.0	2.6	(9.4)

**COST CENTRE: C2400N**

FORECAST 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,902	Employees	1,974	7	(572)	1,409	(29)
815	Premises related expenditure	815	-	250	1,065	31
2,130	Supplies and Services	2,518	-	2,933	5,451	116
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1,710	Recharges from other services	1,631	-	559	2,190	34
6,661	<b>TOTAL EXPENDITURE</b>	7,042	7	3,170	10,219	45
-	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)	-
6,618	<b>NET CONTROLLABLE COST</b>	6,999	7	3,170	10,176	45
30,042	Capital Charges	30,042	-	2,207	32,249	7
-	Deferred/Intangible Charges	-	-	49	49	n/a
8,523	REFCUS	8,523	-	(7,531)	992	(88)
6,705	Corporate support services bought in	6,705	-	-	6,705	-
45,270	<b>TOTAL UNCONTROLLABLE COST</b>	45,270	-	(5,275)	39,995	(12)
51,888	<b>NET COST OF SERVICE</b>	52,269	7	(2,105)	50,171	(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
51,888	<b>TOTAL NET EXPENDITURE</b>	52,269	7	(2,105)	50,171	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
HRA capital charges adjustment						(7,531)
Amortisation of intangible fixed assets						49
Increase in HRA depreciation charge						2,207
Budget taken from responsive repairs (added back to contingency - see 2.3)						250
Increase in HRA contingency budget						2,933
Other minor variations						(13)
						(2,105)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,105)</b>



# CAPITAL PROGRAMME

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**Capital Programme Resourcing 2017/18 to 2019/20**

Funding	Budget 2017/18 £000's	Budget 2018/19 £000's	Budget 2019/20 £000's	Total 17/18 - 19/20 £000's
Capital Receipts	20,644	8,356	12,500	41,500
School Condition Funding	2,104	2,000	-	4,104
S106 funding (Education)	738	18	-	756
TFL	4,154	4,154	4,154	12,462
Coast to Capital LEP	14,000	-	-	14,000
CIL	6,000	-	-	6,000
CIL local meaningful proportion	1,000			1,000
Better Care Fund	900	900	900	2,700
Borrowing - Brick by Brick (RIF)	272,717	80,560	5,400	358,677
Growth Zone - Borrowing	2,000	2,000	3,000	7,000
Borrowing	62,517	50,878	2,053	115,448
<b>GENERAL FUND</b>	<b>386,774</b>	<b>148,866</b>	<b>28,007</b>	<b>563,647</b>
Major Repairs Allowance	17,903	17,903	17,903	53,709
HRA - Revenue Contribution	2,697	4,227	4,227	11,151
HRA - Use Of Reserves	6,451	4,921	4,921	16,293
<b>HRA FUNDING</b>	<b>27,051</b>	<b>27,051</b>	<b>27,051</b>	<b>81,153</b>
<b>TOTAL FUNDING</b>	<b>413,825</b>	<b>175,917</b>	<b>55,058</b>	<b>644,800</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>				

## CAPITAL PROGRAMME 2017/18 to 2019/20

These pages show details of the proposed capital programme for 2017/20

Description	Budget 2017/18	Budget 2018/19	Budget 2019/20	Total 2017/18 to 2019/20
	£000's	£000's	£000's	£000's
Corporate Property Maintenance Programme	2,000	2,000	2,000	6,000
Disabled Facilities Grant	1,600	1,600	1,600	4,800
Education - Major Maintenance	2,000	2,000	2,000	6,000
Education - Miscellaneous	4,383	-	-	4,383
Education - Primary Perm Expansion	43,698	5,866	380	49,944
Education - Secondary Schools	150	-	-	150
Education - SEN	13,500	12,603	-	26,103
Onside Youth Zone	2,117	-	-	2,117
Burial Land	1,300	-	-	1,300
Cremators	-	1,250	-	1,250
Empty Homes Grants	500	500	500	1,500
ICT	1,500	1,500	1,500	4,500
ICT Refresh	1,500	9,051	2,353	12,904
Finance and HR system	1,126	2,557	-	3,683
Waste and Recycling	160	160	-	320
New Waste contract Vehicles	1,094	7,016	-	8,110
Fairfield Halls - Council	1,500	3,500	-	5,000
Fairfield Halls - Brick by Brick	3,600	26,400	-	30,000
Brick by Brick programme (RIF)	269,117	54,160	5,400	328,677
College Green	14,000	-	-	14,000
Highways	5,000	5,000	5,000	15,000
New Addington Regeneration	8,500	7,429	-	15,929
Ashburton Library	1,155	-	-	1,155
Growth Zone Programme	2,000	2,000	3,000	7,000
TFL - LIP	4,154	4,154	4,154	12,462
Community Ward Budgets	120	120	120	360
CIL local meaningful proportion	1,000	-	-	1,000
<b>General Fund Total</b>	<b>386,774</b>	<b>148,866</b>	<b>28,007</b>	<b>563,647</b>

Description	Budget 2017/18	Budget 2018/19	Budget 2019/20	Total 2017/18 to 2019/20
	£000's	£000's	£000's	£000's
Special Transfer Payments	180	180	180	540
Larger Homes	100	100	100	300
<b>Sub-Total</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>840</b>
Repair and Improvements	26,771	26,771	26,771	80,313
<b>HRA Total</b>	<b>27,051</b>	<b>27,051</b>	<b>27,051</b>	<b>81,153</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>413,825</b>	<b>175,917</b>	<b>55,058</b>	<b>644,800</b>