

# **CROYDON COUNCIL**

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

**2018/19**

**Appendix B  
Cabinet, 26th February 2018**



# REVENUE BUDGET SUMMARY

## CONTENTS

	Page
<b>REVENUE BUDGET SUMMARY</b>	
General Fund Summary	RS1
Subjective Analysis	RS2
Analysis of Central Support Recharges	RS3
Departmental Gross Expenditure	RS4
Departmental Net Expenditure	RS5
Analysis of Income and Expenditure	RS6
<b>PEOPLE</b>	PD0 - PED 8.4
<b>PLACE</b>	PL0 - PL 9.7
<b>RESOURCES</b>	REDS0 - RED 7.6
<b>CHIEF EXECUTIVES</b>	CED0 - CED 1.7
<b>HRA</b>	HRAS0 - HRA 3.2
<b>CAPITAL</b>	CP1 - CP2



**REVENUE BUDGET SUMMARY**

**GENERAL FUND SUMMARY**

ACTUAL 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
193,332	People Department	<b>191,858</b>	2,342	13,651	<b>207,851</b>	8
49,640	Place Department	<b>46,871</b>	1,093	169	<b>48,133</b>	3
30,769	Resources Department	<b>34,143</b>	934	<b>(9,547)</b>	<b>25,530</b>	<b>(25)</b>
1,479	Chief Executive Department	-	60	498	<b>558</b>	-
2,144	Contribution to Provision for Doubtful Debts	<b>180</b>	-	-	<b>180</b>	-
	Pension Contribution	<b>8,097</b>	-	-	<b>8,097</b>	-
	National Insurance Changes	<b>1,434</b>	-	<b>(1,434)</b>	-	<b>(100)</b>
332	Carbon Credits	<b>255</b>	-	-	<b>255</b>	-
	Apprentice Levy	<b>600</b>	-	-	<b>600</b>	-
	Community Initiative Fund			650	<b>650</b>	-
	Contracts Review	<b>(2,000)</b>	-	-	<b>(2,000)</b>	-
<b>277,696</b>	<b>NET COST OF SERVICES</b>	<b>281,438</b>	<b>4,429</b>	<b>3,987</b>	<b>289,854</b>	<b>3</b>
<b>(22,488)</b>	Core Grants	<b>(16,317)</b>		<b>(11,269)</b>	<b>(27,586)</b>	69
1,174	Contingency	<b>1,000</b>		-	<b>1,000</b>	-
	People Department Contingency			1,000	<b>1,000</b>	-
	<b>Levies from Other Bodies</b>					-
268	Environment Agency	<b>272</b>		-	<b>272</b>	-
337	Lee Valley Regional Park Authority	<b>407</b>		-	<b>407</b>	-
375	London Boroughs Grants Committee	<b>329</b>		<b>(45)</b>	<b>284</b>	<b>(14)</b>
432	London Pensions Fund Authority	<b>438</b>		-	<b>438</b>	-
<b>(4,915)</b>	Interest and Investment Income	<b>(5,971)</b>			<b>(5,971)</b>	-
18,664	Interest Payable	<b>20,054</b>		1,000	<b>21,054</b>	5
<b>271,543</b>	<b>NET OPERATING EXPENDITURE</b>	<b>281,650</b>	<b>4,429</b>	<b>(5,326)</b>	<b>280,752</b>	<b>(0)</b>
	<b>APPROPRIATIONS</b>					
11,608	Contributions to / (from) Earmarked Reserves	-				-
7,487	Provision for Repayment of External Loans	<b>(16,460)</b>		2,688	<b>(13,772)</b>	<b>(16)</b>
<b>(85,313)</b>	REFCUS	<b>(2,100)</b>		-	<b>(2,100)</b>	-
54,913	Deferred / Intangible Charges Written Off	<b>(4,540)</b>		1,858	<b>(2,682)</b>	<b>(41)</b>
50	Contribution to / (from) General Balances	-		4,700	<b>4,700</b>	-
<b>260,288</b>	<b>BUDGET REQUIREMENT</b>	<b>258,550</b>	<b>4,429</b>	<b>3,920</b>	<b>266,898</b>	<b>(57)</b>
	<b>FINANCED BY</b>					
46,802	Revenue Support Grant	<b>32,577</b>		<b>(32,577)</b>	-	-
4,032	Collection Fund surplus / (deficit)	<b>3,652</b>		5,116	<b>8,768</b>	140
33,232	Business Rates Top Up Grant	<b>31,956</b>		<b>(19,210)</b>	<b>12,746</b>	<b>(60)</b>
32,732	Business Rates Income	<b>35,306</b>		42,719	<b>78,025</b>	121
143,490	Council Tax - Band D Equivalent	<b>155,059</b>		12,300	<b>167,359</b>	8
<b>260,288</b>	<b>TOTAL FINANCING</b>	<b>258,550</b>	-	<b>8,348</b>	<b>266,898</b>	<b>3</b>
	<b>COUNCIL TAX SUMMARY</b>					
	<b>London Borough of Croydon</b>		2017/18 Band D Equivalent £.pp	2018/19 Band D Equivalent £.pp		Change Band D Equivalent %
	<b>Adult Social Care Levy</b>		<b>1,218.94</b>	<b>1,257.18</b>	<b>156,696</b>	<b>2.99%</b>
	<b>Greater London Authority</b>		<b>59.97</b>	<b>85.55</b>	<b>10,663</b>	<b>2.00%</b>
			280.02	294.23	<b>36,673</b>	<b>5.07%</b>
<b>0</b>			<b>1,558.93</b>	<b>1,636.96</b>	<b>204,032</b>	<b>5.01%</b>

