CROYDON COUNCIL

DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2013/14

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

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY

		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET		ure on (A)	BUDGET	%
2011/12	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	SERVICE BUDGETS					
118,866	Department of Adult Services, Housing and Health	117,760	2,130	(5,460)	114,430	(3)
101,640	Children, Families and Learners	111,465	653	(7,489)	104,629	(6)
67,337	Planning and Environment	75,248	751	(6,757)	69,242	(8)
26,674	Corporate Resources and Customer Services	29,227	1,312	7,100	37,640	29
6,014	Chief Executive's Office	5,539	91	(1,678)	3,952	(29)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	(4.00)
-	Layers and Spans Business Support	(300) (400)	-	300 400	-	(100) (100)
-	Redundancy	(400)	-	1,000	1,000	(100) n/a
-	Carbon Credits	190	_	65	255	34
	Carbon Credits		_			
320,530	NET COST OF SERVICES	338,906	4,937	(12,519)	331,328	(2)
(41,213)	Core Grants	(41,043)	_	27,790	(13,253)	(68)
1	Contingency / Unallocated Provision	1,000	-	-	1,000	-
	Levies from Other Bodies	,			,	
252	Environment Agency	272	-	-	272	-
378	Lee Valley Regional Park Authority	407	-	-	407	-
706	London Boroughs Grants Committee	507	-	(100)	407	(20)
349	London Pensions Fund Authority	438	-	-	438	-
(6,953)	Interest and Investment Income	(1,911)	_	(60)	(1,971)	3
9,924	Interest Payable	11,389	_	2,321	13,710	20
0,02		,		_,	10,110	
283,974	NET OPERATING EXPENDITURE	309,966	4,937	17,432	332,335	7
	ADDDODDIATIONS					
10 7/5	APPROPRIATIONS Contributions to / (from) Earmarked Reserves	3,241		2 076	7,117	120
	Provision for Repayment of External Loans	(27,526)	-	3,876 1,423	(26,103)	(5)
(27,020)	Revenue Expenditure Funded from Capital under	(27,520)	_	1,423	(20,103)	(5)
-	Statute (REFCUS)	(14,825)	_	(1,851)	(16,676)	12
(1.878)	Deferred / Intangible Charges Written Off	(3,149)	_	(809)	(3,958)	26
(1,010)	Contribution to / (from) General Balances	-	-	-	-	n/a
273,815	BUDGET REQUIREMENT	267,707	4,937	20,071	292,715	153
	DODGET REGUNERAL					
	FINANCED BY					
	Revenue Support Grant	2,206	-	95,023	97,229	4,307
3,345	Collection Fund surplus / (deficit)	3,166	-	1,365	4,531	43
-	Business Rates Top Up Grant	-	-	31,722	31,722	n/a
,	Business Rates Income	113,800	-	(80,628)	33,172	(71)
147,125	Council Tax - Band D Equivalent	148,535	-	(22,473)	126,062	(15)
273,815	TOTAL FINANCING	267,707			292,716	9
2011/12			2012/13	2013/14		Change
Band D			Band D	Band D		Band D
Equivalent	COUNCIL TAX SUMMARY		Equivalent	Equivalent		Equivalent
£.pp			£.pp	£.pp		%
	London Borough of Croydon	148,535	1,150.11	1,171.39	126,062	1.85%
	Greater London Authority	39,612	306.72	303.00	32,608	-1.21%
		188,147	1,456.83	1,474.39	158,670	

REVENUE BUDGET SUMMARY

ACTUAL		ORIGINAL	Variations	in Level of	ORIGINAL	
2011/12		BUDGET	Expenditu	ire on (A)	BUDGET	%
	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					
323,991	Employees	140,977	1,085	(8,814)		(5)
	·	21,642	212	4,290	26,144	21
	Supplies and Services	39,531	1,698	(3,577)	37,652	(5)
213,331	Third Party Payments	205,377	2,465	16,072	223,914	9
288,629	Transfer Payments	594,175	16	(4,243)	589,948	(1)
8,472	Transport related expenditure	8,305	145	(706)	7,745	(7)
71,581	1 0	36,742	-	141	36,883	0
-	Deferred/Intangible Charges	3,148	-	630	3,778	20
-	REFCUS	14,825	-	5,224	20,049	35
	Corporate support services bought in	(5,073)	-	(2,997)	(8,070)	59
78,425	Recharges from other services	81,670	1,348	(7,208)	75,810	(7)
1,154,039	TOTAL EXPENDITURE	1,141,319	6,968	(1,187)	1,147,101	1
	INCOME					
	Government Grants	(649,195)	-	(6,894)	(656,089)	1
	Other Grants, reimbursements and contributions	(11,758)	(88)	(1,271)		12
	Fees and Charges	(35,688)	(471)	(1,654)	(37,813)	6
	Other Customer and Client Receipts	(16,666)	(36)	(5,553)	(22,256)	34
	Interest Receivable	(147)	(1)	120	(28)	(81)
	Recharges to other services	(88,626)	-	2,157	(86,470)	(2)
(833,508)	TOTAL INCOME	(802,080)	(596)	(13,097)	(815,773)	2
320,530	NET EXPENDITURE	339,239	6,372	(14,284)	331,327	(2)

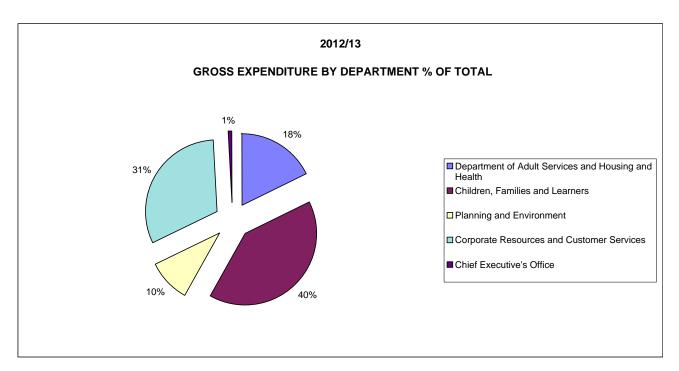
		ORIGINAL	ORIGINAL	CHANGE
DESCRIPTION	Note	BUDGET	BUDGET	IN
		2012/13	2013/14	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office		155.7	138.5	(17.2)
Children, Families and Learners		1,104.6	833.4	(271.3)
Planning and Environment		567.4	521.6	(45.8)
Department of Adult Services and Housing and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

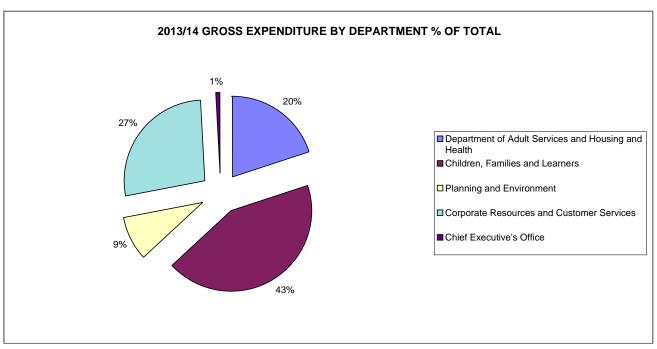
	Chief	Corporate	Planning and	Children,	HRA	Department	
	Executive's	Resources	Environment	Families	*	Of Adult Serv.	
DESCRIPTION	Office	Customer Serv.		and Learners		Housing & Health	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Central Finance	19	54	403	626	129	588	1,819
Finance Unification	0	0	485	711	0	479	1,675
Treasury and Pensions	1	4	31	49	10	46	142
Audit and Fraud	15	44	329	512	106	481	1,488
Strategy and Performance	26	74	551	857	177	805	2,490
Procurement and Commissioning	11	30	226	352	73	331	1,023
Risk and CPO	(2)	(7)	(50)	(78)	(16)	(74)	(228)
SCPP - Services	0	0	289	311	0	(63)	538
Corporate Planning	0	0	0	0	0	0	0
Exchequer	15	47	169	152	26	377	785
Cash and Control	0	266	58	0	176	0	499
Customer Strategy and Development	5	14	108	168	35	158	489
Contact Centre	13	6	753	371	1,109	914	3,166
Communications	9	24	182	284	59	266	824
FM Services - Soft	112	591	672	660	474	864	3,373
FM Services - Hard	0	880	595	1,708	221	379	3,784
ST and ICT Strategy	3	22	64	136	36	76	337
Information Communication Technology	16	139	397	845	221	473	2,091
Telephony Service	0	0	0	0	0	0	0
Service Transformation Program	0	0	0	0	0	0	0
ICT Contract	104	914	2,614	5,562	1,453	3,115	13,763
Health and Safety Team	0	0	0	0	0	0	0
Property Team	0	0	0	0	0	0	0
Step Change PMO	0	0	0	0	0	0	0
HR Consultancy Summary	11	159	393	842	236	391	2,031
Health and Wellbeing	1	20	50	107	30	50	259
Health and Safety Team	0	0	1	1	0	1	4
Business Development Information	7	102	253	542	152	251	1,306
Organisational Effectiveness	4	53	132	282	79	131	680
Corporate Learning and Development	2	31	76	163	46	76	393
Equalities and Social Inclusion	9	25	188	292	60	274	848
Total	379	3,495	8,969	15,456	4,890	10,391	43,579

^{*} Non general fund support charge

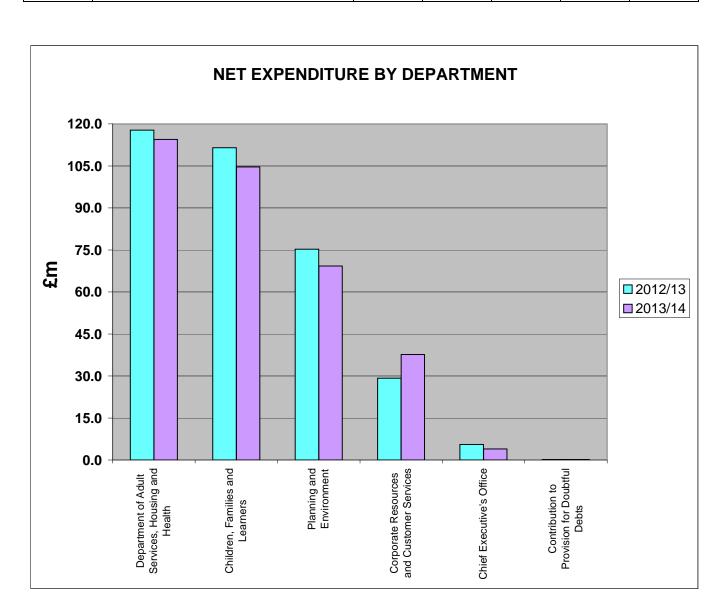
DEPARTMENTAL GROSS EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2011/12	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	SERVICE BUDGETS					
9,969	Department of Adult Services Housing and Health	204,214	2,602	21,563	228,380	12
17,765	Children, Families and Learners	458,712	677	34,125	493,514	8
115,824	Planning and Environment	110,395	837	(8,848)	102,384	(7)
308,929	Corporate Resources and Customer Services	358,274	1,326	(46,353)	313,246	(13)
(152)	Chief Executive's Office	9,724	91	(1,674)	8,141	(16)
5	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Layers and Spans	(300)	-	300	-	(100)
-	Business Support	(400)	-	400	-	(100)
-	Redundancy	-	-	1,000	1,000	n/a
-	Carbon Credits	190	-	65	255	34
452,339	GROSS DEPARTMENTAL COST OF SERVICE	1,140,989	5,533	578	1,147,101	1

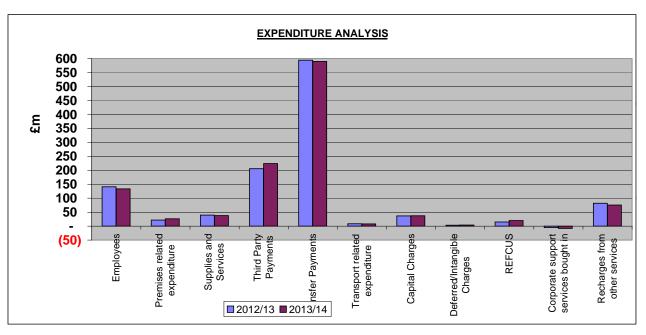


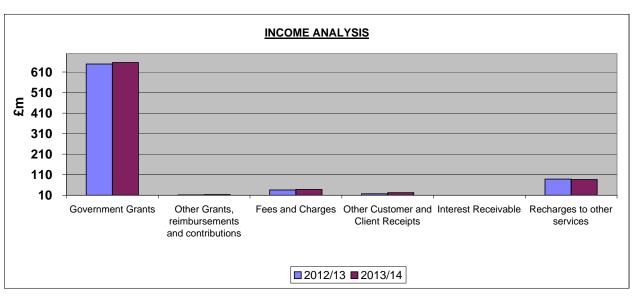


		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2011/12	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	SERVICE BUDGETS					
(35,781)	Department of Adult Services, Housing and Health	117,760	2,130	(5,460)	114,430	(3)
101,640	Children, Families and Learners	111,465	653	(7,489)	104,629	(6)
67,337	Planning and Environment	75,248	751	(6,757)	69,242	(8)
-	Corporate Resources and Customer Services	29,227	1,312	7,100	37,640	29
-	Chief Executive's Office	5,539	91	(1,678)	3,952	(29)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Layers and Spans	(300)	-	300	-	(100)
-	Business Support	(400)	-	400	-	(100)
-	Redundancy	-	-	1,000	1,000	-
-	Carbon Credits	190	-	65	255	34
133,196	NET COST OF SERVICES	338,909	4,937	(12,519)	331,328	(2)



ACTUAL		ORIGINAL	Variations	in Level of	ORIGINAL	
2011/12		BUDGET	Expenditu	re on (A)	BUDGET	%
	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					
338,909	Employees	140,977	1,085	(8,814)	133,248	(5)
58,727	Premises related expenditure	21,642	212	4,290	26,144	21
97,013	Supplies and Services	39,531	1,698	(3,577)	37,652	(5)
229,898	Third Party Payments	205,377	2,465	16,072	223,914	9
288,784	Transfer Payments	594,175	16	(4,243)	589,948	(1)
8,718	Transport related expenditure	8,305	145	(706)	7,745	(7)
85,550	Capital Charges	36,742	-	141	36,883	0
-	Deferred/Intangible Charges	3,148	-	630	3,778	20
-	REFCUS	14,825	-	5,224	20,049	35
50,453	Corporate support services bought in	(5,073)	-	(2,997)	(8,070)	59
	Recharges from other services	81,670	1,348	(7,208)	75,810	(7)
1,236,478	TOTAL EXPENDITURE	1,141,319	6,968	(1,187)	1,147,101	1
	INCOME	-				
(381,954)	Government Grants	(649,195)	-	(6,894)	(656,089)	1
	Other Grants, reimbursements and contributions	(11,758)	(88)	(1,271)	(13,118)	12
(51,758)	Fees and Charges	(35,688)	(471)	(1,654)		6
(100,575)	Other Customer and Client Receipts	(16,666)	(36)	(5,553)		34
(55)	Interest Receivable	(147)	(1)	120	(28)	(81)
(142,788)	Recharges to other services	(88,626)	-	2,157	(86,470)	(2)
(915,947)	TOTAL INCOME	(802,080)	(596)	(13,097)	(815,774)	2
320,530	NET EXPENDITURE	339,239	6,372	(14,284)	331,327	(2)





CHIEF EXECUTIVE'S OFFICE

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KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE						
DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%	
	2011/12	2012/13	2012/13	2013/14	CHANGE	
	£000	£000	£000	£000		
Employees	9,591	8,128	7,977	7,771	(3)	
Premises related expenditure	6	10	10	10	(0)	
Supplies and Services	4,208	2,840	2,752	2,900	5	
Third Party Payments	3,165	3,382	2,764	2,777	0	
Transfer Payments	124	134	134	-	(100)	
Transport related expenditure	31	46	46	42	(9)	
Capital Charges	1,310	-	-	-	n/a	
Deferred/Intangible Charges	-	123	123	153	25	
REFCUS	-	-	-	-	n/a	
Corporate support services bought in	592	(4,944)	(4,944)	(5,517)	12	
Recharges (to) / from other services	(10,118)	(1,954)	(2,646)	(2,646)	(0)	
TOTAL EXPENDITURE	8,909	7,765	6,215	5,490	(12)	
Government Grants	(152)	-	-	-	n/a	
Other Grants, reimbursements and contributions	(33)	(39)	(39)	(18)	(54)	
Fees and Charges	(2,549)	(1,818)	(1,416)	(1,384)	(2)	
Other Customer and Client Receipts	(161)	(369)	(142)	(136)	(4)	
Interest Receivable	` - '	- '	-	` - '	n/a	
TOTAL INCOME	(2,895)	(2,226)	(1,597)	(1,538)	(4)	
NET EXPENDITURE	6,014	5,539	4,618	3,952	(14)	5,614
						-,
Contributions to / (from) Reserves	-	75	75	-	(100)	
CURRENT BUDGET	6,728		4,734			
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(714)		(40)	1		

TOP FINANCIAL RISKS 2013/14

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ure on (A)	BUDGET	%
2012/13	SERVICE	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
3,223	Democratic and Legal Services	3,463	25	(403)	3,085	(11)
(664)	Workforce and Community Relations	(442)	61	(719)	(1,100)	149
1,266	Voluntary Sector Funding	1,538	-	(302)	1,236	(20)
794	Chief Executive's Office	980	5	(254)	731	(25)
4,618	TOTAL NET SPEND	5,539	91	(1,678)	3,952	(29)
75	Contributions to / (from) Reserves	75	-	(75)	-	(100)

75 Contributions to / (from) Reserves	75	-	(75)	-	(100)

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

	SUMMARY

SOBJECTIVI	COMMAN	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
7,977	Employees	8,128	65	(422)	7,771	(4)
	Premises related expenditure	10	-	` <u>-</u> ´	10	-
2,752	Supplies and Services	2,840	3	57	2,900	2
	Third Party Payments	3,382	23	(628)	2,777	(18)
134	Transfer Payments	134	=	(134)	-	(100)
	Transport related expenditure	46	-	(4)	42	(9)
5	Recharges from other services	5	-	-	5	-
13,688	TOTAL EXPENDITURE	14,545	91	(1,131)	13,505	(7)
-	Government Grants	-	1	1	-	n/a
(39)	Other Grants, reimbursements and contributions	(39)	-	21	(18)	(54)
(1,416)	Fees and Charges	(1,818)	_	434	(1,384)	(24)
(142)	Other Customer and Client Receipts	(369)	-	233	(136)	(63)
	Interest Receivable	-	-	-	-	n/a
(2,651)	Recharges to other services	(1,959)	_	(692)	(2,651)	35
	TOTAL INCOME	(4,185)	-	(4)	(4,189)	-
		, , , , , ,		, ,	, , ,	
9,440	NET CONTROLLABLE COST	10,360	91	(1,135)	9,316	(10)
-	Capital Charges	-	-	-	-	n/a
123	Deferred/Intangible Charges	123	-	30	153	24
-	REFCUS	- (4.044)	-	(==0)	-	n/a
(4,944)	Corporate support services bought in	(4,944)	-	(573)	(5,517)	12
(4,821)	TOTAL UNCONTROLLABLE COST	(4,821)	-	(543)	(5,364)	11
						()
4,618	NET COST OF SERVICE	5,539	91	(1,678)	3,952	(29)
75	Contributions to / (from) Earmarked Reserves	75	-	(75)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	_	n/a
_	Financing of Capital Expenditure	-	-	-	_	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances		=			n/a
75	TOTAL APPROPRIATIONS	75	-	(75)	-	(100)
		· · · · · · · · · · · · · · · · · · ·				()
4,694	TOTAL NET EXPENDITURE	5,614	91	(1,753)	3,952	(30)
* OTHER VA	DIATIONS IN LEVEL OF EVDENDITURE					C000'a
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	lget - agreed pressures / service demands					_
	lget - agreed additional income / savings					(517)
						(547)
						(517)
Other resource	ce changes					(1,236)
TOTAL OTH	ER VARIATIONS IN RESOURCE				ŀ	(4 752)
LIGIALOIR	LIV VARIATIONS IN RESOURCE					(1,753)

MOVEMENT IN NET EXPENDITURE

	ORIGINAL	L Variations in Level of		ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Legal	(186)	11	(189)	(364)	96
Democratic	2,607	9	109	2,725	5
Electoral	531	1	(225)	307	(42)
Mayoral	313	1	(5)	309	(1)
Registrars	(63)	3	(83)	(143)	127
Contribution to Coroner's Court	261	-	(10)	251	(4)
Contribution to the Local Election's Reserve	75	-	(75)	-	(100)
TOTAL NET SPEND	3,538	25	(478)	3,085	(13)

al	(186)	11	(189)	(364)	96
mocratic	2,607	9	109	2,725	5
ctoral	531	1	(225)	307	(42)
yoral	313	1	(5)	309	(1)
gistrars	(63)	3	(83)	(143)	127
ntribution to Coroner's Court	261	-	(10)	251	(4)
ntribution to the Local Election's Reserve	75	-	(75)	-	(100)
TAL NET SPEND	3,538	25	(478)	3,085	(13)
IAL NET SPEND	3,330	25	(470)	3,000	(13)
AFF ESTABLISHMENT NUMBERS					
_			ORIGINAL	ORIGINAL	CHANGE
			DUDGET		

