

REVENUE VARIATIONS OVER £100K WITH EXPLANATION

PEOPLE DEPARTMENT

	Variance £'000	High-Level Commentary
Early Help and Children's Social Care Directorate	597	Increased legal costs and delayed digital and enabling savings
Assessment and Care Planning Service	952	Increase in the costs of Section 17 B&B places, which are court driven. Additional costs of supernumerary and locum staff
Looked After Children and Resources	8,093	Increase in the number of external placements and specialist foster care placements.
Safeguarding and Looked after Children Quality Assurance	247	Additional cost of locum posts within Safeguarding and Quality Assurance
Early Help and Mash	(372)	Revised savings forecast associated with supplies and services, transport and third party payments
Children's Integrated Commissioning	(172)	Delay in recruitment of extra capacity staff for the additional 15 hrs that was implemented in Autumn 2017
Targeted Services	(181)	Successful bid for grant funding to support Domestic Abuse programmes from the DCLG. This is a one-off grant in 2017/18
Early Help and Children's Social Care	9,164	
Adult Social Care and All-Age Disability Staffing	592	Delayed digital and enabling savings and increased enhanced pensions and legal costs
25-65 Disability	214	Increase in cost of care packages and staff costs as a result of rising demand, mitigated by transformation funding and use of reserves
Disability Commissioning and Brokerage	(596)	Underspend relates to staffing vacancies leading to delays in commissioning
One Croydon Commissioning	(182)	A number of minor variances
Day and Employment Services	162	Unachievable savings on externally provided day care and lower than budgeted levels of income
Transformation and Clienting	(779)	Additional funding from transformation reserves
Adult Safeguarding and Quality Brokerage	(266)	Increased cost of Safeguarding Board offset by delay in the recruitment of Best Interest Assessors
0-25 SEND Service CWD	1,364	Increase in Transitions, care packages and staffing costs.
Adult Social Care and All-Age Disability	509	
Place Planning and Admissions and Learning Access	(187)	Underspend relates to staffing vacancies within the schools client and admissions teams
Education Commissioning & Post-16 Participation	(126)	Underspend relates to staffing vacancies
Education and Youth Engagement	(313)	
People Directorate	(366)	Additional funding to cover the increased costs associated with National Insurance in the People Department
People Directorate	(366)	
	(146)	Other variances
PEOPLE TOTAL	8,848	

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PLACE DEPARTMENT

	Variance £'000	High-Level Commentary
Waste	1,804	Pressure on cost of disposal caused by 2.5% year-on-year growth on landfill tonnages plus shortfall on rebate for recycle material
Highways	(1,675)	Credit amounts relating to the PFI street lighting contract and energy costs
Streets	129	

Parking	(1,100)	Investment in new P&D machines has enabled parking users to use cashless methods of payment as well as cash. As a result, there is additional income of £600k. Furthermore, there is another £500k increase due to CPZ permits.
Public Protection	236	Shortfall on HMO licensing fees and one-off employee costs
Partnership & Intelligence Support	(113)	CCTV savings plus prevention grant funding
Licensing	310	Increased legal costs
Other Minor Variances	136	Combination of minor movements
Safety	(531)	

Development	(372)	Increased planning income
Development	(372)	

Bereavement and Registrars	100	Better than expected performance on income, reducing the overall budget pressure
Bad debt provision increase	2,353	Bad debt provision reflecting anticipated level of defaults using full year information
Universal Credit – exceptional item	(2,353)	Above item of bad debt provision treated as exceptional item due to the impact of Universal Credit
Flexible homelessness support grant	(830)	Remaining grant from central government after funding budget pressures in Gateway and Welfare and Housing Need arising from Emergency and Temporary Accommodation
Additional funding for Universal Credit (UC)	(579)	Additional funding for being in a Universal Credit pilot area from DWP
Transformation (incentive payments to landlords)	(400)	Incentive payments under the guaranteed rent scheme moved to transformation funding
Gateway and Welfare	(1,709)	

	(296)	Other combined variances
PLACE TOTAL	(2,779)	

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RESOURCES & CHIEF EXECUTIVES DEPARTMENT

	Variance £'000	High-Level Commentary
Revenue and Benefits	1,318	Delay on delivery of digital and enabling savings and under recovery of business support costs against target
Information Communication Technology	(1,779)	Saving on the ICT contract plus additional project work charged to capital
Facilities Management	(600)	Savings achieved on FM costs through measures to reduce demand organisationally
Customer and Corporate Services	(1,061)	
SEN Transport	3,080	Increasing service demand and complexity of need
Other minor variances	(415)	
Commissioning and Improvement	2,665	
Asset Management	(808)	Over-achievement of property rental income
Finance, Investment and Risk	(808)	
Other Minor Variances	(159)	A result of vacancies with the service during the year
Governance	(159)	
Legal	(525)	Legal Income exceeded budget estimates
Legal	(525)	
Other minor variances	(370)	A combination of staffing under-spends and over achievement of income
Human Resources	(370)	
Communications and Engagement	864	Unachievable digital advertising income
Chief Executives Department - Strategy & Partnership	864	
	99	Other minor variances
RESOURCES AND CED TOTAL	705	