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

DEMOCRATIC AND LEGAL SERVICES

SUBJECTIVE S	SUMMARY
--------------	---------

SUBJECTIV	E SUMMARY					
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	3,132	25	(169)	2,988	(5)
	Premises related expenditure	10	-	-	10	-
	Supplies and Services Third Party Payments	1,993 559	-	(221)	1,993 338	(40)
447	Transfer Payments	559	-	(221)	330	(4 0) n/a
30	Transport related expenditure	30		_	30	11/a
	Recharges from other services	5	_	_	5	_
		_	0.5	(000)		(0)
5,590	TOTAL EXPENDITURE	5,729	25	(390)	5,364	(6)
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(39)	-	21	(18)	(54)
	Fees and Charges	(500)	-	1	(499)	(0)
(142)	Other Customer and Client Receipts	(142)	-	6	(136)	(4)
-	Interest Receivable	-	-	-	-	n/a
(1,939)	Recharges to other services	(1,939)	-	-	(1,939)	-
(2,660)	TOTAL INCOME	(2,620)	_	28	(2,592)	(4)
(2,000)	1017/2 III 00 III 2	(2,020)			(2,002)	(1)
2,930	NET CONTROLLABLE COST	3,109	25	(362)	2,772	(11)
	Conital Charges	1 1	_ 1		I I	n/a
-	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
_	REFCUS	_	-	-	_	n/a
292	Corporate support services bought in	354	-	(41)	313	(12)
	TOTAL UNCONTROLLABLE COST	354	_	(41)	313	` '
232	TOTAL UNCONTROLLABLE COST	304		(41)	313	(12)
3,223	NET COST OF SERVICE	3,463	25	(403)	3,085	(11)
		· · · · · · · · · · · · · · · · · · ·	1		· · · · · · · · · · · · · · · · · · ·	
75	Contributions to / (from) Earmarked Reserves	75	-	(75)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
75	TOTAL APPROPRIATIONS	75	-	(75)	-	(100)
3,298	TOTAL NET EXPENDITURE	3,538	25	(478)	3,085	(13)
-,	1	2,200		(1 - 7	-,	(10)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	
	-
Strategic budget - agreed additional income / savings Increased efficiencies in legal services	(318)
Reduction in contributions to election reserves Reduction in contributions to Coroners Court	(75) (10)
Reduction in supplies and services	(15)
Reduction in professional training Reduction in third-party payments	(10) (9)
	()
	(437)
Other resource changes Pay award budget back to Corporate	(27)
Reduce budget for design studio to Corporate Members training budget transferred from WCR	(13) 15
BVACOP adjustments	(41)
Contingency adjustment - rolling budget saving 2012/13 Business support - Transfer to Corporate Services as part of Consolidation	115 (88)
EBCR enhancements reduction	(2)
	(41)
TOTAL OTHER VARIATIONS IN RESOURCE	(478)

SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE

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

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

TOTAL OTHER VARIATIONS IN RESOURCE

WORKFORCE AND COMMUNITY RELATIONS

(719)

FORECAST		ORIGINAL BUDGET 2012/13	Expendit	in Level of ure on (A)	ORIGINAL BUDGET 2013/14	% CHANGE
2012/13	DESCRIPTION	(A)	Inflation (B)	* Other (C)	(D)	(E)
£000's	Employees	£000's 4,426	£000's	£000's (242)	£000's 4,219	<u>%</u> (5
4,519	Premises related expenditure	4,420	-	(242)	4,219	n/a
	Supplies and Services	745	3	49	797	7
	Third Party Payments	1,174	23	6	1,203	2
	Transfer Payments Transport related expenditure	5	-	(4)	1	n/a (80
٥,	Recharges from other services	-	-	(+)	-	n/a
6,152	TOTAL EXPENDITURE	6,350	61	(191)	6,220	(2
-	Government Grants	-	-	-	-	n/a
(076)	Other Grants, reimbursements and contributions Fees and Charges	(4.240)	-	422	(005)	n/a
(676)	Other Customer and Client Receipts	(1,318) (227)	-	433 227	(885)	(33) (100)
_	Interest Receivable	(221)	-	-	_	n/a
(692)	Recharges to other services	-	_	(692)	(692)	n/a
	TOTAL INCOME	(1,545)	-	(32)	(1,577)	2
,				` '		
4,583	NET CONTROLLABLE COST	4,805	61	(223)	4,643	(3
-	Capital Charges			-		n/a
	Deferred/Intangible Charges	123	-	30	153	24
-	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	(5,370)	-	(526)	(5,896)	10
(5,247)	TOTAL UNCONTROLLABLE COST	(5,247)	-	(496)	(5,743)	9
	I					
(664)	NET COST OF SERVICE	(442)	61	(719)	(1,100)	149
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances			-	-	n/a n/a
_	TOTAL APPROPRIATIONS	_	_	-	-	
						n/a
(664)	TOTAL NET EXPENDITURE	(442)	61	(719)	(1,100)	149
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE				İ	£000's
						20000
Strategic bud	dget - agreed pressures / service demands					
						_
Strategic bud	dget - agreed additional income / savings					
Reduction in	trade union support					(15
Reduce by 1	FTR the support function to the Equality and Comr	nunity Relatior	ns Tean			(35
						(50
						(50
Other resour	<u>ce changes</u> ire - budget transferred to CR&CS					/4 <i>EE</i>
	udget back to Corporate					(155 (37
	of ICT budget - Midland Trent to CR&CS					(99
	to Equalities from DASHH					31
	r to Staff Engagement from CR&CS ining budget transferred to Democratic and Lega					55 (15
	ining budget transferred to Democratic and Lega em amortisation					(15 30
BVACOP ad	justments					(477
Business sur	oport - Transfer to Corporate Services as part of Co	onsolidation				`(63
Library outso						(<mark>9</mark> 70
Agency staff	- Contract Management					70
						(669

MOVEMENT IN NET EX	KPENDITURE
--------------------	------------

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

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

VOLUNTARY SECTOR FUNDING

SUBJECTIVE SUMMARY

FORECAST	DESCRIPTION	ORIGINAL BUDGET 2012/13		in Level of ure on (A) * Other	ORIGINAL BUDGET 2013/14	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees Premises related expenditure	-	-	-	-	n/a n/a
1,132	Supplies and Services Third Party Payments Transfer Payments	1,404 134	-	(168) (134)	1,236 -	n/a (12) (100)
-	Transport related expenditure Recharges from other services	-	-	` - ´	-	n/a n/a
	TOTAL EXPENDITURE	1,538	-	(302)	1,236	(20)
-	Government Grants Other Grants, reimbursements and contributions	-	-	-	-	n/a n/a
-	Fees and Charges Other Customer and Client Receipts Interest Receivable	-	-	-	-	n/a n/a n/a
-	Recharges to other services	-		-		n/a
-	TOTAL INCOME	-	-	-	-	n/a
1,266	NET CONTROLLABLE COST	1,538	-	(302)	1,236	(20)
-	Capital Charges	_	_	_	_	n/a
-	Deferred/Intangible Charges REFCUS	-	-	-	-	n/a n/a
-	Corporate support services bought in TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a n/a
						11/a
1,266	NET COST OF SERVICE	1,538	-	(302)	1,236	(20)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-		-	n/a n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	- -	-	-	n/a n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,266	TOTAL NET EXPENDITURE	1,538	-	(302)	1,236	(20)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	lget - agreed pressures / service demands					-
						-
	lget - agreed additional income / savings rent subsidy and rate relief					(30)
r to adolion in	Total Gazoray and Tato Total					(00)
Other resour	ce changes					(30)
Housing Aid	Service funding to DASHH unding to CFL					(149) (123)
						(272)
TOTAL OTH	ER VARIATIONS IN RESOURCE					(302)

MOVEMEN	T IN NET	FXPFNDIT	IIRF

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

STAFF ESTABLISHMENT NUMBERS			
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Chief Executive's Office	8.0	8.0	-
TOTAL FTE STAFF	8.0	8.0	-

SUBJECTIVE SUMMARY

	ESUMMARY					
		ORIGINAL	Variations		ORIGINAL	
FORECAST	DEGODINE ON	BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
COOOlo		(A)	(B)	(C) £000's	(D)	(E)
£000's	Employees	£000's	£000's		£000's	% (1)
367	Employees Premises related expenditure	570	၁	(11)	564	(1) n/a
102	Supplies and Services	102		8	110	8
102	Third Party Payments	245	_	(245)	110	(100)
_	Transfer Payments	243	_	(243)	_	n/a
11	Transport related expenditure	11	_	_	11	-
-	Recharges from other services	-	-	_		n/a
680	TOTAL EXPENDITURE	928	5	(248)	685	(26)
		320	3	(240)	003	` '
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable		-	-		n/a
(20)	Recharges to other services	(20)	-		(20)	-
(20)	TOTAL INCOME	(20)	-	-	(20)	_
		I I				
661	NET CONTROLLABLE COST	908	5	(248)	665	(27)
	Conital Channe					, 1
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
122	REFCUS	- 70	-	(6)	- 72	n/a
	Corporate support services bought in	72	-	(6)	73	1
133	TOTAL UNCONTROLLABLE COST	72	-	(6)	66	(8)
						, ,,
794	NET COST OF SERVICE	980	5	(254)	731	(25)
701		000	ŭ	(201)		(20)
	Contributions to / (from) Earmarked Reserves	_ 1	_ 1	_ 1	_ 1	n/a
_	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a
_	Financing of Capital Expenditure	_	_	_	_	n/a
_	Provision for Repayment of External Loans	_	_	_	_	n/a
-	Contribution to / (from) General Balances	-	-	_	-	n/a
_	TOTAL APPROPRIATIONS	_	_	_	_	
	TOTAL ALT NOT MATIONS				_	n/a
		I I	I			1
794	TOTAL NET EXPENDITURE	980	5	(254)	731	(25)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				1	£000's
Strategic bud	dget - agreed pressures / service demands					
						=
Strategic budget - agreed additional income / savings						
Strategic bud	dget - agreed additional income / savings				•	
Strategic bud	dget - agreed additional income / savings					
Strategic bud	dget - agreed additional income / savings					
Strategic bud	dget - agreed additional income / savings					
						-
Other resour	ce changes					-
Other resour Pay award b	ce changes udget back to Corporate					(3)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245) (6)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245)
Other resour Pay award b Local authori	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245) (6)
Other resour Pay award b Local authori BVACOP ad	<u>ce changes</u> udget back to Corporate ties association budgets transfer to CR&CS					(245) (6)

CHILDREN, FAMILIES AND LEARNING

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Social Care and Family Support Dedicated Schools Budget Learning and Inclusion Community and Support Services and CFL Central Costs	CFL1 CFL2 CFL3 CFL4

FORECAST FORECAST

2013/14

CHANGE

2012/13

1000

114

110,629

KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

KEA NUI	INIDIC	TODE

DESCRIPTION

Early Years	2,489	2,766	2,766	3,586	30
Primary pupils (including nursery classes)	28,883	31,122	31,122	31,682	2
Secondary pupils	15,983	16,268	16,268	16,268	-
High Needs	3,515	3,575	3,575	3,590	-
FINANCIAL PERFORMANCE	•			'	
DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2011/12	2012/13	2012/13	2013/14	CHANGE
	£000	£000	£000	£000	
Employees	49,006	51,444	52,658	41,590	(21)
Premises related expenditure	7,108	3,047	3,199	2,295	(28)
Supplies and Services	22,125	8,591	8,676	6,011	(31)
Third Party Payments	64,294	57,239	60,337	57,936	(4)
Transfer Payments	227,400	278,116	278,637	329,122	18
Transport related expenditure	6,359	6,615	6,700	6,164	(8)
Capital Charges	29,409	14,574	14,555	13,306	(9)
Deferred/Intangible Charges	180	150	9,875	122	(99)
REFCUS	12,000	9,725	-	14,276	n/a
Corporate support services bought in	17,765	18,718	18,717	17,706	(5)
Recharges (to) / from other services	3,721	2,704	(677)	1,207	(278)
TOTAL EXPENDITURE	439,367	450,923	452,679	489,735	8
Government Grants	(102,019)	(333,388)	(336,190)	(376,793)	12
Other Grants, reimbursements and contributions	(219,806)	(1,955)	(2,896)	(2,561)	(12)
Fees and Charges	(8,257)	(3,340)	(3,304)	(3,955)	20
Other Customer and Client Receipts	(7,646)	(775)	(546)	(1,798)	230
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(337,728)	(339,459)	(342,936)	(385,107)	12
NET EXPENDITURE	404.040	444.404	100.710	404.000	/P'
NET EXPENDITURE	101,640	111,464	109,743	104,628	(5)

102,585

RESTATED ORIGINAL 2012/13

ACTUAL 2011/12

TOP FINANCIAL RISKS 2013/14

TOTAL VARIANCE FROM BUDGET- Over/(Under)

Contributions to / (from) Reserves

CURRENT BUDGET

1C400

CHILDREN, FAMILIES AND LEARNING

SERVICE SUMMARY

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ire on (A)	BUDGET	%
2012/13	SERVICE	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
61,918	Social Care and Family Support	63,555	390	(6,800)	57,145	(10)
-	Dedicated Schools Budget *	-	-	-	-	n/a
7,367	Learning and Inclusion	8,356	93	(1,414)	7,035	(16)
40 458	Community and Support Services and CFL Central Costs	39,553	170	725	40,448	2
109,743	TOTAL NET SPEND	111,464	653	(7,489)	104,628	(6)

1C500	
1C503	
1C501	
1C508	

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

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

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

SUBJ	ECTIVE	SUMMARY

SOBSECTIV	E SUMMARY	ODIOINIAL	Variations	in Laval of	ODIONIAL	
		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	51,444	380	(10,234)	41,590	(19)
	Premises related expenditure	3,047	-	(752)	2,295	(25)
	Supplies and Services	8,591	-	(2,580)	6,011	(30)
60,337	Third Party Payments	57,239	152	545	57,936	1
278,637	Transfer Payments	278,116	-	51,006	329,122	18
6,700	Transport related expenditure	6,615	145	(596)	6,164	(7)
6,449	Recharges from other services	10,493	-	(5,507)	4,986	(52)
416,658	TOTAL EXPENDITURE	415,545	677	31,882	448,104	8
(336 190)	Government Grants	(333,388)	_	(43,405)	(376,793)	13
	Other Grants, reimbursements and contributions	(1,955)	_	(606)	(2,561)	31
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		· · · · · · · · · · · · · · · · · · ·		, ,		
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	Fees and Charges	(3,340)	(24)	(591)	(3,955)	18
(546)	Other Customer and Client Receipts	(775)	-	(1,023)	(1,798)	132
-	Interest Receivable	-	-	-	-	n/a
(7,126)	Recharges to other services	(7,789)	-	4,011	(3,778)	(51)
(350,062)	TOTAL INCOME	(347,248)	(24)	(41,614)	(388,885)	12
66,596	NET CONTROLLABLE COST	68,297	653	(9,732)	59,218	(13)
-			1		Į.	
14.555	Capital Charges	14,574	-	(1,268)	13,306	(9)
	Deferred/Intangible Charges	150	-	(28)	122	(19)
	REFCUS	9,725	_	4,551	14,276	47
18,717	Corporate support services bought in	18,718	_	(1,012)	17,706	(5)
43.147	TOTAL UNCONTROLLABLE COST	43.167	_	2,243	45.410	
,		.0,.0.			10,110	5
100 742	NET COST OF SERVICE	111,464	653	(7,489)	104,628	(6)
109,743	NET COST OF SERVICE	111,404	033	(7,409)	104,028	(0)
	October to the terms of the second of December 1	1			ı	/-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
4 000	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
1,000	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
_	Contribution to / (from) General Balances	-	-	_	-	n/a
1,000	TOTAL APPROPRIATIONS	-	-	-	-	n/a
•						
110,743	TOTAL NET EXPENDITURE	111,464	653	(7,489)	104,628	(6)
					ı	
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Ctrotogia bus	dant carred pressures / service demands					442
	dget - agreed pressures / service demands					
Strategic bud	dget - agreed additional income / savings					(6,832)
						(0.000)
						(6,390)
L.						
Other resour	ce changes					(1,099)
TOTAL OTH	IER VARIATIONS IN RESOURCE					(7,489)

MOVEMENT IN NET EXPENDITURE

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

1C642 1C605 1C636 1C637 1C610	
.5310	

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Early Intervention and Family Support	75.0	74.5	(0.5)
Safeguarding and Looked After Children Quality Assurance	44.1	30.0	(14.1)
Children in Need Service	155.3	128.4	(26.9)
Looked After Children	229.6	141.0	(88.6)
Youth Services	110.4	110.3	(0.1)
Directorate Support	-		
TOTAL FTE STAFF	614.5	484.2	(130.3)
TOTALTILOTALT	014.5	707.2	(100.0

SHI	R IF	CTI	/F	SH	MM	Δ	RΥ

£000's (A) (B) (C) £000's (D) £000's (E) £000's	COBOLOTIV	E SOMIWAR I	ORIGINAL	Variations	in Level of	ORIGINAL	
E000's C00's C00	FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
E000's E	2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
27,282							
445 Premises related expenditure 460 . (166) 294 3,710 Supplies and Services 3,704 . (913) 2,791 43,080 Third Party Payments 42,328 152 (1,933) 40,547 978 Transfer Payments 1,111 . 4,672 5,783 195 Transport related expenditure 248 . (33) 215 4,367 Recharges from other services 5,713 . (1,927) 3,786 80,057 TOTAL EXPENDITURE 80,148 390 (2,603) 77,935 (25,146) Government Grants (23,993) . (4,661) (28,654) (599) Other Grants, reimbursements and contributions 465 . (1,533) (1,068) (7,599) (1,531) (2,5146) (2,51							, ,
3,710 Supplies and Services 3,704 - (913) 2,791	27,282	Employees		238			(8)
43,080 Third Party Payments 42,328 152 (1,933) 40,547 978 Transfer Payments 1,111 - 4,672 5,783 215 4,367 Recharges from other services 5,713 - (1,927) 3,786 80,057 TOTAL EXPENDITURE 80,148 390 (2,603) 77,935 (25,146) Government Grants (23,993) - (4,661) (28,654) (25) Other Grants, reimbursements and contributions 465 - (1,533) (1,068) (25) Other Customer and Client Receipts (52) - (1,299) (1,351) 2, Interest Receivable - (3,473) Recharges to other services (4,136) - 2,271 (1,865) (29,247) TOTAL INCOME (27,721) - (5,262) (32,983) (32,983) (32,983) (32,983) (33,980)				-			(36)
1,111				-			(25)
195				152			<mark>(4)</mark> 421
4,367 Recharges from other services 5,713 - (1,927) 3,786 80,057 TOTAL EXPENDITURE 80,148 390 (2,603) 77,935 (25,146) Government Grants (23,993) - (4,661) (28,654) (599) Other Grants, reimbursements and contributions 465 - (1,533) (1,068) (3,649) (4,661) (28,654) (4,661) (28,654) (4,661) (-			(13)
80,057 TOTAL EXPENDITURE 80,148 390 (2,603) 77,935 (25,146) Government Grants (23,993) - (4,661) (28,654) (599) Other Grants, reimbursements and contributions 465 - (1,533) (1,068) (7,068) (4) Fees and Charges (5) - (40) (45) (45) (25) Other Customer and Client Receipts (52) - (1,299) (1,351) 2, Interest Receivable (3,473) Recharges to other services (4,136) - (2,271) (1,865) (29,247) TOTAL INCOME (27,721) - (5,262) (32,983) (7,865) 44,952 (29,247) TOTAL INCOME (27,721) - (5,262) (32,983) (7,865) 44,952 (29,247) TOTAL INCOME (27,721) - (1,262) (29,247) (2				-			(34)
(25,146) Government Grants (23,993) - (4,661) (28,654) (599) Other Grants, reimbursements and contributions 465 - (1,533) (1,068) (3,1068) (4) Fees and Charges (5) - (40) (45) (45) (25) Other Customer and Client Receipts (52) - (1,299) (1,351) 2,21 Interest Receivable						,	` '
(599) Other Grants, reimbursements and contributions 465 - (1,533) (1,068) (3) (4) Fees and Charges (5) - (40) (45) (45) (45) (45) (46) (45) (46) (47) (40) (45) (45) (40) (45) (45) (47) (40) (45) (45) (47) <	,			390		,	(3)
(4) Fees and Charges (5) - (40) (45) (25) (25) Other Customer and Client Receipts (52) - (1,299) (1,351) 2,7 - Interest Receivable - - - - - - (3,473) Recharges to other services (4,136) - 2,271 (1,865) (29,247) TOTAL INCOME (27,721) - (5,262) (32,983) 50,810 NET CONTROLLABLE COST 52,427 390 (7,865) 44,952 218 Capital Charges - - - - - - Deferred/Intangible Charges - - - - - - REFCUS - - - - - - 10,890 Corporate support services bought in 10,890 - 1,124 12,014 11,109 TOTAL UNCONTROLLABLE COST 11,128 - 1,065 12,193 61,918 NET COST OF SERVICE 63,555 390 (6,800) 57,145 - Contributions to / (from) Capital Reserves: - - - - - Contributions to / (from) Gapital Expenditur				-			19
(25) Other Customer and Client Receipts (52) - (1,299) (1,351) 2, (1,351) <th< td=""><td></td><td></td><td></td><td>-</td><td></td><td></td><td>(330)</td></th<>				-			(330)
Interest Receivable				-			800
(3,473) Recharges to other services (4,136) - 2,271 (1,865) (29,247) TOTAL INCOME (27,721) - (5,262) (32,983) 50,810 NET CONTROLLABLE COST 52,427 390 (7,865) 44,952 218 Capital Charges 238 - (59) 179 - Deferred/Intangible Charges - REFCUS 10,890 Corporate support services bought in 10,890 - 1,124 12,014 11,109 TOTAL UNCONTROLLABLE COST 11,128 - 1,065 12,193 61,918 NET COST OF SERVICE 63,555 390 (6,800) 57,145 - Contributions to / (from) Capital Reserves			(52)	-	(1,299)	(1,351)	2,498
Capital Charges			4	-	- .	4	n/a
Solution (3,473)	Recharges to other services	(4,136)	-	2,271	(1,865)	(55)	
218 Capital Charges 238 - (59) 179	(29,247)	TOTAL INCOME	(27,721)	-	(5,262)	(32,983)	19
- Deferred/Intangible Charges	50,810	NET CONTROLLABLE COST	52,427	390	(7,865)	44,952	(14)
- Deferred/Intangible Charges	040	C:	000		(50)	470	(25)
- REFCUS			230	-	(59)	179	(23) n/a
10,890 Corporate support services bought in 10,890 - 1,124 12,014 11,109 TOTAL UNCONTROLLABLE COST 11,128 - 1,065 12,193			_	-	-		n/a
11,109 TOTAL UNCONTROLLABLE COST 11,128 - 1,065 12,193			10.890	-	1.124	12.014	10
- Contributions to / (from) Earmarked Reserves				-		,	10
- Contributions to / (from) Earmarked Reserves							
- Contributions to / (from) Capital Reserves:	61,918	NET COST OF SERVICE	63,555	390	(6,800)	57,145	(10)
- Contributions to / (from) Capital Reserves:		Contribution to //family Family d B					-1-1
- Financing of Capital Expenditure			-	-	-	-	n/a n/a
- Provision for Repayment of External Loans	_		-	-	-	-	n/a
- Contribution to / (from) General Balances			[]			-	n/a
			_	_	_	-	n/a
	-	, , , , , , , , , , , , , , , , , , , ,	-	-	-	-	n/a
							11/a
61,918 TOTAL NET EXPENDITURE 63,555 390 (6,800) 57,145	61,918	TOTAL NET EXPENDITURE	63,555	390	(6,800)	57,145	(10)

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Control of the contro	
Strategic budget - agreed pressures / service demands Social Care - Service re-modelling	52
Children Looked After - Supporting access to education, employment and training	_
Quality Assurance & Safeguarding - Ongoing review of children in need case:	80 110
Quality Assurance & Saleguarding - Origoning review of children in need case:	
	242
Strategic budget - agreed additional income / savings	
Children Looked After - Reduction in fostering costs	(66)
Children Looked After - Reduction in number of children looked after and associated placement cost	(364)
Children in Need - Efficiencies in short breaks and residential provision for children with disabilitie	(400)
Children Looked After - Closure of internal residential homes	(370)
Children Looked After - Improved external placement procuremen	(47)
Children Looked After - Reduction in expenditure on external fostering	(386)
Children in Need - Reduction following employment based cost reviev	(23)
Step Change - Supplies and Services reduction	(127)
Youth Services - Bringing Not in Employment Education or Training (NEET) tracking into L/	(50)
Youth Services - Reduction in local commissioning programme	(20)
Youth Services - End Journeys Programme	(140)
Youth Services - Reduction in commissioned youth counselling service	(10)
Youth Services - Increased income generated from youth activity services	(20)
Youth Services - Embed new youth model at locality leve	(30)
Review of Early Intervention & Family Support & Integrated Youth Support Services	(1,010)
Early years - Efficiencies in commissioning	(495)
Children's Centres recommissioning	(100)
Recharge sufficiency post to 2 year old funding	(35)
Use of Interim Staff Review	(32)
Early Intervention - Reduction in staff	(62)
Mandatory PVI course Cost Reduction	(5)
Domestic violence service commissioning	(20)
Early Intervention access strategy	(105)
	(3,917)
Other resource changes	
Children Looked After - Increase in secure remand budget following legislative change	321
DSG funding changes	(305)
	1,084
Realignment of corporate, departmental and capital charges	
Business Support - Transfer to corporate Services as part of Consolidation	(2,317)
2 Year Nursery Places funded by DSG	(635)
Virements actioned in year	(795)
Intra Service Transfers	(478)
	(3,125)
TOTAL OTHER VARIATIONS IN RESOURCE	(6,800)

MOVEMENT IN NET EXPENDITURE

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

10	503
10	503

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

CHILDREN, FAMILIES AND LEARNING

DEDICATED SCHOOLS BUDGET

SUBJECTIVE SUMMARY

-	NET EXPENDITURE	-	-	-	-	n/a
(276,619)	TOTAL INCOME	(276,619)	-	(16,984)	(293,603)	6
(10,149)	Dedicated Schools Grant Pupil Premium	(266,470) (10,149)	- -	(12,074) (4,910)		5 48
-	TOTAL EXPENDITURE	276,619	-	16,984	293,603	6
15,729 2,289	- 2 yr Old - 3 & 4 yr Old - Central	15,729 2,289	- - -	5,078 236 -	5,078 15,965 2,289	n/a 2 -
3,015	- Support - Central Early Years	3,015	-	(76)		n/a <mark>(3)</mark> n/a
44,973	- Central High Needs - Provision	44,973	-	2,374 580	2,374 - 45,553	n/a n/a 1
123,289 87,324	Schools - Primary - Secondary - Growth Fund	123,289 87,324	- - -	3,347 2,195 3,250	126,636 89,519 3,250	n/a 3 3 n/a
FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's		in Level of ure on (A) * Other (C) £000's	ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %

SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE

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

10010
1C643
1C621
1C646
1C609
-

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

	E SUMMARY	ORIGINAL	Variations		ORIGINAL	
FORECAST	RECORDETION	BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
£000's		(A) £000's	(B)	(C) £000's	(D) £000's	(E)
	Employees	19,285	£000's 117	(4,825)	14,577	<u>%</u> (24
	Premises related expenditure	1,610	117	(4,823)	1,210	(2)
	Supplies and Services	3,651	_	(728)	2,923	(20
	Third Party Payments	13,629	_	(939)	12,690	(
891	Transfer Payments	284	-	29,350	29,634	10,33
	Transport related expenditure	93	-	-	93	-
870	Recharges from other services	3,599	-	(3,081)	518	(86
42,474	TOTAL EXPENDITURE	42,151	117	19,377	61,645	46
(33,865)	Government Grants	(32,265)	-	(21,350)	(53,615)	66
(2,296)	Other Grants, reimbursements and contributions	(2,420)	-	1,408	(1,012)	(58
	Fees and Charges	(3,124)	(24)	(762)	(3,910)	25
(255)	Other Customer and Client Receipts	(378)	-	71	(307)	(19
-	Interest Receivable	-	-	-	-	n/
(1,129)	Recharges to other services	(1,129)	-	381	(748)	(34
(40,628)	TOTAL INCOME	(39,316)	(24)	(20,252)	(59,592)	5:
(::,:=:)	· · · · · · · · · · · · · · · · · · ·	(,)	()	(==,===)	(00,000)	J.
1,846	NET CONTROLLABLE COST	2,835	93	(875)	2,053	(28
737	Capital Charges	737	-	(461)	276	(8)
-	Deferred/Intangible Charges	-	-	-	-	n,
4 704	REFCUS Corporate support services bought in	4,784	-	(78)	4,706	n, (2
				, ,		•
5,521	TOTAL UNCONTROLLABLE COST	5,521		(539)	4,982	(10
		1			· · · · · · · · · · · · · · · · · · ·	
7,367	NET COST OF SERVICE	8,356	93	(1,414)	7,035	(1
	Contributions to //frame) Formanded Bosonics	1				
1 000	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n, n,
1,000	Financing of Capital Expenditure		_	-		n,
_	Provision for Repayment of External Loans	_	_	-		n/
	Contribution to / (from) General Balances	_	_	-	_	n,
	TOTAL APPROPRIATIONS	_	_		-	
1,000	101712711 THOS HINTHONE	ļ <u>l</u>				n,
8,367	TOTAL NET EXPENDITURE	8,356	93	(1,414)	7,035	(16
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
						20000
Strategic bud	dget - agreed pressures / service demands					
Munte -!: !	dent page of odditional income (
	dget - agreed additional income / savings					(4
	ership recommissioning se running costs funded from DSG					(1 (3
	funding for supplementary education, mentoring an	d community I	anguage:			(7
	elfare - Traded Service Income	a co	a.iguago.			(20
ducation Ps	sychology Service - Traded Service income					(5
chool Impro	ovement - Traded Service income					(10
	elfare Service - Reduction in staff					(4
	ovement - Reduction in staff					(18
	J - Additional SEN provision					(1,00
tep Change	e - Supplies & Services reduction					(9
						(1,81
uth a m						(1,61
ner resour	ce changes					
iromonto -	ationed in year					/4
	ctioned in year					(1
•	of corporate, departmental and capital charges					(53
	pport - Transfer to corporate Services as part of Co	orisolidation				(14
SG funding						1,02
iter & intra	Service Transfers					6
						40
OTAL OF::	IED VARIATIONS IN DECEMBE					
OTAL OTH	IER VARIATIONS IN RESOURCE					(1,41

CHILDREN, FAMILIES AND LEARNING SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE

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

1C614 1C644 1C617 1C645

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

CHILDREN, FAMILIES AND LEARNING

COMMUNITY AND SUPPORT SERVICES AND CFL CENTRAL COSTS

SUBJECTIV	E SUMMARY			AND C	FL CENTR	AL COSTS
OODOLOTIV	L GOMMAN	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	`% [']
	Employees	5,575	25	(3,106)	2,494	(55
	Premises related expenditure	977	-	(186)	791	(19
	Supplies and Services	1,236	-	(939)	297	(76
	Third Party Payments	1,283	-	3,417	4,700	266
	Transfer Payments	102		-	102	-
	Transport related expenditure	6,274	145	(563)	5,856	(7
	Recharges from other services	1,181	-	(499)	682	(42
	TOTAL EXPENDITURE	16,628	170	(1,876)	14,922	(10
(560)	Government Grants	(512)	-	(410)	(922)	80
-	Other Grants, reimbursements and contributions	-	-	(481)	(481)	n/a
	Fees and Charges	(211)	-	211	-	(100
(266)	Other Customer and Client Receipts	(345)	-	205	(140)	(59
-	Interest Receivable	-	-	-	-	n/a
(2,524)	Recharges to other services	(2,524)	-	1,359	(1,165)	(54
(3,568)	TOTAL INCOME	(3,592)	-	884	(2,708)	(25
		1			1	
13,940	NET CONTROLLABLE COST	13,036	170	(992)	12,214	(6
13 599	Capital Charges	13,599	_	(748)	12,851	(6
	Deferred/Intangible Charges	150	_	(28)	122	(19
-	REFCUS	9,725	_	4,551	14,276	47
3,043	Corporate support services bought in	3,043	-	(2,058)	985	(68
26,518	TOTAL UNCONTROLLABLE COST	26,517	-	1,717	28,234	6
			Į.		1	
40,458	NET COST OF SERVICE	39,553	170	725	40,448	2
	Contributions to / (from) Earmarked Reserves		- 1		_	n/a
_	Contributions to / (from) Capital Reserves:			-	_ [n/
_	Financing of Capital Expenditure		_	_	_ [n/
_	Provision for Repayment of External Loans	_ [_	_	_	n/
_	Contribution to / (from) General Balances	_	_	_	_	n/
_	TOTAL APPROPRIATIONS	-	-	_	-	n/
		1				11/
40,458	TOTAL NET EXPENDITURE	39,553	170	725	40,448	2
		•	<u>'</u>		· · · · · · · · · · · · · · · · · · ·	0000
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
	nding to Fairfield Halls					200
						200
Strategic bud	dget - agreed additional income / savings				ŀ	
Strategie but	agot agreed additional income / savings					

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	
Increased funding to Fairfield Halls	200
	200
	200
Strategic budget - agreed additional income / savings	
School Travel Plans - Increasing Independent Travel	(498)
Upper Norwood Joint Library - reduced contribution	(114)
Reduction in the facilitation of culture including reduced archive service	(105)
School's Catering Service - saving due to ceasation of service	(61)
School Crossing Patrols - reduced service	(60)
Croydon Voluntary Action contract - 3rd sector partnership engagement	(38)
Step Change - Supplies & Services reduction	(24)
Libraries savings due to outsourcing of service	(200)
	(1,100)
Other resource changes	
Virements actioned in year	(25)
Intra Service Transfers	409
Business Support - Transfer to Corporate Services as part of Consolidation	(379)
Realignment of corporate, departmental and capital charges	1,716
DSG funding changes	(724)
Libraries Outsourcing - Inter Departmental Transfer	420
Olympic Costs - Inter Departmental Transfer	8
Libraraies - realign resources budgets	200
	1,625
TOTAL OTHER VARIATIONS IN RESOURCE	705
TOTAL OTHER VARIATIONS IN RESOURCE	725

CORPORATE RESOURCES & CUSTOMER SERVICES

CONTENTS

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

KEY VOLUME INDICATORS

	ACTUAL	ORIGINAL	FORECAST	FORECAST	%
DESCRIPTION	2011/12	2012/13	2012/13	2013/14	CHANGE
Debts Raised	29,784	23,292	32,286	32,000	(1)
Audit Days Delivered	1,602	1,600	1,600	1,600	-
Insurance Claims received.	675	700	700	700	-
No of Benefit Claimants	41,489	44,000	44,000	45,500	3
Council Tax Dwellings	147,147	147,741	147,943	147,851	-
Housing Benefit : number of days to assess new claim	20	16	23	16	(30)

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2011/12	2012/13	2012/13	2013/14	CHANGE
	£000	£000	£000	£000	
Employees	29,827	29,862	29,888	35,386	18
Premises related expenditure	7,920	8,230	8,423	6,767	(20)
Supplies and Services	2,804	7,518	8,276	6,637	(20)
Third Party Payments	29,545	32,194	32,347	32,185	(1)
Transfer Payments	270,930	313,254	313,254	258,592	(17)
Transport related expenditure	207	51	160	159	-
Capital Charges	8,949	4,772	4,791	6,352	33
Deferred/Intangible Charges	-	2,562	2,563	3,163	23
REFCUS	-	-	-	3,373	n/a
Corporate support services bought in	5,670	(40,373)	(40,374)	(39,619)	(2)
Recharges (to) / from other services	(46,923)	(4,664)	(3,863)	(5,887)	52
TOTAL EXPENDITURE	308,929	353,406	355,464	307,108	(14)
Government Grants	(269,404)	(312,831)	(312,831)	(258,008)	(18)
Other Grants, reimbursements and contributions	(5,306)	(5,808)	(5,897)	(6,204)	5
Fees and Charges	(5,249)	(3,110)	(4,025)	(2,999)	(25)
Other Customer and Client Receipts	(2,296)	(2,310)	(1,338)	(2,257)	69
Interest Receivable	-	(120)	-	-	n/a
TOTAL INCOME	(282,255)	(324,179)	(324,090)	(269,469)	(17)
NET EXPENDITURE	26,674	29,227	31,374	37,640	20
Contributions to / (from) Reserves	-	-	(198)	-	(100)
CURRENT BUDGET	28,146		31,662		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(1,472)		(487)		

TOP FIVE FINANCIAL RISKS 2013/14

1N400

CORPORATE RESOURCES & CUSTOMER SERVICES

SERVICE SUMMARY

CABINET MEMBERS

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ure on (A)	BUDGET	%
2012/13	SERVICE	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
1,574	Finance & Assets	1,234	90	(671)	653	(47)
7,865	Customer, Transformation & Communication	7,556	154	(1,041)	6,669	(12)
13,274	Concessionary Fares	13,395	331	7	13,733	3
987	Strategy, Commissioning, Procurement and	(205)	38	131	(36)	(82)
	Performance					
7,476	Corporate Services	7,247	699	8,674	16,621	129
31,176	TOTAL NET SPEND	29,227	1,312	7,100	37,640	29

1N400
1N530

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

SU	BJE	CTIVE	SUN	IMARY

SUBJECTIV	E SUMMARY					
		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
29,888	Employees	29,862	244	5,280	35,386	18
8,423	Premises related expenditure	8,230	172	(1,635)	6,767	(18)
8,276	Supplies and Services	7,518	54	(935)	6,637	(12)
32,347	Third Party Payments	32,194	856	(865)	32,185	-
313,254	Transfer Payments	313,254	-	(54,662)	258,592	(17)
160	Transport related expenditure	51	-	108	159	212
318	Recharges from other services	204	-	47	251	23
392,665	TOTAL EXPENDITURE	391,313	1,326	(52,662)	339,977	(13)
(312,831)	Government Grants	(312,831)	-	54,823	(258,008)	(18)
	Other Grants, reimbursements and contributions	(5,808)	-	(396)	(6,204)	7
	Fees and Charges	(3,110)	(13)	124	(2,999)	(4)
	Other Customer and Client Receipts	(2,310)	(10)	53	(2,257)	(2)
(1,550)	Interest Receivable	· · · · /	_	120	(2,237)	(100
(4.404)		(120)	-		(0.400)	•
	Recharges to other services	(4,868)	-	(1,270)	(6,138)	26
(328,271)	TOTAL INCOME	(329,047)	(13)	53,454	(275,607)	(16)
04.004	NET CONTROL LABLE COST	00.000	4.040	700	04.074	
64,394	NET CONTROLLABLE COST	62,266	1,312	792	64,371	3
4,791	Capital Charges	4,772		1,580	6,352	33
	Deferred/Intangible Charges	2,562	_	601	3,163	23
2,303	REFCUS	2,302	_	3,373	3,373	n/a
(40 374)	Corporate support services bought in	(40,373)	_	754	(39,619)	(2)
	TOTAL UNCONTROLLABLE COST	(33,039)	-	6,308	(26,731)	(19)
· , ,		, , ,		,	, , ,	(19)
31,374	NET COST OF SERVICE	29,227	1,312	7,100	37,640	29
(400)	Contributions to //frame) Formanded Bosonies					/-
(198)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	_	-	n/a
-	Provision for Repayment of External Loans	-	-	_	-	n/a
(400)	Contribution to / (from) General Balances	-	-	-	-	n/a
(198)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
31.176	TOTAL NET EXPENDITURE	29,227	1,312	7,100	37,640	29
,	1.0	,	.,	1,100	01,010	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					270
Strategic bud	dget - agreed additional income / savings					(4,170)
					-	(3,900)
Other resour	ce changes					11,000
TOTAL OTH	ER VARIATIONS IN RESOURCE					7,100

SERVICE DESCRIPTION

	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Corporate Finance	(87)	8	21	(58)	(33)
Governance	25	39	(76)	(12)	(148)
Treasury & Pensions	343	8	(57)	294	(14)
Departmental Finance	(25)	27	158	160	(740)
Asset management & Estate	978	8	953	1,939	98
Agency staff rebate	-	-	(1,670)	(1,670)	n/a
TOTAL NET SPEND	1,234	90	(671)	653	(47)

STAFF ESTABLISHMENT NUMBERS

STAFF ESTABLISHMENT NUMBERS				
		ORIGINAL	ORIGINAL	CHANGE
		BUDGET	BUDGET	IN
		2012/13	2013/14	FTE
	F	FTE STAFF	FTE STAFF	FTE STAFF
Corporate Finance		15.6	15.0	(0.6)
Governance		17.2	16.4	(0.8)
Treasury & Pensions		22.8	21.8	(1.0)
Departmental Finance		70.8	67.5	(3.3)
Asset management & Estate		8.0	5.0	(3.0)
TOTAL FTE STAFF		134.4	125.7	(8.7)



SUBJECTIVE SUMMARY

SUBJECTIV	E SUMMARY					
		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		re on (A)	BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGI
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	6,781	52	(532)	6,301	(
	Premises related expenditure	675	3	28	706	
	Supplies and Services	1,013	16	(1,772)	(743)	(17
787	Third Party Payments	1,102	19	(315)	806	(2
-	Transfer Payments		-	-		r
1	Transport related expenditure	1	-	(57)	1	
	Recharges from other services	125	-	(57)	68	(4
9,305	TOTAL EXPENDITURE	9,697	90	(2,648)	7,139	(2
-	Government Grants	-	-	-	-	r
-	Other Grants, reimbursements and contributions	-	-	-	-	r
(1,781)	Fees and Charges	(2,025)	-	303	(1,722)	(1
(799)	Other Customer and Client Receipts	(816)	-	54	(762)	. (
` - '	Interest Receivable	` - '	-	-	` - ´	r
(134)	Recharges to other services	(586)	_	477	(109)	(8
	TOTAL INCOME	(3,427)		834	(2,593)	,
(=,)		(0, .2.)			(=,000)	(2
6,590	NET CONTROLLABLE COST	6,270	90	(1,814)	4,546	(2
400	Capital Charges	380	-	223	603	5
202	Deferred/Intangible Charges	202	-	(123)	79	(6
,	REFCUS	· · - ·	-			r
	Corporate support services bought in	(5,618)	-	1,043	(4,575)	(1
(5,017)	TOTAL UNCONTROLLABLE COST	(5,036)	-	1,143	(3,893)	(2
	T					
1,574	NET COST OF SERVICE	1,234	90	(671)	653	(4
	Contributions to / (from) Earmarked Reserves	_ 1	_		_ [r
-	Contributions to / (from) Capital Reserves:	_		_	_ [1
-	Financing of Capital Expenditure	_	-	_		1
-	Provision for Repayment of External Loans	_	-	_		1
-	Contribution to / (from) General Balances		-	-	_ [1
-	TOTAL APPROPRIATIONS	-	-	-	-	
	TOTAL APPROPRIATIONS	-	-	-	-	r
1,574	TOTAL NET EXPENDITURE	1,234	90	(671)	653	(4
OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
OTHER VA	MINITIONS IN LEVEL OF EXPENDITURE					£000 S
Stratogic bu	daet - agreed pressures / service demands					

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	
	-
Strategic budget - agreed additional income / savings	
Finance Staffing Efficiencies	(170)
External Audit Contract	(170)
Income Options - Shared Services	(10)
Step Change - Supplies and Services	(6)
	(356)
Other resource changes	<u> </u>
Budget Virements - P&E Re-alignment	(126)
Budget Virements -Trainees	30
Budget Virements - CRB Budget moved to CFL.	(14)
Budget Virements - Consolidation of community halls from CFL and DASHH	452
Budget Virements - Pay Awards 1% back to corporate	(54)
Budget Virements - Increased budget relating to Bank Charges from corporate	60
Budget Virements - Transfer of Design Studio budget to Customer Services	(8)
Budget Virements - Rolling Budget items to corporate Budget Virements - Agency Rebate	(20) (920)
Budget Adjustment - Business Support - Transfer to Corporate Services as part of consolidation	(103)
Budget Adjustment - Library Post (0.5 fte) due to Libraries Outsourcinc	(25)
Budget Adjustment - Budget realignment	20
Budget Adjustment - Agency Re-Procurement Benefits	(750)
Capital Charges and Intangible Assets	100
Corporate Recharges	1,043
	(315)
TOTAL OTHER VARIATIONS IN RESOURCE	(671)

CORPORATE RESOURCES & CUSTOMER SERVICES SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE

MOVEMENT IN NET EXPENDITURE					
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expendite	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Revenues & Benefits	5,571	79	271	5,921	6
Customer Support Services	387	17	(279)	125	(68)
Contact Centre	1,461	40	(1,083)	418	(71)
Customer Communications Strategy	137	17	(378)	(224)	(264)
Transformation	-	1	428	429	n/a
TOTAL NET SPEND	7,556	154	(1,041)	6,669	(12)

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAF	FTE STAFF	FTE STAFF
Revenues & Benefits	175.3	213.6	38.3
Customer Support Services	53.0	38.7	(14.4)
Contact Centre	148.9	82.8	(65.7)
Customer Communications Strategy	38.8	25.1	(13.7)
Transformation	-	5.0	5.0
TOTAL FTE STAFF	415.6	365.1	(50.5)

CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

CIID	CHIMINIADA

EODE 2 4 6 =							
		ORIGINAL	Variations		ORIGINAL	0.4	
FORECAST	DESCRIPTION	BUDGET	Expenditu		BUDGET	% CHANCE	
2012/13	DESCRIPTION	2012/13 (A)	Inflation (B)	* Other (C)	2013/14 (D)	CHANGE (E)	
£000's		£000's	£000's	£000's	£000's	(E) %	
14,658	Employees	14,113	124	(1,340)	12,897	(9	
	Premises related expenditure	5	-	-	5	-	
	Supplies and Services	4,667	10	150	4,827	3	
	Third Party Payments Transfer Payments	1,109	20	(42)	1,087	(2	
	Transport related expenditure	313,254 11	-	(54,662) 1	258,592 12	(17 9	
	Recharges from other services	36	-	97	133	269	
	TOTAL EXPENDITURE	333,195	154	(55,796)	277,553	(17	
		(312,718)	-	54,911	-	(18	
	Government Grants Other Grants, reimbursements and contributions	(5,808)	-	(396)	(257,807) (6,204)	7	
* * * * *	Fees and Charges	(332)	_	(215)	(547)	65	
	Other Customer and Client Receipts	(1,020)	_	(196)	(1,216)	19	
- '	Interest Receivable	- '	-	` - '	- '	n/	
(2,162)	Recharges to other services	(2,160)	-	111	(2,049)	(5	
(322,530)	TOTAL INCOME	(322,038)		54,215	(267,823)	(17	
, , ,		, , ,		,	, , ,	(17	
11,466	NET CONTROLLABLE COST	11,157	154	(1,581)	9,730	(13	
	Conital Charges	T T				1	
- 58	Capital Charges Deferred/Intangible Charges	- 58	-	10	- 68	n/ 17	
-	REFCUS	- 1	-	-	-	n/	
(3,659)	Corporate support services bought in	(3,659)	-	530	(3,129)	(14	
(3,601)	TOTAL UNCONTROLLABLE COST	(3,601)		540	(3,061)	(15	
<u> </u>						(10	
7,865	NET COST OF SERVICE	7,556	154	(1,041)	6,669	(12	
	Ocatellations to //form) Formada d Document		1				
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	_ [-	-	-	n/ n/	
_	Financing of Capital Expenditure	_	_	-	-	n/	
-	Provision for Repayment of External Loans	-	-	-	-	n/	
-	Contribution to / (from) General Balances	-	-	-	-	n/	
-	TOTAL APPROPRIATIONS	-	-	-	-	n/	
7 865	TOTAL NET EXPENDITURE	7,556	154	(1,041)	6,669	(12	
		.,000		(1,011)	-,,,,,	•	
* OTHER VA	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						
Strategic budget - agreed pressures / service demands							
	lget - agreed pressures / service demands					£000's	
	lget - agreed pressures / service demands					£000's	
	lget - agreed pressures / service demands					£000's	
						£000's	
Strategic bud	lget - agreed pressures / service demands lget - agreed additional income / savings 3 FTE's in Communication Team					£000's	
Strategic bud Reduction of Income Optic	lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges .					(126 (150	
Strategic bud Reduction of Income Optic Efficiencies -	lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team)					(12i (15i (3i	
Strategic bud Reduction of Income Optic Efficiencies - Step Change	lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre)					(12d (15d (3d (1,01)	
Strategic bud Reduction of Income Optic Efficiencies - Step Change Step Change	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage					(12) (15) (3) (1,01)	
Strategic bud Reduction of Income Optic Efficiencies - Step Change Step Change	lget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre)					(12) (15) (3) (1,01)	
Strategic bud Reduction of Income Optic Efficiencies - Step Change Step Change	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage					(12: (15: (3: (1,01: (1'	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services					(12: (15: (3: (1,01: (1'	
Strategic buc Reduction of ncome Optic Efficiencies - Step Change Step Change Step Change	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services					(12 (15 (3 (1,01 (1 (2	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resour Virements -1'	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support					(12 (15 (3) (1,01 (1 (2) (1,36	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Other resour Virements -1' Virements -1	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services Ce changes - Pay Award - Contact Centre - Pay Award - Revenues & Benefits					(12 (15 (3) (1,01 (1 (2 (1,36 (4 (1	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Other resour Virements -1' Virements -1' Virements -1	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes Pay Award - Contact Centre Pay Award - Customer Support Pay Award - Revenues & Benefits Pay Award - Strategy and Comms					(12 (15 (3) (1,01 (1 (2) (1,36 (4) (1)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Other resour Virements -1' Virements -1 Virements -1 Virements -1 Virements -1	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel					(12 (15 (3) (1,01 (1) (2) (1,36 (4) (1) (6)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Other resour Virements -1 Virements -1 Virements -1 Virements -5 Virements -5 Virements -5 Virements -5	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Velfare Team from DASHH					(12 (15 (3) (1,01 (1 (2 (1,36 (4 (1 (6	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Virements -1 Virements -1 Virements -1 Virements -5 Virements - 4 Virements - 5 Virements - 5 Virements - 6 Virements - 6 Virements - 7	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel					(12 (15 (3) (1,01 (1 (2 (1,36 (4 (1 (6)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resour Virements - 1 Virements - 1 Virements - 5 Virements - 6 Virements - 7 Virements - 7 Virements - 7	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services Ce changes Pay Award - Contact Centre Pay Award - Customer Support Pay Award - Revenues & Benefits Pay Award - Strategy and Comms Subsided Travel Velfare Team from DASHH Consolidate Internal and External Communications Fixed Element of Complaints Recharge Fransformation Team					(12 (15 (3) (1,01 (1 (2 (1,36 (4) (1) (6)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Virements -1 Virements -1 Virements -5 Virements - 5 Virements - 6 Virements - 6 Virements - 7 Virements - 8 Virements - 8 Virements - 9 Virements - 9 Virements - 9 Virements - 1 Business Sup	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Strategy and Comms - Subsided Travel Welfare Team from DASHH Consolidate Internal and External Communications - Sized Element of Complaints Recharge - Transformation Team - Sport - Transfer to Corporate services as part of cor-	osolidation				(12 (15 (3) (1,01 (1 (2 (1,36 (4 (1 (6) (11 16) 10 32 (80	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resourn Virements -1 Virements -1 Virements -5 Virements - 5 Virements - 6 Virements - 7 Virements - 7 Virements - 8 Virements - 8 Virements - 9 Virements - 1 Business Sup	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Welfare Team from DASHH - Consolidate Internal and External Communications - Fixed Element of Complaints Recharge - Transformation Team - Doport - Transfer to Corporate services as part of cor-	nsolidation				(122 (155 (33) (1,01) (11) (22) (1,36) (4) (11) (6) (11) (10) 322 (80) 11)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Other resour Virements -1 Virements -1 Virements -5 Virements -5 Virements -6 Virements -7 Virements -7 Virements -7 Virements -7 Virements -8 Virements -8 Virements -7 Business Sul	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Welfare Team from DASHH - Consolidate Internal and External Communications - Fixed Element of Complaints Recharge - Transformation Team - Doport - Transfer to Corporate services as part of cor-	nsolidation				(122 (155 (33) (1,01) (11) (22) (1,36) (4) (11) (6) (11) (10) 322 (80) 11)	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resourd Virements -1 Virements -1 Virements -1 Virements - S Virements - Virements - F Virements - S Virements - Suj Intangibles A	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Welfare Team from DASHH - Consolidate Internal and External Communications - Fixed Element of Complaints Recharge - Transformation Team - Doport - Transfer to Corporate services as part of cor-	nsolidation				(122 (156 (3) (1,01) (11) (22) (1,36) (4) (11) (6) (1) (10) 322 (80) 11 530	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resour Virements -1 Virements -1 Virements - 5 Virements - 5 Virements - 6 Virements - 7	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Welfare Team from DASHH - Consolidate Internal and External Communications - Fixed Element of Complaints Recharge - Transformation Team - Doport - Transfer to Corporate services as part of cor-	nsolidation				(126	
Strategic buc Reduction of Income Optic Efficiencies - Step Change Step Change Step Change Other resoure Virements -1 Virements -1 Virements - S Virements - Virements - S Virements - F Virements - F Business Sul Intangibles A Corporate Re	Iget - agreed additional income / savings 3 FTE's in Communication Team ons - Land Charges . Convitca Software (Assessment Team) - Access Strategy (Contact Centre) - Document Storage - Supplies and Services See changes - Pay Award - Contact Centre - Pay Award - Customer Support - Pay Award - Revenues & Benefits - Pay Award - Strategy and Comms - Subsided Travel - Welfare Team from DASHH - Consolidate Internal and External Communications - Fixed Element of Complaints Recharge - Transformation Team - Doport - Transfer to Corporate services as part of cor-	nsolidation				(126 (156 (3) (1,012 (1,36 (1,36 (4) (1) (6) (6) (6) (1) (10) 324 (80) 11 53(

SERVICE DESCRIPTION

	ORIGINAL BUDGET 2012/13 (A) £000's		in Level of ure on (A) Other (C) £000's	ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
Freedom Pass Scheme Taxicard Scheme Blue Badge Scheme	13,259 163 (27)		127 (147) 27	13,717 16 -	3 (90) (100)
TOTAL NET SPEND	13,395	331	7	13,733	3

STAFF	ESTABLISHMENT NUMBERS

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

CONCESSIONARY FARES

SUBJECTIV	VE SUMMARY	1			T	1
FORECAST 2012/13 £000's	DESCRIPTION	ORIGINAL BUDGET 2012/13 (A) £000's		in Level of ure on (A) * Other (C) £000's	ORIGINAL BUDGET 2013/14 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	-	n/a
	Premises related expenditure Supplies and Services Third Party Payments	- 68 13,354	- - 331	(20)	- 48 13,685	n/a (29) 2
-	Transfer Payments Transport related expenditure Recharges from other services	- - -	-	- -	- -	n/a n/a n/a
13,407	TOTAL EXPENDITURE	13,422	331	(20)	13,733	2
-	Government Grants Other Grants, reimbursements and contributions Fees and Charges	(27)	-	- - 27	-	n/a n/a (100)
_	Other Customer and Client Receipts	(21)	-	-	_	(100) n/a
-	Interest Receivable Recharges to other services	-	-	-	-	n/a n/a
-	TOTAL INCOME	(27)	-	27	-	(100)
13,407	NET CONTROLLABLE COST	13,395	331	7	13,733	3
	0				I	/-
-	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
13,407	NET COST OF SERVICE	13,395	331	7	13,733	3
		13,395	331	7	13,733	
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	13,395	331		13,733	n/a n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	13,395	331	- - -	13,733	n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	13,395	331	- - - - -	13,733 - - - - -	n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans	13,395	331	- - - -	- - - -	n/a n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	13,395	331	- - - -		n/a n/a n/a n/a n/a
(133) - - - (133) 13,274	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a
(133) 	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a
(133) 	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a
(133) 	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE Idget - agreed pressures / service demands	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a
(133) (133) 13,274 * OTHER V Strategic bu Other resou	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE Idget - agreed pressures / service demands	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE adget - agreed pressures / service demands addet - agreed additional income / savings	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE adget - agreed pressures / service demands adget - agreed additional income / savings arce changes ments within CRCS	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a n/a - (20)
(133)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE adget - agreed pressures / service demands adget - agreed additional income / savings arce changes ments within CRCS	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a n/a - (20)
(133) (133) 13,274 * OTHER V Strategic bu Other resou Budget Vire Budget Vire	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE adget - agreed pressures / service demands adget - agreed additional income / savings arce changes ments within CRCS	- - - - - -	- - - - - -	- - - - -	- - - - -	n/a n/a n/a n/a n/a n/a n/a - (20) 27

CORPORATE RESOURCES & CUSTOMER SERVICES STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

SERVICE DESCRIPTION

	ORIGINAL Variations in Level of		ORIGINAL		
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Commissioning and Procurement	(649)	9	780	140	(122)
Risk and Corporate Programme Management	(380)	6	311	(63)	(83)
Strategy and Performance	671	10	(654)	27	(96)
SCPP - Departmental	175	8	(73)	110	(37)
Business Development and departmental suppor	(22)	5	(233)	(250)	1,036
TOTAL NET SPEND	(205)	38	131	(36)	(82)

N1000
N2003 N2001
N1010/11/12 N2002/06/09

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

CORPORATE RESOURCES & CUSTOMER SERVICES

STRATEGY, COMMISSIONING, PROCUREMENT AND PERFORMANCE

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PORTECTIA	E SUMMARY	0010	V/' ''	San Lance Land		
		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	4,884	38	(335)	4,587	(6)
	Premises related expenditure		-	5	5	n/a
	Supplies and Services	(1,174)	-	765	(409)	(65)
243	Third Party Payments	12	-	230	242	1,917
	Transfer Payments		-	-	-	n/a
	Transport related expenditure	7	-	(<u>4</u>)	3	(57)
	Recharges from other services	20	-	7	27	35
4,856	TOTAL EXPENDITURE	3,749	38	668	4,455	19
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(48)	Fees and Charges	(69)	-	9	(60)	(13)
(150)	Other Customer and Client Receipts	(372)	-	267	(105)	(72)
-	Interest Receivable	(120)	-	120	-	(100)
(392)	Recharges to other services	(180)	-	(114)	(294)	63
(590)	TOTAL INCOME	(741)	-	282	(459)	(38)
		1			· · · · · · · · · · · · · · · · · · ·	
4,266	NET CONTROLLABLE COST	3,008	38	950	3,996	33
		1				,
-	Capital Charges	-	-	=	-	n/a
-	Deferred/Intangible Charges REFCUS	-	-	-	-	n/a
(2.212)	Corporate support services bought in	(3,213)	-	(819)	(4,032)	n/a 25
		, , , , , ,			, , ,	
(3,213)	TOTAL UNCONTROLLABLE COST	(3,213)	-	(819)	(4,032)	25
1,052	NET COST OF SERVICE	(205)	38	131	(36)	(82)
(05)	[Outsile of the Late of the La	T T				/-
(65)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
_	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-	-	-	n/a n/a
_	Provision for Repayment of External Loans	-	-	-	· .	n/a
	Contribution to / (from) General Balances	_	-	-	_ [n/a
(65)	TOTAL APPROPRIATIONS	_	_	_	_	
(00)	101/12/11 NOT MATIONS					n/a
987	TOTAL NET EXPENDITURE	(205)	38	131	(36)	(82)
		(/			(***)	ζ- /

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategie hudget - agreed pressures / semiles demands	i
Strategic budget - agreed pressures / service demands Corporate Insurances - Riesco Collection	22
Corporate insurances intesses concentral	
	22
Strategic budget - agreed additional income / savings	
Reduce staff in Corporate Programme Office (1fte)	(45)
Step Change - SCPP efficiencies	(150)
Step Change - Transport	(50)
Step Change - reduction in Supplies and Services budgets	(4)
	(249)
Other resource changes	
Budget Virements - to Corporate	1,012
Budget Virements - from CEO	245
Budget Virements - within CRCS	(30)
Business Support - Transfer to Corporate services as part of consolidation	(50)
Changes in Corporate Recharges	(819)
	358
TOTAL OTHER VARIATIONS IN RESOURCE	131

SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Transformation and Programme Management	72	2	(16)	58	(19)
Information Communication Technology	5,678	484	(903)	5,259	(7)
Facilities Management	1,497	213	4,430	6,140	310
Business Support	-	-	5,163	5,163	n/a
TOTAL NET SPEND	7,247	699	8,674	16,621	129

	ORIGIN	AL	ORIGINAL	CHANGE
	BUDGE	Т	BUDGET	IN
	2012/1	3	2013/14	FTE
	FTE STA	١FF	FTE STAFF	FTE STAFF
Transformation and Programme Management		1.0	1.0	-
Information Communication Technology		0.0	60.0	-
Facilities Management	•	4.0	14.0	-
Business Support		0.0	238.7	238.7
TOTAL FTE STAFF	7	5.0	313.7	238.7

CORPORATE SERVICES

FORECAST 2012/13		ORIGINAL	Variations	in Level of	ORIGINAL	
2012/13		BUDGET	Expenditu		BUDGET	%
	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
0000'0		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
£000's	Employees	4,084	30	7.487	11,601	% 184
	Premises related expenditure	7,550	169	(1,668)	6,051	(2)
	Supplies and Services	2,944	28	(58)	2,914	(
16,816	Third Party Payments Transfer Payments	16,617	486	(738)	16,365	(<u>2</u> n/
143	Transport related expenditure	32		111	143	347
	Recharges from other services	23	-	-	23	-
31,102	TOTAL EXPENDITURE	31,250	713	5,134	37,097	19
(113)	Government Grants	(113)	-	(88)	(201)	78
	Other Grants, reimbursements and contributions	- '	-	-		n/
	Fees and Charges	(657)	(13)	-	(670)	_2
(174)	Other Customer and Client Receipts Interest Receivable	(102)	-	(72)	(174)	71 n/
(1,493)		(1.942)	-	(1,744)	(3,686)	90
(, ,	TOTAL INCOME	(2,814)	(13)	(1,904)	(4,732)	
(2,401)	TOTAL INCOME	(2,014)	(10)	(1,504)	(4,102)	68
28.665	NET CONTROLLABLE COST	28,436	699	3,230	32,366	14
		_5,.50	230	2,200	,- 30	•
4,392	Capital Charges	4,392	-	1,357	5,749	31
2,302	Deferred/Intangible Charges	2,302	-	714	3,016	31
(27,883)	REFCUS Corporate support services bought in	(27,883)		3,373	3,373 (27,883)	n/
	TOTAL UNCONTROLLABLE COST	(21,189)	-	5.444	(15,745)	(0)
(21,100)	TOTAL GROOM ROLLABLE GOOT	(21,100)		0,444	(10,140)	(26
7,476	NET COST OF SERVICE	7,247	699	8,674	16,621	129
7,470	NET COOT OF CERVICE	7,247	000	0,014	10,021	120
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/
	Financing of Capital Expenditure Provision for Repayment of External Loans		-			n/ n/
-	Contribution to / (from) General Balances	-	-	-	-	n/
-	TOTAL APPROPRIATIONS	-	-	-	-	n/
7,476	TOTAL NET EXPENDITURE	7,247.00	699.35	8,674.41	16,621	129
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE				[£000's
	dget - agreed pressures / service demands					
						Q-
	n Recording System Hosting and Support					
Staffing for S	n Recording System Hosting and Support					125
Staffing for S	n Recording System Hosting and Support Share Point					87 125 36
Staffing for S	n Recording System Hosting and Support Share Point					125
Staffing for S Deeds and D Strategic bud	n Recording System Hosting and Support Share Point Document Officer dget - agreed additional income / savings					125 36 248
Staffing for S Deeds and D Strategic but Cap Gemini	n Recording System Hosting and Support Share Point Sha					125 36 248 (1,486
Staffing for S Deeds and D Strategic buc Cap Gemini Core IT Skills	n Recording System Hosting and Support Share Point Document Officer dget - agreed additional income / savings Contract Extensions s Training for CFL - remove one-off Spend					125 36 248 (1,486 (100
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Staffing for S Deeds and D Strategic buc Cap Gemini Core IT Skills Reduction in ICT Quick W Systems Rat Supplies & S One Oracle	n Recording System Hosting and Support Share Point Document Officer dget - agreed additional income / savings Contract Extensions s Training for CFL - remove one-off Spend IPC's across the Council fins tionalisation Services 10% reduction - Hosting and Support					12 3 24 (1,48 (10 (12 (5 (10 (11 (14 (18
Staffing for S Deeds and D Strategic buc Cap Gemini Core IT Skills Reduction in ICT Quick W Systems Rat Supplies & S One Oracle	n Recording System Hosting and Support Share Point Sha					12 3 24 (1,48 (10 (12 (5 (10 (11 (14 (18
Staffing for S Deeds and D Strategic but Cap Gemini Core IT Skills Reduction in ICT Quick W Systems Rat Supplies & S One Oracle - FM Contract	n Recording System Hosting and Support Share Point Sha					12 3 3 24 (1,48 (10 (12 (5 (10 (14 (18 (18 (12 (12 (12 (14 (18 (12 (14 (18 (12 (14 (18 (14 (14 (18 (14 (14 (18 (14 (14 (14 (14 (14 (14 (14 (14 (14 (14
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DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

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SUBJECTIVE SUMMARY	DASHHS3
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% CHANGE

14

KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMAN	ICE.

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2011/12	2012/13	2012/13	2013/14	CHANGE
	£000	£000	£000	£000	
Employees	27,614	26,651	24,729	25,664	4
Premises related expenditure	7,271	5,569	9,124	12,628	38
Supplies and Services	5,961	2,647	4,506	3,053	(32)
Third Party Payments	91,071	88,789	84,999	106,930	26
Transfer Payments	10,175	2,670	16,502	2,234	(86)
Transport related expenditure	583	647	428	436	2
Capital Charges	5,659	969	968	955	(1)
Deferred/Intangible Charges	-	313	2,213	339	(85)
REFCUS	-	1,900	-	1,900	n/a
Corporate support services bought in	9,969	10,814	11,041	10,391	(6)
Recharges (to) / from other services	(3,655)	(932)	(5,082)	(1,183)	(77)
TOTAL EXPENDITURE	154,647	140,036	149,427	163,347	9
Government Grants	(6,388)	(2,976)	(2,983)	(21,288)	614
Other Grants, reimbursements and contributions	(9,482)	(3,619)	(7,464)	(4,014)	(46)
Fees and Charges	(14,380)	(12,149)	(12,433)	(14,866)	20
Other Customer and Client Receipts	(5,526)	(3,506)	(7,593)	(8,722)	15
Interest Receivable	(5)	(27)	-	(28)	n/a
TOTAL INCOME	(35,781)	(22,277)	(30,473)	(48,917)	61

NET EXPENDITURE	118,866	117,759
Contributions to / (from) Reserves	-	-

CURRENT BUDGET	118,130
TOTAL VARIANCE FROM BUDGET- Over/(Under)	736

117,357 1,442

118,954

(155)

114,430

TOP FINANCIAL RISKS 2013/14

DEPARTMENT FOR ADULT SERVICES, HOUSING AND HEALTH

SERVICE SUMMARY

CABINET MEMBER	Councillor Margaret Mead	Cabinet Member for Health and Adult Services
	Councillor Dudley Mead	Deputy Leader & Cabinet Member for Housing,
		Budget and Asset Management

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs and Strategy	87.5	77.7	(9.8)
Adult Care Commissioning	175.6	137.3	(38.3)
Personal Support	352.5	312.4	(40.1)
Public Health	3.8	32.0	28.2
Directorate	1	1	-
TOTAL FTE STAFF	620.40	560.36	(60.04)

SUBJECTIVE SUI	MMARY
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CODOLOTIV	E SUMMARY	ODIOINIA	\/oriotia:	in Laval of	ODIONA:	
		ORIGINAL	Variations		ORIGINAL	0.4
FORECAST	DECORUDION	BUDGET	Expenditu	· ,	BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	26,651	201	(1,189)	25,664	(4)
,	Premises related expenditure	5,570	3	7,055	12,628	127
	Supplies and Services	2,646	55	352	3,053	15
	Third Party Payments	88,790	980	17,160	106,930	20
	Transfer Payments	2,671	16	(453)	2,234	(16)
	Transport related expenditure	646	-	(210)	436	(32)
	Recharges from other services	63,245	1,348	(744)	63,849	1
	TOTAL EXPENDITURE	190,219	2,602	21,973	214,795	13
	Government Grants	(2,976)	-	(18,312)	(21,288)	615
(7,464)	Other Grants, reimbursements and contributions	(3,619)	(88)	(306)	(4,014)	11
	Fees and Charges	(12,150)	(364)	(2,352)	(14,866)	22
(7,593)	Other Customer and Client Receipts	(3,505)	(19)	(5,197)	(8,722)	149
-	Interest Receivable	(27)	(1)	-	(28)	3
(67,487)	Recharges to other services	(64,177)	-	(856)	(65,033)	1
(97,960)	TOTAL INCOME	(86,454)	(473)	(27,023)	(113,950)	32
104,732	NET CONTROLLABLE COST	103,765	2,130	(5,050)	100,845	(3)
	Capital Charges	968	-	(13)	955	(1)
2,213	Deferred/Intangible Charges	313	-	26	339	8
-	REFCUS	1,900	-	-	1,900	-
11,041	Corporate support services bought in	10,814	-	(423)	10,391	(4)
14,222	TOTAL UNCONTROLLABLE COST	13,995	-	(410)	13,585	(3)
	I			(= 100)		(0)
	NET COST OF SERVICE	117,760	2,130	(5,460)	114,430	(3)
118,954	MET GOOT OF GERVIOE					
						n/o
(155)	Contributions to / (from) Earmarked Reserves	-	-	-	-	
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:			- -		n/a n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	- - -	-	- - -	- - -	n/a n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans	- - -	- - -	- - - -	- - - -	n/a n/a n/a
(155) - - - -	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	- - - -	- - -	- - - -	- - - -	n/a n/a n/a n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans	- - - - -	- - -	- - - - -		n/a n/a n/a
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	- - - -		- - - - - - 114 430	n/a n/a n/a n/a n/a
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	117,760	- - -	- - - - - - (5,460)	- - - - - - - 114,430	n/a n/a n/a n/a
(155) - - - - (155) 118,799	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a
(155) - - - - (155) 118,799	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	- - - -		- - - - - - - 114,430	n/a n/a n/a n/a n/a
(155) - - - (155) 118,799 * OTHER VA	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		- - - - - - 114,430	n/a n/a n/a n/a n/a
(155) - - - (155) 118,799 * OTHER VA	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	-	- - - -		- - - - - - 114,430	n/a n/a n/a n/a n/a (3)
(155) - - - (155) 118,799 * OTHER VA	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a
(155) - - - (155) 118,799 * OTHER VA	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's
(155) - (155) - (155) - (155) - (154) - (155) - (155) - (155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a (3)
(155) - (155) - (155) - (155) - (154) - (155) - (155) - (155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184
(155) - (155) - (155) - (155) - (154) - (155) - (155) - (155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's
(155) - (155) - (155) - (155) - (154) - (155) - (155) - (155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543)
(155) (155) 118,799 * OTHER VA Strategic buc	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184
(155) - (155) - (155) - (155) - (154) - (155) - (155) - (155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543)
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543)
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543) (6,543) (2,102)
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543)
(155)	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543) (6,543)
(155) (155) 118,799 * OTHER VA Strategic buc	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE ARIATIONS IN LEVEL OF EXPENDITURE diget - agreed pressures / service demands diget - agreed additional income / savings	-	- - - -		114,430	n/a n/a n/a n/a n/a n/a (3) £000's 3,184 (6,543) (6,543)

MOVEMENT IN NET EXPENDITURE

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

1F739 1F738 1F740, 1F741, 1F

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Options	24.4	22.5	(2.0)
Housing Solutions	3.3	2.9	(0.4)
Housing Strategy, Commissioning and Standards	55.8	51.3	(4.5)
Operational Support	3.0	0.0	(3.0)
SWL Partnership	1.0	1.0	-
TOTAL FTE STAFF	87.5	77.7	-9.8



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

499

SUB.	JECTIV	F SI	JMMARY	,

TOTAL OTHER VARIATIONS IN RESOURCE

SUBJECTIV	E SUMMARY					
		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	% OLIANOE
2012/13	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	3,573	29	(236)	3,366	(6)
	Premises related expenditure	4,475	-	7,189	11,664	161
	Supplies and Services	610	-	216	826	35
	Third Party Payments	346	-	68	414	20
	Transfer Payments	3	-	(3)	-	(100)
	Transport related expenditure Recharges from other services	51	-	(7)	44	(14)
	 	400	-	(215)	185	(54)
13,617	TOTAL EXPENDITURE	9,458	29	7,012	16,499	74
28	Government Grants	(107)	-	-	(107)	-
87	Other Grants, reimbursements and contributions	(81)	-	81		(100)
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	Fees and Charges	(1,547)	(105)	10	(1,642)	6
(7,004)	Other Customer and Client Receipts	(2,740)	-	(5,214)	(7,954)	190
(000)	Interest Receivable	(007)	-	-	(000)	n/a
` ` `	Recharges to other services	(697)	-	29	(668)	(4)
(8,741)	TOTAL INCOME	(5,172)	(105)	(5,094)	(10,371)	101
		, ,				
4,876	NET CONTROLLABLE COST	4,286	(76)	1,918	6,128	43
	<u>I</u>					
21	Capital Charges	21	-	36	57	171
1,900	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	1,900	-	-	1,900	-
	Corporate support services bought in	1,738	-	437	2,175	25
3,659	TOTAL UNCONTROLLABLE COST	3,659	-	473	4,132	13
8.536	NET COST OF SERVICE	7,945	(76)	2,391	10.260	29
0,000	MET GOOT OF GERVIOL	7,010	(10)	2,001	10,200	20
(67)	Contributions to / (from) Earmarked Reserves	_ 1				n/a
(01)	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(67)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,469	TOTAL NET EXPENDITURE	7,945	(76)	2,391	10,260	29
			` '	-	,	
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
	dget - agreed pressures / service demands					
Additional ne	et cost of homelessness					2,100
						2,100
Strategic bud	dget - agreed additional income / savings					
	g the tenancy relations team					(36)
	n management of homelessness					(25)
Staffing effic						(18)
	ces efficiencies					(5)
	- improved ways of managing the housing register					(35)
	- implementation of Housing Wizard pet control charges					(60)
	cencing fees					(5) (24)
increase in i	certaing rees					(24)
						(208)
Other resour	ce changes					
	business support functions to corporate resources a	ind customer				(164)
	capital asset charges	ina castorner				36
	cost of corporate services bought in					437
	internal charges to other services due to lower net	costs				29
	allocation of sub regional funding					75
	oudget for inflationary increases to staff salaries					(30)
	ousing aid service from Chief Executive's Office					149
	costs in relation to SCPP puilding costs from CFL					(31)
	building costs from CFL budgets in relation to internal/external communication	ns				90 (54)
Other minor						(38)
						(50)

SERVICE DESCRIPTION

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

STAFF	ESTABL	ISHMENT	NUMBERS

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

SUBJECTIV		ORIGINAL	Variations i	II LEVEL OI I	ORIGINAL	
FORECAST 2012/13	DESCRIPTION	BUDGET 2012/13	Expenditu Inflation		BUDGET 2013/14	% CHANGE
	BESONII HON	(A)	(B)	(C)	(D) £000's	(E)
£000's 7,153		£000's 7,561	£000's	£000's (525)	7,092	%
688 1,265	Premises related expenditure Supplies and Services	681 1.093	1	7 58	689 1.151	
35,448	Third Party Payments	34,937	913	(2,244)	33,606	
299 56	Transfer Payments Transport related expenditure	626 107	16	(224)	418 104	(3
61,666		62,476	1,348	(341)	63,483	
106,576	TOTAL EXPENDITURE Government Grants	107,481 (2,869)	2,334	(3,272)	106,543 (2,869)	
(1,049)	Other Grants, reimbursements and contributions	(1,650)	(41)	711	(980)	(4
	Fees and Charges Other Customer and Client Receipts	(4,260) (682)	(107) (17)	17 17	(4,350) (683)	
-	Interest Receivable	(27)	`(1)	-	(28)	
	Recharges to other services TOTAL INCOME	(3,302)	(165)	224 968	(3,078) (11,987)	
(12,111)	TOTAL INCOME	(12,700)	(100)	000	(11,501)	
94,464	NET CONTROLLABLE COST	94,691	2,168	(2,304)	94,555	
914	Capital Charges	914		(58)	856	
-	Deferred/Intangible Charges REFCUS	-			-	1
9,200		8,973		(829)	8,144	
10,114	TOTAL UNCONTROLLABLE COST	9,887	-	(887)	9,000	
104,578	NET COST OF SERVICE	104,578	2,168	(3,191)	402 EEE	
104,576	NET COST OF SERVICE	104,576	2,100	(3,191)	103,555	
(88)	Contributions to / (from) Earmarked Reserves	-			-	r
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-			-	r
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-				1
(88)	TOTAL APPROPRIATIONS	-	-	-		1
	T					
104,490	TOTAL NET EXPENDITURE	104,578	2,168	(3,191)	103,555	
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
ental Health -	 new residential and self directed support placement sability - Transition from Child Care 	t				18 90
carriing Dis	ability - Transition from Office Care					
	dget - agreed additional income / savings					1,08
	ent programme of transformation by reducing residen ousing options	tial placements	and moving i	nto		(7:
	of life coaching and career advice, thus reducing the	numbers of pe	ople requiring	costly		(13
care package	es					0
care package Move 80% o Self Directed	es if LD Clients to use generic domiciliary care providers d Support reviews for new and existing clients (not tra)			(5
care package Move 80% o Self Directed Transitions F	es f LD Clients to use generic domiciliary care providers	ansitions cases		Vest		(5
care package Move 80% o Self Directed Transitions F Introduction London)	es If LD Clients to use generic domiciliary care providers Support reviews for new and existing clients (not tra- Package Re-Design 19-25 of risk stratification/preablement (figures calculated v	ansitions cases with Informatics	NHS South V	Vest		(5 (5 (40
care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor	es If LD Clients to use generic domiciliary care providers I Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v f personal budgets - Community development & cultu- is reablement anticipated reduction in support costs	ansitions cases with Informatics ural and behavi for individuals	NHS South V			(5
care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor Bathroom an	es If LD Clients to use generic domiciliary care providers If Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v presonal budgets - Community development & cultus reablement anticipated reduction in support costs d wet rooms installation in special sheltered housing	ansitions cases with Informatics ural and behavi for individuals g, targeting peo	NHS South Vour training			(5 (5 (4) (5 (35
care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor Bathroom an packages, to Systematic o	es If LD Clients to use generic domiciliary care providers I Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v f personal budgets - Community development & cultu- is reablement anticipated reduction in support costs	ansitions cases with Informatics ural and behavi for individuals g, targeting peo ld nursing place	NHS South Vour training ple with large ements.	support		(\$ (40 (\$ (35 (25
care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor Bathroom an packages, to Systematic c and VFM	es If LD Clients to use generic domiciliary care providers I Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v personal budgets - Community development & cultus reablement anticipated reduction in support costs dd wet rooms installation in special sheltered housing reduce care package costs and avoid residential an	ansitions cases with Informatics ural and behavi for individuals g, targeting peo id nursing place oviders focusin	NHS South Vour training ple with large ements.	support s/quality		(\$ (\$) (\$) (\$) (25) (60)
care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor Bathroom an packages, to Systematic c and VFM Expansion of service users	es If LD Clients to use generic domiciliary care providers Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated of personal budgets - Community development & cultus reablement anticipated reduction in support costs di wet rooms installation in special sheltered housing reduce care package costs and avoid residential an ontract management review across all residential pri f scheme to accelerate move from residential care to s	ansitions cases with Informatics ural and behavi for individuals J, targeting peo Id nursing place oviders focusing ocommunity op	NHS South Vour training ple with large ements. g on standard tions for ment	support s/quality al health		(6) (40) (4) (4) (3) (3) (2) (60) (20)
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care package Move 80% o Self Directed Transitions F Introduction London) Better use of Older persor Bathroom an packages, to Systematic c and VFM Expansion o service users Learning Dis commissione	es A LD Clients to use generic domiciliary care providers I Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v presonal budgets - Community development & cultus reablement anticipated reduction in support costs at wet rooms installation in special sheltered housing reduce care package costs and avoid residential an contract management review across all residential pr of scheme to accelerate move from residential care to s sability package saving through personalisation of tra ed transport & direct payments plus community base	ansitions cases with Informatics ural and behavi for individuals j, targeting peo id nursing place oviders focusin o community op nsport; review	NHS South V our training ple with large ements. g on standard tions for ment	support s/quality al health		(6) (40) (4) (4) (3) (3) (2) (60) (20)
care package Move 80% o Self Directed Fransitions F introduction London) Better use of Older persor Bathroom an backages, to Systematic c and VFM Expansion o service users Learning Dis commissione	es M LD Clients to use generic domiciliary care providers I Support reviews for new and existing clients (not tre lackage Re-Design 19-25 of risk stratification/preablement (figures calculated vice personal budgets - Community development & cultus personal budgets - Community personal	ansitions cases with Informatics ural and behavi for individuals , targeting peo do turning place oviders focusin o community op nsport; review d transport opti	NHS South V our training ple with large ements. g on standard tions for ment client contribu	support s/quality al health tions,		(4 (4((4) (3) (2) (6)
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care package Move 80% o Self Directed Fransitions F introduction London) Better use of Older persor Bathroom an backages, to Systematic c and VFM Expansion o service users Learning Dis commissione	es If LD Clients to use generic domiciliary care providers Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v personal budgets - Community development & cult reseablement anticipated reduction in support costs of wet rooms installation in special sheltered housing reduce care package costs and avoid residential an ortract management review across all residential pri f scheme to accelerate move from residential care to se stability package saving through personalisation of tra ed transport & direct payments plus community base D ON PAGE DASHH 2.2a Individual Price Reductions through outcomes base Social Inclusion - Employment support review (con Generic all customer groups - efficiency savings thr	ansitions cases with Informatics ural and behavi for individuals j, targeting place oviders focusin o community op nsport; review d transport opti and efficiencies i cicierge)	NHS South V our training ple with large ements. g on standard tions for ment client contribu ons	support s/quality al health tions,		(4) (4) (3) (6) (6) (2) (1) (1) (6) (6) (6) (7) (6) (7) (7) (7) (7) (7) (7) (7) (7) (7) (7
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care package Move 80% o Self Directed Fransitions F introduction London) Better use of Older persor Bathroom an backages, to Systematic c and VFM Expansion o service users Learning Dis commissione	es If UD Clients to use generic domiciliary care providers If Support reviews for new and existing clients (not tre Package Re-Design 19-25 of risk stratification/preablement (figures calculated v present of reviews for new and existing clients (not tre personal budgets - Community development & cultus preablement anticipated reduction in support costs at west rooms installation in special sheltered housing preduce care package costs and avoid residential an protract management review across all residential price preduce care package costs and avoid residential price protract management review across all residential price protract management review across all residential price protract and protract protractions of tra and transport & direct payments plus community base O ON PAGE DASHH 2.2a Individual Price Reductions through outcomes base Social Inclusion - Employment support review (con Generic all customer groups - efficiency savings the commissioning with the NHS) Reduce the care support budgets for Older People, those with a Mental Health problem.	ansitions cases with Informatics ural and behavifor individuals to targeting pea do nursing place do nursing place or community op nsport; review dd transport opti dd efficiencies i cierge) ough pathway People with a	NHS South V our training ple with large ements. g on standard tions for ment client contribu- ons	support s/quality al health tions, use of assistive sequence of in	ntegrated	(t)
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	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Assessment and Case Management	50,256	(121)	(1,673)	48,463	(4)
Provider Commercial Relations and Brokerage	(54,153)	16	(2,248)	(56,385)	4
Early Intervention and Reablement	4,225	30	(129)	4,126	(2)
Social Work and Safeguarding - Adult Care	4,589	(2)	(261)	4,326	(6)
Strategic Projects	86	1	(1)	86	-
TOTAL NET SPEND	5,003	(76)	(4,312)	615	(88)

STAFF ES	STABLISHME	NT NUMBERS
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STAFF ESTABLISHMENT NUMBERS			
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Assessment and Case Management	118.7	84.52	(34.2)
Provider Commercial Relations and Brokerage	47.2	48.43	1.2
Early Intervention and Reablement	140.2	116.01	(24.2)
Social Work and Safeguarding - Adult Care	45.3	62.47	17.1
Strategic Projects	1.0	1.0	-
TOTAL FTE STAFF	352.5	312.4	-40.1

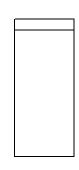


TOTAL OTHER VARIATIONS IN RESOURCE

SUBJECTIV	ESUMMARY	T			l '	
		ORIGINAL	Variations		ORIGINAL	
FORECAST	DECODIFICAL	BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
13,541	Employees	14,987	114	(2,241)	12.860	% (14
	Premises related expenditure	399	2	(2,241)	12,000	(5
	Supplies and Services	412	1	139	552	3
	Third Party Payments	53.190	9	1,719	54.918	3
	Transfer Payments	2.043	-	(226)	1.817	(1
	Transport related expenditure	2,043	-		287	(1
	Recharges from other services	306	-	(5) (225)	81	(7-
81,072	TOTAL EXPENDITURE	71,629	126	(1,043)	70,712	(
1	Government Grants	-		-		n,
(6,502)	Other Grants, reimbursements and contributions	(1,888)	(47)	402	(1,534)	(19
(7 215)	Fees and Charges	(6.347)	(153)	(2,376)	(8,876)	40
	Other Customer and Client Receipts	(82)	(2)	(=,=.=)	(84)	
(02)	Interest Receivable	(02)	(2)		(04)	n/
(64.047)	Recharges to other services	(58.655)	-	(4.220)	(59.984)	
	-	(,,		(1,329)	(,,	:
(75,584)	TOTAL INCOME	(66,972)	(202)	(3,303)	(70,477)	
	1		- U			
5,488	NET CONTROLLABLE COST	4,657	(76)	(4,347)	234	(9:
32	Capital Charges	32	-	9	41	28
313	Deferred/Intangible Charges	313	-	26	339	8
-	REFCUS	-	-	-	-	n,
-	Corporate support services bought in	-	-	-	-	n,
346	TOTAL UNCONTROLLABLE COST	345	-	35	380	10
		-	i i			- 11
			(===)	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
5,833	NET COST OF SERVICE	5,002	(76)	(4,312)	615	(88)
_	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/
_	Contributions to / (from) Capital Reserves:	-	_	-	_	n,
_	Financing of Capital Expenditure	_	_		_	n/
_	Provision for Repayment of External Loans	-	_	_	_	n/
-	Contribution to / (from) General Balances	-	-	-	-	n/
-	TOTAL APPROPRIATIONS	-	-	-	-	n/
5,833	TOTAL NET EXPENDITURE	5,002	(76)	(4,312)	615	(88)
+ OTUED 1/4	DIATIONS IN LEVEL OF EVENDITURE				1	00001
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
Strategic bud	dget - agreed additional income / savings					
-						
	r change of delivery model					(140
	ansfer of Appointeeship cases to Deputyship					(6
	2 FTE in the Assessment and Case Management					(80
Employment	based cost review savings					(3-
Charging for	Appointeeships/funerals					(1
Charging the	PCT for brokerage support					(4
	•					•
						(38)
Other resour	ce changes					,00
	business support function to corporate resources an	d customer se	rvices			(80-
	oudget for inflationary increases to staff salaries					(12
	oudget for internal charges for buildings no longer re	equired				(22
	apital asset charges					3
	internal charges to other services due to lower net	costs therefore	e reduced inc	ome		8
	icro-commissioning budget from Adult Care Comm					
	ng budget within Adult Care Commissioning.					(3,55)
	fer of budgets within adult social care following rest	ructure realian	ment			66
your mails	.s. s. saagots within agait social care following lest	. asiais isaiigii				30
						(3,93
						1.770

MOVEMENT IN NET EXPENDITURE					
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expendit	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Public Health	235	-	(235)	(0)	(100)
TOTAL NET SPEND	235	-	(235)	(0)	(100)

	_00	(200)	(*)	(.00)
STAFF ESTABLISHMENT NUMBERS				
		ORIGINAL	ORIGINAL	CHANGE
		BUDGET	BUDGET	IN
		2012/13	2013/14	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Public Health		3.8	32.00	28.2
TOTAL FTE STAFF		3.8	32.0	28.2



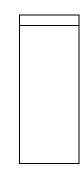
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Control Cont	SUBJECTIV	E SUMMARY					
2012/13 DESCRIPTION							
Comparison							
2008 E000's E000's E000's E000's Second E000's Second E000's E00	2012/13	DESCRIPTION					
208 Employees - Premises related expenditure							` '
Premises related expenditure				£000's			
6 Supplies and Services			169	-			1,079
- Thirid Party Payments - Transport Payments - Transport Payments - Transport related expenditure - Transport related expendit			-	-			n/a
- Transfer Payments - Transport related expenditure			6	-			
Transport related expenditure	-		-	-	17,590	17,590	n/a
8 Recharges from other services 8 - (5) 3 (6)	-		-	-	-	-	n/a
222 TOTAL EXPENDITURE				-		- 1	
- Government Grants	8	Recharges from other services	8	-	(5)	3	(63
Other Grants, reimbursements and contributions	222	TOTAL EXPENDITURE	183	-	19,589	19,772	10,704
Other Grants, reimbursements and contributions	_	Government Grants	_	_	(18 312)	(18 312)	n/e
Fees and Charges					V /		
Other Customer and Client Receipts	_		-	-	(1,500)	(1,500)	
Interest Receivable			-	-	-	-	
Recharges to other services	-		-	-	-	-	
- TOTAL INCOME (19,812) (19,812) n/ 222 NET CONTROLLABLE COST 183 - (223) (40) (122 - Capital Charges	-		-	-	-	-	
222 NET CONTROLLABLE COST	-	Recharges to other services	-	-	-	-	n/a
222 NET CONTROLLABLE COST	-	TOTAL INCOME	-	-	(19,812)	(19,812)	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - REFCUS 52 Corporate support services bought in 52 - 12 - 10 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 10 / 12 / 12			!			Į.	
Deferred/Intangible Charges	222	NET CONTROLLABLE COST	183	-	(223)	(40)	(122)
Deferred/Intangible Charges							
- REFCUS 52 Corporate support services bought in 52 - 12 40 (23 52 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 52 52 TOTAL UNCONTROLLABLE COST 52 - 12) 40 (23 52 52 52 52 52 52 52 52 52 52 52 52 52	-		-	-	-	-	n/a
52 Corporate support services bought in 52 - (12) 40 (23)	-	Deferred/Intangible Charges	-	-	-	-	n/a
Strategic budget - agreed additional income / savings Strategic budget - agreed additional income / savings	-	REFCUS	-	-	-	-	n/a
275 NET COST OF SERVICE 235 - (235) - (100 - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	52	Corporate support services bought in	52	-	(12)	40	(23)
275 NET COST OF SERVICE 235 - (235) - (100 - Contributions to / (from) Earmarked Reserves	52	TOTAL UNCONTROLLABLE COST	52	-	(12)	40	(23)
- Contributions to / (from) Earmarked Reserves	L		ı		. ,	l I	(20)
- Contributions to / (from) Earmarked Reserves	275	NET COST OF SERVICE	225		(225)		(400)
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	215	NET COST OF SERVICE	235		(235)	-	(100)
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	_	Contributions to / (from) Farmarked Reserves	_	_	_	1	n/a
- Financing of Capital Expenditure	Ī		[[[
- Provision for Repayment of External Loans	Ī		[_	_	[]	n/a
- Contribution to / (from) General Balances	l -			_	_]	
TOTAL APPROPRIATIONS	l -			_] []	n/a
275 TOTAL NET EXPENDITURE 235 - (235) - (100 * OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings		i i					
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings Other resource changes Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health (18,312 Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations \$\frac{\((43)}{\((23) \)} \)		TOTAL AFPROPRIATIONS	-			-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings Other resource changes Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health (18,312 Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations \$\frac{\((43)}{\((23) \)} \)	075	TOTAL NET EVENDITURE	005		(005)		(400)
Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings	2/5	IOTAL NET EXPENDITURE	235	-	(235)	-	(100)
Strategic budget - agreed pressures / service demands Strategic budget - agreed additional income / savings	* OTHER VA	DIATIONS IN LEVEL OF EXPENDITURE				Í	£000'c
Strategic budget - agreed additional income / savings Other resource changes Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health (18,312 Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations	OTHER VA	MINIATIONS IN LEVEL OF EXPENDITURE					£000 S
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Other resource changes Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations							
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Other resource changes Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations	Strategic bud	dget - agreed additional income / savings					
Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations 19,812 (18,312 (1,500 (175 (175 (175 (175 (175 (175 (175 (175							
Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations 19,812 (18,312 (1,500 (175 (175 (175 (175 (175 (175 (175 (175							
Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations 19,812 (18,312 (1,500 (175 (175 (175 (175 (175 (175 (175 (175							_
Transfer of Public Health from NHS to Croydon from 1 April 2013 Government funding for Public Health Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations 19,812 (18,312 (1,500 (175 (175 (175 (175 (175 (175 (175 (175	Other resour	ce changes					
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Reimbursement from South & South West London HIV Partnership Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations (150 (170 (170 (170 (180 (180 (180 (190	Government	funding for Public Health					(18,312
Existing Public Health provision now included in Government grant Reduction in cost of corporate service bought in Reduction in recharges from other services Other minor variations (175 (175 (175 (175 (175 (175 (175 (17			hip				(1,500
Reduction in recharges from other services (5) Other minor variations (4) (235)							(175
Reduction in recharges from other services (5) Other minor variations (4) (235)							
Other minor variations (4) (235)							(5
(238							(43
TOTAL OTHER VARIATIONS IN RESOURCE (235)							(235
TOTAL OTHER VARIATIONS IN RESOURCE (235	İ						
	TOTAL OTH	ER VARIATIONS IN RESOURCE					(235

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

STAFF	ESTABL	ISHMENT	NUMBERS
-------	---------------	---------	---------

STAFF ESTABLISHMENT NUMBERS			
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
	2012/13	2013/14	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Directorate	1.0	1.0	0.0
TOTAL FTE STAFF	1.0	1.0	0.0



FORECAST		ORIGINAL BUDGET	Variations Expenditu	in Level of	ORIGINAL BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	Other	2013/14	CHANGE
2012/10	BEOOKII HOW	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	361	2	(11)	352	(2
	Supplies and Services	16 524	54	(16) (160)	417	(100 (20
	Third Party Payments	318	58	27	404	27
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	195	-	(195)		(100
	Recharges from other services	55	-	42	97	76
1,205	TOTAL EXPENDITURE	1,469	113.46	(313)	1,270	(14
-	Government Grants	-	-	-	-	n/s
-	Other Grants, reimbursements and contributions	-	-	(0)	-	n/a
	Fees and Charges Other Customer and Client Receipts	3	0	(3)	_	(100
	Interest Receivable	_			_	n/a n/a
(1,523)		(1,523)	_	221	(1,302)	(15
	TOTAL INCOME	(1,520)	0	218	(1,302)	·
(1,525)	TOTAL INCOME	(1,520)	U	210	(1,302)	(14
(319)	NET CONTROLLABLE COST	(51)	114	(95)	(32)	(37
	<u>I</u>					
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
- 51	REFCUS Corporate support services bought in	51		(19)	32	n/a (37)
51	TOTAL UNCONTROLLABLE COST	51	-	(19)	32	
31	TOTAL UNCONTROLLABLE COST	31	-	(19)	32	(37
(268)	NET COST OF SERVICE	-	114	(114)	-	n/a
	Contributions to / (from) Earmarked Reserves		-		-	n/a
-	Contributions to / (from) Capital Reserves:	-	_	-	_	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-		-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(268)	TOTAL NET EXPENDITURE	-	114	(114)	-	n/a
, ,		-	114	(114)	-	
, ,	TOTAL NET EXPENDITURE	-	114	(114)	-	n/a £000's
OTHER VA		-	114	(114)	-	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	-	114	(114)	-	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	-	114	(114)	-	
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE		114	(114)	-	£000's
OTHER VA	dget - agreed pressures / service demands		114	(114)		£000's
OTHER VA	dget - agreed additional income / savings Review Direct Payment Contracts / Independence		114	(114)	-	£000's
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence	Planning	114	(114)	-	£000's
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta	Planning	114	(114)	-	£000's - (20 (20
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing	Planning ff salaries		,	-	£000's
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing In year transfer of budgets within adult social care	Planning ff salaries		,	-	£000's
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing	Planning ff salaries following restro	ucture realigr	ment		£000's (20 (20 (22 (12 (327 (19
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing In year transfer of budgets within adult social care Reduction in cost of corporate services bought in	Planning ff salaries following restro	ucture realigr	ment		(20 (20 (20 (22 (12 (327 (19 221
OTHER VA	dget - agreed pressures / service demands dget - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing In year transfer of budgets within adult social care Reduction in internal charges to other services due	Planning ff salaries following restro	ucture realigr	ment		(20 (20 (22 (122 (327 (19 221 424
OTHER VA	det - agreed pressures / service demands det - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing In year transfer of budgets within adult social care Reduction in cost of corporate services bought in Reduction in internal charges to other services due Increase in internal charges from other services	Planning ff salaries following restro	ucture realigr	ment		(20 (20 (20 (22 (12 (327 (19 221 42 2
OTHER VA	det - agreed pressures / service demands det - agreed additional income / savings Review Direct Payment Contracts / Independence ce changes Removal of budget for inflationary increases to sta Reduction of budget for printing In year transfer of budgets within adult social care Reduction in cost of corporate services bought in Reduction in internal charges to other services due Increase in internal charges from other services	Planning ff salaries following restro	ucture realigr	ment		£000's

PLANNING & ENVIRONMENT

CONTENTS

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

KEY SERVICE TARGETS / PRIORITIES FOR 2013/14

Recharges from other services

KEY VOLUME INDICATORS

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

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2011/12	2012/13	2012/13	2013/14	CHANGE
	£000	£000	£000	£000	
Employees	27,953	24,892	23,379	22,837	(2)
Premises related expenditure	4,764	4,785	4,496	4,444	(1)
Supplies and Services	22,110	17,936	18,703	17,616	(6)
Third Party Payments	25,256	23,772	23,384	24,086	3
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	1,292	947	1,117	943	(16)
Capital Charges	14,074	16,428	16,428	16,270	(1)
Deferred/Intangible Charges	-	-	3,200	-	(100)
REFCUS	-	3,200	-	500	n/a
Corporate support services bought in	11,337	10,712	10,712	8,969	(16)
Recharges from other services	9,038	7,723	7,704	6,719	(13)
TOTAL EXPENDITURE	115,824	110,395	109,123	102,384	(6)
Government Grants	(3,965)	-	(26)	-	(100)
Other Grants, reimbursements and contributions	(4,190)	(337)	(1,677)	(321)	(81)
Fees and Charges	(11,857)	(15,270)	(13,518)	(14,608)	8
Other Customer and Client Receipts	(14,940)	(9,707)	(9,298)	(9,343)	-
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(13,535)	(9,833)	(9,203)	(8,870)	(4)
TOTAL INCOME	(48,487)	(35,147)	(33,722)	(33,142)	(2)
NET EXPENDITURE	67,337	75,248	75,401	69,242	(8)
NET EXPENDITURE	07,337	73,240	73,401	09,242	(6)
Good housekeeping loan repayment	-	-	-	-	n/a
Contributions to / (from) Reserves	-	-	(157)	-	(100)
CURRENT BUDGET	67,402]	74,352		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(66)		892		

TOP FIVE FINANCIAL RISKS 2013/14

Cost Centre

17616

102386

-9343

SERVICE SUMMARY

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

IAIO A FIAIFIA I	IN SERVICE NET EXPENDITORE					
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2012/13	SERVICE	2012/13	Inflation	Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
66,761	Public Realm & Public Safety	66,995	687	(5,362)	62,320	(7)
4,772	Planning and Building Control	4,289	40	(382)	3,947	(8)
3,868	Regeneration and Economy	3,964	24	(1,013)	2,975	(25)
75,401	TOTAL NET SPEND	75,248	751	(6,757)	69,242	(9)
(157)	Good housekeeping loan repayment	-	-	-	-	n/a

(157) Good housekeeping loan repayment	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

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



387.54 90.62 43.50

521.67

SUBJECTIVE SUMMARY

	SUMMARY

		ORIGINAL		in Level of	ORIGINAL		
FORECAST		BUDGET		re on (A)	BUDGET	%	
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE	
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %	
	Employees	24.892	195	(2,250)	22.837	(8)	
	Premises related expenditure	4,785	37	(378)		(7)	
18,703	Supplies and Services	17,936	151	(471)	17,616	(2)	
23,384	Third Party Payments	23,772	454	(140)	24,086	1	
	Transfer Payments	-	-			n/a	
	Transport related expenditure	947	-	(4)	943	(40)	
	Recharges from other services	7,723	-	(1,004)	6,719	(13)	
-,	TOTAL EXPENDITURE	80,055	837	(4,247)	76,645	(4)	
· /	Government Grants		-	-		n/a	
	Other Grants, reimbursements and contributions	(337)	(00)	16	(321)	(5)	
	Fees and Charges	(15,270)	(69)	731	(14,608)	(4)	
(9,298)	Other Customer and Client Receipts	(9,707)	(17)	381	(9,343)	(4)	
(9.203)	Interest Receivable Recharges to other services	(9,833)		963	(8,870)	n/a (10)	
	TOTAL INCOME	(35,147)	(86)	2.091	(33,142)		1
(33,722)	TOTAL INCOME	(33,147)	(60)	2,091	(33,142)	(6)	
45.060	NET CONTROL LABLE COST	44.000	751	(0.456)	42 502	(2)	1
45,062	NET CONTROLLABLE COST	44,908	751	(2,156)	43,503	(3)	
16 428	Capital Charges	16,428	_ 1	(158)	16,270	(1)	1
	Deferred/Intangible Charges		-	(.00)		n/a	
	REFCUS	3,200	-	(2,700)	500	(84)	
10,712	Corporate support services bought in	10,712	-	(1,743)	8,969	(16)	
30,340	TOTAL UNCONTROLLABLE COST	30,340	-	(4,601)	25,739	(15)	
							,
75,401	NET COST OF SERVICE	75,248	751	(6,757)	69,242	(8)	
							1
(157)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a	
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-	-	-	n/a n/a	
1 -	Provision for Repayment of External Loans	-	-			n/a	
_	Contribution to / (from) General Balances	_	-	_	_	n/a	
(157)	TOTAL APPROPRIATIONS	_	-	-	_	n/a	1
(-)					l l	II/a	
75,244	TOTAL NET EXPENDITURE	75,248	751	(6,757)	69,242	(8)	
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's	should be
Charles of a li	deat among described as the second					0.00:	
	dget - agreed pressures / service demands					2,224	
Sualegic buc	dget - agreed additional income / savings					(3,084)	
						(860)	
Other resour	ce changes					(5,897)	Virements should come to -906 they
TOTAL OTH	ER VARIATIONS IN RESOURCE				}	(6,757)	
					ļ	(5,. 51)	l



PUBLIC REALM & PUBLIC SAFETY

SERVICE DESCRIPTION

Recharges from other services

Recharges from other services

Summary Centres required

MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expenditu	re on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Environment & Leisure Services	43,822	635	(2,943)	41,514	(5)
Highways	18,671	11	(383)	18,299	(2)
Parking Services	(2,724)	40	(110)	(2,794)	3
Directorate	(29)	(2)	31	-	(100)
Regulatory Services	2,795	11	(590)	2,216	(21
Community Safety Services	5,756	28	(649)	5,135	(11)
Bereavement Services	1,712	(36)	(1,346)	330	(81
Departmental Recharges	(3,008)	- 1	628	(2,380)	(21
TOTAL NET SPEND	66,995	687	(5,362)	62,320	(7

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



66,994,744	687,112	-5,362,153	62,319,703	62319703	-2,379,880	6231970
-3,007,401	0	627,521	-2,379,880			
1,711,717	-35,916	-1,345,669	330,132	330132		330,132
5,755,831	27,875	-648,589	5,135,117	3355209	-1779908	3,355,209
2,794,718	11,425	-590,144	2,215,999	2215999		2,215,999
-29,031	-2,152	31,183	0	0		0
-2,724,865	40,089	-109,818	-2,794,594	-2794594		-2,794,594
18,671,569	11,126	-383,020	18,299,675	18299675		18,299,675
43,822,206	634,665	-2,943,617	41,513,254	40913282	-599,972	40,913,282
				Position	Recharges	

£681k V0300 Highways Verges and £449k moved from Highways 1V651 to Green Sp

58.0 55.0 138.3 4.0 31.4 23.7 77.1



PUBLIC REALM & PUBLIC SAFETY

SUBJECTIVE	E CLIBARA A DV									
	E SUMMARY	ORIGINAL	Variations		ORIGINAL					
FORECAST 2012/13	DESCRIPTION	BUDGET 2012/13	Expenditu Inflation	re on (A) * Other	BUDGET 2013/14	% CHANGE				
	22361 1.0.1	(A)	(B)	(C)	(D)	(E)				
£000's 16,351	Employees	£000's 17,315	£000's 131	£000's (1,655)	£000's 15,791	% (9)	15,254			
4,474	Premises related expenditure Supplies and Services	4,785 17,248	37 151	(378)	4,444 17,011	(7) (1)	4,444 17.011			
	Third Party Payments	23,494	453	(107)	23,840	1	24,373			
1,066	Transfer Payments Transport related expenditure	906	-	(6)	900	n/a (1)	900			
5,436	Recharges from other services	5,451	-	(799)	4,652	(15)	4,658	1		
	TOTAL EXPENDITURE	69,199	772	(3,333)	66,638	(4)	66,640			
	Government Grants Other Grants, reimbursements and contributions	(337)	-	- 16	(321)	n/a (5)	(321)			
(11,247)	Fees and Charges	(12,126)	(69)	419	(11,776)	(3)	(11,776)			
	Other Customer and Client Receipts	(9,651)	(16)	382	(9,285)	(4)	(9,285)			
	Interest Receivable Recharges to other services	(7,267)	-	1,019	(6,248)	n/a (14)	(6,245)			
	TOTAL INCOME	(29,381)	(85)	1,836	(27,630)	(6)	(27,627)			
						(-7		J 1		
39,551	NET CONTROLLABLE COST	39,818	687	(1,497)	39,008	(2)	39,013			
15.928	Capital Charges	15,929	-	245	16,174	2	16,174			
3,200	Deferred/Intangible Charges	-	-	-	-	n/a				
	REFCUS Corporate support services bought in	3,200 8,048	-	(2,867) (1,243)	333 6,805	(90) (15)	333 6,805			
	TOTAL UNCONTROLLABLE COST	27,177	-	(3,865)	23,312	(14)	23,312			
ļ		I				(14)		1		
66,761	NET COST OF SERVICE	66,995	687	(5,362)	62,320	(7)	62,325			
	Contributions to //					,	-	1		
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:		-	-	-	n/a n/a				
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a				
-	Contribution to / (from) General Balances		-	-	-	n/a n/a				
-	TOTAL APPROPRIATIONS	-	-	-		n/a				
66,761	TOTAL NET EXPENDITURE	66,995	687	(5,362)	62,320	(7)				
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's		Re	ason Code	
MSCP incom Landfill tax In	vironmental Enforcement le Reserve					142 200 750 744	Realm Safety Realm Realm	Growth Growth Budget Adju Budget Adju	41 43 94 96	
Parking - revi Car parks rev set set set significant of the comment Iget - agreed additional income / savings iew of the structure to fully implement layers and sp //ew closure of Poplar Walk car park g policy & Leisure - restructure Waste procurement costs troduction of compulsory recycling Safety - Re-organisation and restructure bible Enforcement Unit nenance Contract (Bereavement) maintenance of trees tree planting (highways) inder-used football pitches ctions in parks related costs (trees/sports equipmen nice of South Norwood pitch and putt of Croydon Partnership budget Services - review of customer support sishing to be absorbed within the ERT function Diffes increase income I - Layers & Spans (ements) for Regulatory Services including review of shared set of Environmental Response Team STV and Out of Hours service Park Lease Income lection with the Olympics	ts)	ith other borou	ughs		1,922 (60) (25) (30) (116) (47) (140) (205) (80) (22) (15) (50) (5	Realm Realm Realm Realm Realm Realm Realm Realm Realm Safety Safety Safety Realm	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts Cuts Cuts Cuts Cuts Cuts Cut	97 44 45 46 47 48 49 57 58 59 60 61 62 63 64 69 71 90 72 73 74 76 77 78 79 80 81 95 101		
Parking - revi Car parks rev Street lighting Environment Reduction in Recycling - in Recycling - in Reduction of Reduction of Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Reduction of Removal of u Various reduction Re	Iget - agreed additional income / savings lew of the structure to fully implement layers and spiew closure of Poplar Walk car park golicy closure of Poplar Walk car park golicy & Leisure - restructure Waste procurement costs stroduction of compulsory recycling Safety - Re-organisation and restructure shill be Enforcement Unit intenance Contract (Bereavement) maintenance of trees tree planting (highways) inder-used football pitches ctions in parks related costs (trees/sports equipment or Croydon Partnership budget (Services - review of customer support sishing to be absorbed within the ERT function Differs increase propositions of the part of the	between P&E and 0 anal Comms restruct igs from Facilities N Justice Centre pre for Design Studio any award sts for Design Studio any award	CFL ure danagement			25 1,922 (60) (25) (30) (116) (47) (140) (205) (20) (20) (23) (50) (30) (15) (85) (259) (80) (230) (100) (400) (400) (400) (87) (212) (212) (33) (30) (60) (30) (30) (171) (251) (251)	Realm Realm Realm Realm Realm Realm Safety Safety Safety Realm Rea	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts Cuts Cuts Cuts Cuts Cuts Cut	44 45 46 47 48 49 57 58 59 60 61 62 63 64 69 71 72 72 72 73 74 76 77 78 80 81 95 95 101	(91) (87) (212) (34) (60) (36) (171) (251)
Parking - revi- Zar parks revisite the tighting incomment Recycling - in Re	Iget - agreed additional income / savings lew of the structure to fully implement layers and spiew closure of Poplar Walk car park golicy closure of Poplar Walk car park golicy & Leisure - restructure Waste procurement costs stroduction of compulsory recycling Safety - Re-organisation and restructure bible Enforcement Unit intenance Contract (Bereavement) maintenance of trees tree planting (highways) inder-used football pitches ctions in parks related costs (trees/sports equipmenter of South Norwood pitch and putt of Croydon Partnership budget is Services - review of customer support sishing to be absorbed within the ERT function of Dees increase income in the structure of Layers & Spans (Fegulatory Services including review of shared set of Environmental Response Team STV and Out of Hours service Park Lease Income election with the Olympics 10 ON NEXT PAGE P&E 1.2a 12 Cac changes 13 Families and learning - Family Justice Centre families and learning - Split Culture Central budget in - 1% Pay Award - Reduced budget for Design Studio - Savings from New Grounds Maintenance Budget resources and customer services - Internal / Exterr resources and customer services - Transfer Family in Suliding Control - Reallocation of reduced budget in and Economy - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & Building Control - Reallocation of removal of 1% p & B	between P&E and 0 anal Comms restruct igs from Facilities N Justice Centre pre for Design Studio any award sts for Design Studio any award	CFL ure danagement			25	Realm Realm Realm Realm Realm Realm Realm Safety Safety Safety Safety Realm Safety Safety Safety Safety Safety Realm Directorate Directorate Realm Directorate	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts Cuts Cuts Cuts Cuts Cuts Cut	44 45 46 47 48 49 57 58 59 60 61 62 63 64 69 71 90 72 73 74 77 78 79 80 81 95 101 eason Code	(87) (212) (34) (60) (36) (171)
Parking - revi Car parks rev Street lighting Environment Reduction in Recycling - in Recycling - in Reduction of Reduction Reduct Carl Charles Control Control Control Control Control Control Control Corporate Regeneral Regenera	liget - agreed additional income / savings lew of the structure to fully implement layers and sp //ew closure of Poplar Walk car park g policy & Leisure - restructure Waste procurement costs ttroduction of compulsory recycling Safety - Re-organisation and restructure bible Enforcement Unit ntenance Contract (Bereavement) maintenance of trees tree planting (highways) inder-used football pitches ctions in parks related costs (trees/sports equipmen nee of South Norwood pitch and putt r Croydon Partnership budget 1 Services - review of customer support shing to be absorbed within the ERT function D fees increase income 1 - Layers & Spans icements eres & Spans of Regulatory Services including review of shared se of Environmental Response Team 2TV and Out of Hours service Park Lease Income nection with the Olympics D ON NEXT PAGE P&E 1.2a De changes families and learning - Family Justice Centre families and learning - Split Culture Central budget 1 - 1% Pay Award - Reduced budget for Design Studio - Savings from New Grounds Maintenance Budget resources and customer services - Interserve savir resources and customer services - Interserve savir resources and customer services - Interserve savir resources and customer services - Interserve savir resources and customer services - Transfer Family S Building Control - Reallocation of reduced budget tion and Economy - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p S Building Control - Reallocation of removal of 1% p	between P&E and 0 anal Comms restruct igs from Facilities N Justice Centre pre for Design Studio any award sts for Design Studio any award	CFL ure danagement			25	Realm Realm Realm Realm Realm Realm Realm Safety Safety Safety Safety Realm Safety Safety Safety Safety Safety Realm Directorate Directorate Realm Directorate	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts Cuts Cuts Cuts Cuts Cuts Cut	44 45 46 47 48 49 57 58 59 60 61 62 63 64 69 71 90 72 73 74 77 78 79 80 81 95 101 eason Code	(87) (212) (34) (60) (36) (171)

REFCUS	(2,700)			104
Corporate support services bought in	(1,277)			
Minor variations				
Contingency Adjustments - Bereavement Grounds Maintenance Contract	60	Safety	Budget Adju	103
Business Support	(420)	All	Budget Adju	92
	(4,874)			
TOTAL OTHER VARIATIONS IN RESOURCE	(5,362)			

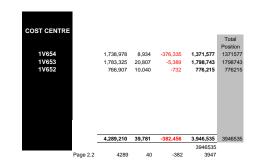
Recharges from other services

MOVEMENT IN NET EXPENDITURE					
	ORIGINAL	Variations in Level of		ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Spatial Planning	1,739	9	(376)	1,372	(21)
Development Management	1,783	21	(5)	1,799	1
Building Control	767	10	(1)	776	1

STAFF ESTABLISHMENT NUMBERS

TOTAL NET SPEND

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



19.0 49.0 22.6

90.6

TOTAL OTHER VARIATIONS IN RESOURCE

PLANNING & BUILDING CONTROL

(382)

PLANNING	& ENVIRUNMENT		PL/	ANNING &	BUILDING	CONTROL		
SUBJECTIV	ESUMMARY	ORIGINAL	Variations i	n Level of	ORIGINAL			
FORECAST		BUDGET	Expenditu		BUDGET	%		
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE		
2012/10	52661 1.6.1	(A)	(B)	(C)	(D)	(E)		
£000's		£0000's	£000's	£000's	£000's	`% [']		
	Employees	4,589	40	(194)	4,435	(3)	4,436	
	Premises related expenditure		-		-	n/a		
	Supplies and Services	438		(52)	386	(12)		
39	Third Party Payments	26	1	(2)	25	(4)	25	
47	Transfer Payments Transport related expenditure	40	-	-	40	n/a		
	Recharges from other services	1,779	-	(88)	1,691	(5)	1,688	
	"	1		1/			1,000	
6,561	TOTAL EXPENDITURE	6,872	41	(336)	6,577	(4)		
-	Government Grants	-	-	-	-	n/a		
· · · · · ·	Other Grants, reimbursements and contributions		-			n/a		
	Fees and Charges	(2,941)		262	(2,679)	(9)		
(36)	Other Customer and Client Receipts	(56)	(1)	(1)	(58)	4		
.	Interest Receivable		-			n/a		
(1,338)	Recharges to other services	(1,503)	-	(8)	(1,511)	1		
(3,706)	TOTAL INCOME	(4,500)	(1)	253	(4,248)	(6)		
			ı			(0)		
2,854	NET CONTROLLABLE COST	2,372	40	(83)	2,329	(2)		
			<u> </u>	` '	,	. ,		
329	Capital Charges	329	-	(236)	93	(72)		
-	Deferred/Intangible Charges	-	-	407	407	n/a		
1 500	REFCUS	1 500	-	127	127	n/a (12)		
	Corporate support services bought in	1,588	-	(190)	1,398	(12)		
1,917	TOTAL UNCONTROLLABLE COST	1,917	-	(299)	1,618	(16)		
	I		1			(-)		
4,772	NET COST OF SERVICE	4,289	40	(382)	3,947	(8)		
(63)	Contributions to / (from) Earmarked Reserves		- 1	-	_	n/a		
(00)	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a		
_	Financing of Capital Expenditure	_	_	_	-	n/a		
_	Provision for Repayment of External Loans	_	_	_	_	n/a		
-	Contribution to / (from) General Balances	-	-	-	-	n/a		
(63)	TOTAL APPROPRIATIONS	-	-	-		n/a		
						1174		
4,709	TOTAL NET EXPENDITURE	4,289	40	(382)	3,947	(8)		
* OTHER VA	DIATIONS IN LEVEL OF EXPENDITURE				i	C0001=		
" OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's		
Strategic bud	lget - agreed pressures / service demands							
Obantalian F	Newsian Income					202	Carrida	40
Shortfall on F	Planning Income					302	Growth	42
						302		
Ctratagia bua	last careed additional income / covings					302		
Strategic bud	lget - agreed additional income / savings							
Spatial Plann	ning review of level of service					(200)	Cuts	65
opatiai i iai ii	ining review or level of convice					(200)	Cuio	00
						(200)		
Other resour	ce changes							
Virements to								
	e - Reallocation of removal of 1% pay award					(45)	SW800, SW	23
	e - Reallocation of reduced budget for Design Stud	io				(10)	SW803	26
Directorat	e - Reallocation of insurance budgets					(17)		99
Staff Change	es.					15		
Variations in						30		
Capital Char						(236)		
	pport services bought in					(190)		
Business Su						(31)	Budget Adjı	92
						(484)		

SERVICE DESCRIPTION

MOVEMENT IN NET EXPENDITURE					
	ORIGINAL	Variations	in Level of	ORIGINAL	
	BUDGET	Expendite	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Housing Development & Regeneration	1,180	7	(227)	960	(19)
Economic Development	1,052	6	(251)	807	(23)
Transport	408	3	(60)	351	(14)
Capital Delivery	1,324	8	(475)	857	(35)
TOTAL NET SPEND	3,964	24	(1,013)	2,975	(25)

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

COST CENTRI	Ξ
1V655 & 1V656 1V657 1V658	6
1V659	

					Total
					Position
3	1,181,003	7,471	-227,620	960,854	96085
	1,051,746	5,536	-251,019	806,263	80626
	407,737	2,720	-59,194	351,263	35126
	1,323,709	8,048	-474,623	857,134	85713
	3,964,195	23,775	-1,012,456	2,975,514	297551
				2975514	
Page 3.2	0	0	0	0	

13.0 10.5 5.0 15.0

REGENERATION & ECONOMY

				a Laurel 1					
FORECAST		ORIGINAL BUDGET	Variations i Expenditu		ORIGINAL BUDGET	%			
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE			
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %			
	Employees	2,988	24	(401)	2,611	(13)			
	Premises related expenditure Supplies and Services	250	-	(31)	219	n/a (12)			
	Third Party Payments	252	:	(31)	221	(12)			
4	Transfer Payments Transport related expenditure	1		2	3	n/a 200			
	Recharges from other services	493	-	(117)	376	(24)			
	TOTAL EXPENDITURE	3,984	24	(578)	3,430	(14)			
	Government Grants Other Grants, reimbursements and contributions	-	-	-	-	n/a n/a			
(1)	Fees and Charges	(203)	-	50	(153)	(25)			
	Other Customer and Client Receipts Interest Receivable	-	-	-	-	n/a			
	Recharges to other services	(1,063)	-	(48)	(1,111)	n/a 5			
(1,744)	TOTAL INCOME	(1,266)	-	2	(1,264)	(0)			
			-			(0)			
2,656	NET CONTROLLABLE COST	2,718	24	(576)	2,166	(20)			
170	Capital Charges	170	-	(167)	3	(98)			
-	Deferred/Intangible Charges	-	-	- 1	-	n/a			
	REFCUS Corporate support services bought in	1,076	-	40 (310)	40 766	n/a (29)			
	TOTAL UNCONTROLLABLE COST	1,246	-	(437)	809	(35)			
			1		I				
3,868	NET COST OF SERVICE	3,964	24	(1,013)	2,975	(25)			
(94)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a			
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure			:	-	n/a n/a			
	Provision for Repayment of External Loans	-	-	-		n/a			
- (0.4)	Contribution to / (from) General Balances	-	-	-	-	n/a			
(94)	TOTAL APPROPRIATIONS		-	-	-	n/a			
		0.004							
3,774	TOTAL NET EXPENDITURE	3,964	24	(1,013)	2,975	(25)			
	J.	3,964	24	(1,013)	2,975	£000's			
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE	3,964	24	(1,013)	2,975				
* OTHER VAF	J.	3,964	24	(1,013)	2,975				
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE	3,964	24	(1,013)	2,975				
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE	3,964	24	(1,013)	2,975		Re	ason code	
OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE	3,964	24	(1,013)	2,975	£000's	Re	ason code	
OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	3,964	24	(1,013)	2,975	£000's			
Strategic budg Strategic budg Housing Deve	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands tet - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved I		24	(1,013)	2,975	£000's	Efficiencies Efficiencies	50 51	
OTHER VAR Strategic budg Strategic budg Housing Devencrease retur Commissionin	RIATIONS IN LEVEL OF EXPENDITURE pet - agreed pressures / service demands pet - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved I g of business intelligence		24	(1,013)	2,975	£000's - (50) (15) (26)	Efficiencies Efficiencies Efficiencies	50 51 52	
Strategic budg Strategic budg Housing Deve ncrease retur Commissionin Efficiencies in Review volunt	RIATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands tet - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved if g of business intelligence provision of district centre support any contribution to BID to ensure the spend aligns and complen	oudget delivery		(1,013)	2,975		Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies	50 51 52 53 54	
OTHER VAR Strategic budg Housing Deve normalissionin Efficiencies in Review volunt	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved log of business intelligence provision of district centre support any contribution to BID to ensure the spend aligns and complen M communications	oudget delivery		(1,013)	2,975	(50) (15) (26) (20) (30) (8)	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies	50 51 52 53 54 55	
Strategic budges Strategic budges Housing Deve norease reture Commissionin Efficiencies in Review volunt Reduced MIPI Capital Delive Capital Delive	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved I g of business intelligence provision of district centre support ary contribution to BID to ensure the spend aligns and complen My communications ry Hub increased recharges to capital ry Hub team	oudget delivery		(1,013)	2,975	(50) (15) (26) (20) (30) (8) (47) (50)	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts	50 51 52 53 54 55 56 66	
OTHER VAF Strategic budg Housing Deve ncrease retur Commissionin Efficiencies in Review volunt Reduced MIP Capital Delive Capital Delive Capital Delive Capital Delive Capital Delive	RATIONS IN LEVEL OF EXPENDITURE tet - agreed pressures / service demands tet - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved ig of business intelligence provision of district centre support any contribution to BID to ensure the spend aligns and complen M communications ry Hub increased recharges to capital ry Hub team lopment restructure - further reductions	oudget delivery		(1,013)	2,975	\$5000's \$5000'	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts	50 51 52 53 54 55 56 66 91	
Strategic budge Housing Deve ncrease retur Commissionin Efficiencies in Review volunt Reduced MIPI Capital Delive Capital Delive Housing Deve	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved I g of business intelligence provision of district centre support ary contribution to BID to ensure the spend aligns and complen My communications ry Hub increased recharges to capital ry Hub team	oudget delivery		(1,013)	2,975	(50) (15) (26) (20) (30) (8) (47) (50)	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts	50 51 52 53 54 55 56 66	
Strategic budg Strategic budg Housing Deve Increase retur Commissionin Efficiencies in Review volunt Reduced MIPI Capital Delive Housing Deve Housing Deve	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings lopment staff amendments n on investment (ROI) from funding sources through improved to go fusures sintelligence provision of district centre support any contribution to BID to ensure the spend aligns and complen M communications by Hub increased recharges to capital to the provision of the prov	oudget delivery		(1,013)	2,975	(50) (15) (26) (30) (8) (47) (50) (30) (148)	Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Efficiencies Cuts Cuts Cuts Income Opt	50 51 52 53 54 55 56 66 91 75	
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KEY VOLUME INDICATORS

	ACTUAL	ORIGINAL
DESCRIPTION	2011/12	2012/13
Total Housing stock (properties) April 1 including		
Sheltered and Special Sheltered Housing		
Sheltered Housing for the Elderly (flats)	1,062	1,062
Special Sheltered Housing (flats)	242	242
- '		
Average sick days per FTE		

FORECAST	BUDGET	%
2012/13	2013/14	CHANGE
14,075	14,070	(0)
1,062	1,062	-
242	242	-

CHANGE

48

8 (100)n/a

(1) 5

FINANCIAL PERFORMANCE

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

-	-	(3,032)
- n/a	-	-

Contributions to / (from) Reserves TOTAL VARIANCE FROM BUDGET- Over/(Under)

2B490

TOP FINANCIAL RISKS 2013/14

SERVICE SUMMARY

CABINET MEMBER

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

DEPARTMENT MANAGEMENT TEAM

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

MOVEMENT IN SERVICE NET EXPENDITURE

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

 Contributions to / (from) 	Reserves -	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

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

2B562 2B563 2B564 2B565 2B566 2B566

SUBJECTIVE SUMMARY

SUBJECTIV	E SUMMARY	ORIGINAL	Variations	in Level of	ORIGINAL	
FORFOACT		BUDGET	Expenditu		BUDGET	%
FORECAST		2012/13	Inflation	* Other	2013/14	CHANGE
2012/13	DESCRIPTION					
000010		(A)	(B) £000's	(C) £000's	(D) £000's	(E)
£000's	Franks, and	£000's				%
	Employees	13,596	111	546	14,253	5
	Premises related expenditure	22,388	38	(67)	22,359	(40)
	Supplies and Services	6,466	-	(1,196)	5,270	(18)
	Third Party Payments	484	-	185	669	38
	Transfer Payments	116	-	29	145	25
	Transport related expenditure	270	-	(13)	257	(5)
4,291	Recharges from other services	4,072	-	776	4,848	19
43,422	TOTAL EXPENDITURE	47,392	149	260	47,801	1
(64)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9,956)	Fees and Charges	(9,939)	(248)	339	(9,848)	(1)
(74,151)	Other Customer and Client Receipts	(74,090)		(3,669)	(77,759)	5
	Interest Receivable	(8)	_	(-,,	(8)	-
	Recharges to other services	(2,369)	-	(20)	(2,389)	1
(86,805)	TOTAL INCOME	(86,406)	(248)	(3,350)	(90,004)	4
		Į. Į				
(43,383)	NET CONTROLLABLE COST	(39,014)	(99)	(3,090)	(42,203)	7
		L.				
35,424	Capital Charges	34,086	-	3,194	37,280	9
_	Deferred/Intangible Charges	-	-	-	-	n/a
4,928	Corporate support services bought in	4,928	-	(5)	4,923	(0)
40,352	TOTAL UNCONTROLLABLE COST	39,014	-	3,189	42,203	8
			·			
(3,032)	NET COST OF SERVICE	-	(99)	99	-	n/a
	L		·			
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
_	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
_	Financing of Capital Expenditure	-	-	-	-	n/a
_	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
_	TOTAL APPROPRIATIONS	-	-	-	-	n/a
						11/a
(3,032)	TOTAL NET EXPENDITURE	-	(99)	99	-	n/a
	_					
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Cturts all bus	lant					
	dget - agreed pressures / service demands					-
Strategic bud	dget - agreed additional income / savings					-
Othor roos	aa ahanaaa					-
Other resour	ce changes					99
TOTA: 07::	ED VARIATIONS IN DESCRIPTOR					
IOTAL OTH	ER VARIATIONS IN RESOURCE					99

MOVEMENT IN NET EXPENDITURE

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

2B562 2B562

STAFF ESTABLISHMENT NUMBERS

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

REPAIRS AND MAINTENANCE

SUBJECTIVE SUMMARY

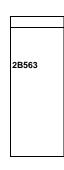
SUBJECTIV	E SUMMARY	LODIOINIAL	Variations	in Lovel of	ODIONAL	
FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
2012/10	DEGORIT HOW	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
1,221	Employees	1,107	9	-	1,116	1
	Premises related expenditure	12,167	-	131	12,298	1
402	Supplies and Services	64	-	(16)	48	(25)
-	Third Party Payments	-	-	-	-	n/a
	Transfer Payments Transport related expenditure	24	-		- 24	n/a
774	Recharges from other services	544	_	4	548	1
	TOTAL EXPENDITURE	13,906	9	119	14,034	1
14,417		13,900	9	119	14,034	
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges Other Customer and Client Receipts	-	-	-	-	n/a
(233)	Interest Receivable	-	-	-	_	n/a
(046)	Recharges to other services	(544)	=	(4)	(548)	n/a 1
		` '		` '	` '	<u>'</u>
(1,179)	TOTAL INCOME	(544)	-	(4)	(548)	1
	T		_			
13,239	NET CONTROLLABLE COST	13,362	9	115	13,486	1
	Constal Chauses					
-	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
_	Corporate support services bought in	_	-	-	-	n/a n/a
		_				11/a
_	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
					,	
13,239	NET COST OF SERVICE	13,362	9	115	13,486	1
					<u> </u>	
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	ı	-	n/a
_	Contribution to / (from) General Balances	-	-	-	-	n/a
_	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		1				. 1
13,239	TOTAL NET EXPENDITURE	13,362	9	115	13,486	1
* 071150 \/A	PIATIONS IN LEVEL OF EVERNEITURE				ı	00001-
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
Otratogio bac	agot agrood productor convice demands					
						1
Ctrotogia bus	dant parand additional income / sovings					
Strategic bud	dget - agreed additional income / savings					
						-
Other resource changes						
Increase in c	cyclical repairs					117
Other minor						(2)
						(-)
						115
TOTAL OTH	IER VARIATIONS IN RESOURCE					115

MOVEMENT IN NET EXPENDITURE

MOVEMENT IN NET EXPENDITORE					
	ORIGINAL	Variations in Level of		ORIGINAL	
	BUDGET	Expenditu	ure on (A)	BUDGET	%
	2012/13	Inflation	Other	2013/14	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Supervision and management - General expenses	21,556	79	(734)	20,901	(3)
TOTAL NET SPEND	21,556	79	(734)	20,901	(3)

STAFF ESTABLISHMENT NUMBERS

STATE ESTABLISHMENT NUMBERS				
	OF	RIGINAL	ORIGINAL	CHANGE
	В	UDGET	BUDGET	IN
	2	012/13	2013/14	FTE
	FTI	E STAFF	FTE STAFF	FTE STAFF
Supervision and management - General expenses		229.1	233.6	4.6
TOTAL FTE STAFF		229.1	233.6	4.6



SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

C1	ID I	IECT	CII	8484	ARY
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SUBJECTIV	ESUMMARY					
		ORIGINAL		in Level of	ORIGINAL	0.4
FORECAST	DECCRIPTION	BUDGET		ure on (A)	BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation (B)	* Other (C)	2013/14	CHANGE
£000's		(A) £000's	£000's	£000's	(D) £000's	(E) %
	Employees	9.543	79	585	10,207	7
	Premises related expenditure	741	-	94	835	13
	Supplies and Services	5,789	-	(1,935)	3,854	(33)
	Third Party Payments	434	-	208	642	48
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	132	-	(28)	104	(21)
1,680	Recharges from other services	1,717	-	355	2,072	21
14,219	TOTAL EXPENDITURE	18,356	79	(721)	17,714	(3)
(64)	Government Grants	-	-	-	-	n/a
- '	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7)	Fees and Charges	-	-	-	-	n/a
	Other Customer and Client Receipts	(28)	-	8	(20)	(29)
	Interest Receivable	-	_	_	-	n/a
(1.554)	Recharges to other services	(1,700)	-	(16)	(1,716)	1
, ,	TOTAL INCOME	(1,728)	_	(8)	(1,736)	·
(1,042)	TOTAL INCOME	(1,728)	=	(8)	(1,736)	-
40 F77	NET CONTROLLABLE COST	16.620	70	(720)	45.070	(4)
12,577	NET CONTROLLABLE COST	16,628	79	(729)	15,978	(4)
_	Capital Charges		_	_	_ 1	n/a
_	Deferred/Intangible Charges	_	-	_	_	n/a
4.928	Corporate support services bought in	4,928	_	(5)	4,923	-
	TOTAL UNCONTROLLABLE COST	4,928		(5)	4,923	
4,920	TOTAL UNCONTROLLABLE COST	4,920		(5)	4,923	-
	T	1			· I	
17,505	NET COST OF SERVICE	21,556	79	(734)	20,901	(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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		1 1				
17,505	TOTAL NET EXPENDITURE	21,556	79	(734)	20,901	(3)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				ı	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000 S
Strategic buc	lget - agreed pressures / service demands					
						-
Strategic buc	lget - agreed additional income / savings					
Otratogio pac	agot agrood additional informo / odvingo					
						_
OIL.	and the same					
Other resour						20-
	egal Services teams legal costs					220
	Investment Fund					(2,109) (5)
Variation in corporate recharges Increase in insurance costs						82
	stock Investment legal and consultancy costs					96
	aff resources to deliver increased capital programme	9				121
	affing resources - welfare reform					361
Other staff ch	nanges					86
Increase in IC	CT recharge					127
	pport recharge from the general fund					301
Other minor adjustments						(14)
	<u>,</u>					
TOTAL OTH	ER VARIATIONS IN RESOURCE					(734)
- CONTROL OF THE CONT						

MOVEMENT IN NET EXPENDITURE

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

2	B56	: 4	
2	B56 B56 B56	4 4	
L			

STAFF ESTABLISHMENT NUMBERS

	ORIGINA	L ORIGINAL	CHANGE
	BUDGE	T BUDGET	IN
	2012/1:	2013/14	FTE
	FTE STA	FF FTE STAFF	FTE STAFF
Neighbourhood Services	88	.0 86.0	(2.0)
TOTAL FTE STAFF	88	.0 86.0	(2.0)
			(=/

SUPERVISION AND MANAGEMENT - SPECIAL EXPENSES

SUBJECTIVE	SUMMARY

FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	2,946	23	(39)	2,930	(1)
7,702	Premises related expenditure	7,820	38	(4 4 6)	7,412	(5)
	Supplies and Services Third Party Payments	352 50	-	5 (23)	357 27	1 (46)
6	Transfer Payments	4	-	(3)	1	(75)
	Transport related expenditure	114	-	15	129	13
	Recharges from other services TOTAL EXPENDITURE	1,811 13,097	61	417	2,228	23
12,776	Government Grants	13,097	01	(74)	13,084	- n/o
_	Other Grants, reimbursements and contributions		-	-	-	n/a n/a
(5,513)	Fees and Charges	(5,423)	(135)	(135)	(5,693)	5
-	Other Customer and Client Receipts	(3)	-	3	-	(100)
(100)	Interest Receivable	(109)	-	-	(109)	n/a
	Recharges to other services TOTAL INCOME	(5,535)	(135)	(132)	(5,802)	-
(5,622)	TOTAL INCOME	(5,535)	(135)	(132)	(5,602)	5
7,157	NET CONTROLLABLE COST	7,562	(74)	(206)	7,282	(4)
-	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	_	-	-	-	n/a n/a
_	TOTAL UNCONTROLLABLE COST	-	-	Ī	-	n/a
						II/a
7,157	NET COST OF SERVICE	7,562	(74)	(206)	7,282	(4)
	Ocatilation to / (from) Formation I December	1	1		1	1-
_	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/a
_	TOTAL APPROPRIATIONS	_		-		n/a
	101/12 / II THO HINGHOUS					n/a
7,157	TOTAL NET EXPENDITURE	7,562	(74)	(206)	7,282	(4)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
OTTIER VA	INTERIORS IN LEVEL OF EAR ENDITORS					20003
Strategic bud	lget - agreed pressures / service demands					
Ctrotogia bug	last parend additional income / covings					-
Strategic bud	lget - agreed additional income / savings					
						-
Other resour	ce changes					
Effiiciency sa	vings					(279)
	wellings water expenditure recharged to tenants vater income recharged to tenants					242 (121)
	vater commission income					(14)
Other minor a	adjustments					(34)
						(206)
TOTAL OTH	ER VARIATIONS IN RESOURCE					(206)
ISIALOIN	EN VARIATIONO IN NEGOTIVE					(200)

MOVEMENT IN NET EXPENDITURE

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

2B565 2B565 2B565 2B565 2B565 2B565

STAFF ESTABLISHMENT NUMBERS	

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

CAPITAL FINANCING

SUB	JECTIVE	SUMM	ΔRY
JUD			Anı

SUBJECTIV	E SUMMARY	1 0 5 1 0 11 11 1	V			
FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
FORECAST 2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
2012/10	BEGORII HOR	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services Third Party Payments	-	-	-	-	n/a n/a
_	Transfer Payments		_	_	_	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-		-	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	=	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	=	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
_	NET CONTROLLABLE COST	_	_	_	_	n/a
	NET CONTROLLABLE COST	_		_	-	11/a
35,424		34,086	-	3,194	37,280	9
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
35,424	TOTAL UNCONTROLLABLE COST	34,086	-	3,194	37,280	9
05.404	l	0.4.000				
35,424	NET COST OF SERVICE	34,086	-	3,194	37,280	9
-	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	=	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	=	-	-	n/a n/a
		-	-	-	-	II/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
35,424	TOTAL NET EXPENDITURE	34,086	-	3,194	37,280	9
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
OTTIER VA	INTERIORS IN LEVEL OF EXPENDITORS					20003
Strategic bud	dget - agreed pressures / service demands					
						-
Strategic bud	dget - agreed additional income / savings					
Oth r						-
Other resour						2 000
	evenue contribution to capital outlay nterest payments on additional borrowing					2,000 748
	Major Repairs Allowance					422
Other minor						24
						3,194
						3,194
TOTAL OF	IED VADIATIONS IN DESCRIPCE					2 40 4
LIUIAL OTH	IER VARIATIONS IN RESOURCE					3,194

MOVEME	INI TINI	IFT FYPI	ENDITURE

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

2B566	
2B566	

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

SUBJECTIV	ESUMMARY	LODIOINIAL	Variations	in Laval of	ODIOINAL	
FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	-	-	-	-	n/a
	Premises related expenditure Supplies and Services	1,660 261	-	154 750	1,814	9 287
257	Third Party Payments	201	-	750	1,011	20 <i>1</i> n/a
177	Transfer Payments	112	-	32	144	29
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,007	TOTAL EXPENDITURE	2,033	-	936	2,969	46
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	(4,516)	(113)	474	(4,155)	(8)
	Other Customer and Client Receipts	(74,059)	-	(3,680)	(77,739)	5
\ <i>'</i>	Interest Receivable	(8)	-	-	(8)	-
	Recharges to other services	(16)	-		(16)	-
(78,363)	TOTAL INCOME	(78,599)	(113)	(3,206)	(81,918)	4
(76,356)	NET CONTROLLABLE COST	(76,566)	(113)	(2,270)	(78,949)	3
_	Capital Charges					n/a
	Deferred/Intangible Charges		- -	- -		n/a n/a
_	Corporate support services bought in	-	-	-	-	n/a
_	TOTAL UNCONTROLLABLE COST	_	-	-	_	
						n/a
(76,356)	NET COST OF SERVICE	(76,566)	(113)	(2,270)	(78,949)	3
_	Contributions to / (from) Earmarked Reserves	_ [_	_	_ [n/a
_	Contributions to / (from) Capital Reserves:	_	-	-	_	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(76,356)	TOTAL NET EXPENDITURE	(76,566)	(113)	(2,270)	(78,949)	3
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				Γ	£000's
OTTIER VA	INTERIOR IN LEVEL OF EXPENDITORS					20000
Strategic bud	dget - agreed pressures / service demands					
					-	
						-
Strategic bud	dget - agreed additional income / savings					
					-	
						-
Other resour	ce changes				-	
	come from dwelling rents					(3,059)
	come from tenants service charges					(23)
	come from garage rents					(84)
	enants void costs garage void costs					28 101
	ad debt provision					750
Increase in n	najor works costs recovered from leaseholders					(45)
Other minor	adjustments					62
					•	(2,270
					-	(2,210)
TOTAL OTH	ER VARIATIONS IN RESOURCE				-	(2,270)
. U. AL UIN	LIC TARRESTICATO IN INCOUNTSE					(2,210)

MOVEMENT IN NET EXPENDITURE

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

2B5 2B5 2B5 2B5 2B5 2B5	66 66 66	

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

NOTIONAL H.R.A AND GOVERNMENT GRANT

SUBJECTIVE SUMMARY

	I	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2012/13	DESCRIPTION	2012/13	Inflation	* Other	2013/14	CHÁNGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services Third Party Payments	-	-	-	-	n/a
-	Transfer Payments		-	_	_	n/a n/a
_	Transport related expenditure	_	-	_	_	n/a
-	Recharges from other services	-	-	-	_	n/a
-	TOTAL EXPENDITURE	-	-	-	-	n/a
-	Government Grants	_	_	_	_	n/a
_	Other Grants, reimbursements and contributions		_	_	_	n/a
_	Fees and Charges	_	_	_	_	n/a
_	Other Customer and Client Receipts	_	_	_	_	n/a
_	Interest Receivable	_	-	-	_	n/a
_	Recharges to other services	_	_	_	_	n/a
_	TOTAL INCOME					
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	_	_	-	_	n/a
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
						i
-	NET COST OF SERVICE	-	-	-	-	n/a
	Contribution to (trans) F					
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	EIDANCING OF LADITAL EVNANCISTICA			-		n/a
- -	Financing of Capital Expenditure Provision for Repayment of External Loans		-	_	_	n/s
- - -	Provision for Repayment of External Loans	-	- -	-	-	
	Provision for Repayment of External Loans Contribution to / (from) General Balances	- - -	-	- -	- -	n/a
-	Provision for Repayment of External Loans	-				n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-				n/a n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-		-	n/a n/a n/a
- - -	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-		-	n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-		-	n/a n/a n/a
- - OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE deet - agreed pressures / service demands	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE deet - agreed pressures / service demands	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE deet - agreed pressures / service demands	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE deet - agreed pressures / service demands	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
- - OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a
OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands dget - agreed additional income / savings	-	-		-	n/a n/a n/a

CAPITAL PROGRAMME

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	Page
DETAILED PROGRAMME 2013/14	CP1
FUNDING	CP2

Capital Programme 2013/14 TO 2016/17

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

	Improving our Assets
Funding Source	Description
EXT - PfS / LBC	Academies Programme
LBC	Secondary Schools Programme
EXT - DfE / LBC	Primary School Capital programme
LBC	Special Education Needs Programme
LBC	Education Disability Access Programme
EXT - CLG / LBC	Disabled Facilities Grants
LBC	Corporate Property Maintenance Programme
LBC	Acquisition Fund
LBC	Regeneration (Acquisitions) Fund
LBC	New Addington Regeneration - Pool
HRA	Housing Investment Programme

2013/14	2014/15	2015/16	2016/17	Total
£'000s	£'000s	£'000s	£'000s	£'000s
8,470	6,391	0	0	14,861
15,000	23,800	10,155	0	48,955
48,187	36,946	5,600	2,000	92,733
18,678	5,806	0	0	24,484
1,000	500	0	0	1,500
1,900	1,850	1,800	1,800	7,350
3,925	2,250	2,530	2,100	10,805
20,951	0	0	0	20,951
2,000	0	2,000	2,000	6,000
0	0	17,000	0	17,000
34,621	34,621	34,621	34,621	138,484
154,732	112,164	73,706	42,521	383,123

	Transforming our Place		2
Funding Source	Description		£
LBC	Highways Maintenance Programme		Г
LBC	Soakaways Maintenance and Replacement - Highways Drainage Prog	gra	İ
EXT - TFL	LIP - Road Safety, Highways, Public Realm Improvements		İ
EXT - GLA / EXT - TF	Connected Croydon Public Realm Programme		
EXT - TFL / LBC	Bridge Strengthening Programme		İ
LBC	Fairfield Halls Refurbishment		

	2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
	5,500	6,500	8,000	7,500	27,500
ıra	350	350	350	350	1,400
	2,712	3,336	3,336	0	9,384
	10,318	6,635	0	0	16,953
	490	480	470	400	1,840
	750	750	10,000	15,000	26,500
	20,120	18,051	22,156	23,250	83,577

	TRANSFORMING OUR SERVICES
Funding Source	Description
LBC	New Burial Land
LBC	Feasibility Fund
LBC	Transformational ICT Programme
LBC	New Salt Barn
LBC	Transforming our Space
LBC	Waste Services - Replacement Bins

2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
1,200	0	0	0	1,200
500	500	500	500	2,000
3,000	3,000	3,000	3,000	12,000
0	0	1,000	0	1,000
13,327	2,022	0	0	15,349
150	150	150	150	600
18,177	5,672	4,650	3,650	32,149

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

balanced to v19 07.1.13 Capital Programme Resourcing 2013/14 to 2016/17

GENERAL FUND					
Description					
Improving our Assets Transforming our Place Transforming our Services					
RESOURCE REQUIREMENT (Including HRA)					
General Fund Borrowing Capital Receipt Greater London Authority (GLA) Communities and Local Government (CLG) Department of Health (DoH) Department for Education (DfE) Transport For London (TfL) Partnership for Schools (PfS)					
HRA HRA Receipts Major Repairs Allowance New Homes Bonus HRA Unsupported Borrowing S106 HRA - Reserves HRA - Revenue Contribution					
TOTAL ESTIMATED RESOURCES					
(OVER) / UNDER FUNDING OF PROGRAMME					

2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s	
154,732	112,164	73,706	42,521	383,123	
20,120	18,051	22,156	23,250	83,577	
18,177	5,672	4,650	3,650	32,149	
193,029	135,887	100,512	69,421	498,849	
118,968 3,000	72,497 -	61,205 -	33,900 -	286,570 3,000	
5,000 900 -	4,500 900 -	900	900	9,500 3,600 -	
16,919 5,662	13,192 3,786	- 3,786	-	30,111 13,234	
7,959	6,391	-	-	14,350	
158,408	101,266	65,891	34,800	360,365	
900 16,457 -	900 16,457 -	900 16,457 -	900 16,457 -	3,600 65,828 -	
9,078	9,064	2,158	-	20,300	
- 8,186	- 8,200	- 15,106	- 17,264	- 48,756	
34,621	34,621	34,621	34,621	138,484	
193,029	135,887	100,512	69,421	498,849	
0	0	0	0	0	

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