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

ACTUAL 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
225,157	Employees	142,093	2,606	11,320	<b>156,019</b>	10
74,086	Premises related expenditure	30,735	96	2,902	<b>33,733</b>	10
155,776	Supplies and Services	33,499	93	18,122	<b>51,714</b>	54
163,229	Third Party Payments	197,884	1,595	(5,095)	<b>194,384</b>	(2)
263,950	Transfer Payments	360,375	105	(3,252)	<b>357,228</b>	(1)
9,378	Transport related expenditure	6,771	61	2,531	<b>9,363</b>	38
24,389	Capital Charges	23,239	-	(2,687)	<b>20,552</b>	(12)
3,717	Deferred/Intangible Charges	4,540	-	(1,858)	<b>2,682</b>	(41)
85,311	REFCUS	2,100	-	-	<b>2,100</b>	-
35,915	Corporate support services bought in	(6,703)	-	(2)	<b>(6,705)</b>	0
65,483	Recharges from other services	33,046	-	(1,570)	<b>31,476</b>	(5)
<b>1,106,391</b>	<b>TOTAL EXPENDITURE</b>	<b>827,579</b>	<b>4,556</b>	<b>20,411</b>	<b>852,546</b>	<b>3</b>
	<b>INCOME</b>					
(469,166)	Government Grants	(413,141)	-	(3,658)	<b>(416,799)</b>	1
(103,332)	Other Grants, reimbursements and contributions	(24,243)	-	(3,386)	<b>(27,629)</b>	14
(95,981)	Customer and Client Receipts	(71,556)	(127)	(1,613)	<b>(73,296)</b>	2
(96,555)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(37,959)	Recharges to other services	(37,173)	-	(7,767)	<b>(44,940)</b>	21
<b>(802,993)</b>	<b>TOTAL INCOME</b>	<b>(546,141)</b>	<b>(127)</b>	<b>(16,424)</b>	<b>(562,692)</b>	<b>3</b>
<b>303,398</b>	<b>NET EXPENDITURE</b>	<b>281,438</b>	<b>4,429</b>	<b>3,987</b>	<b>289,854</b>	<b>3</b>

**STAFF ESTABLISHMENT NUMBERS**

DESCRIPTION	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN 2018/19 FTE STAFF
People	1,562.4	<b>1,542.4</b>	(20.0)
Place	578.9	<b>603.5</b>	24.5
Resources	886.2	<b>877.2</b>	(9.0)
Chief Executive	43.9	<b>53.4</b>	9.5
<b>TOTAL FTE STAFF</b>	<b>3,071.4</b>	<b>3,076.4</b>	<b>5.0</b>

## REVENUE BUDGET SUMMARY

## CORPORATE SUPPORT SERVICES BOUGHT IN

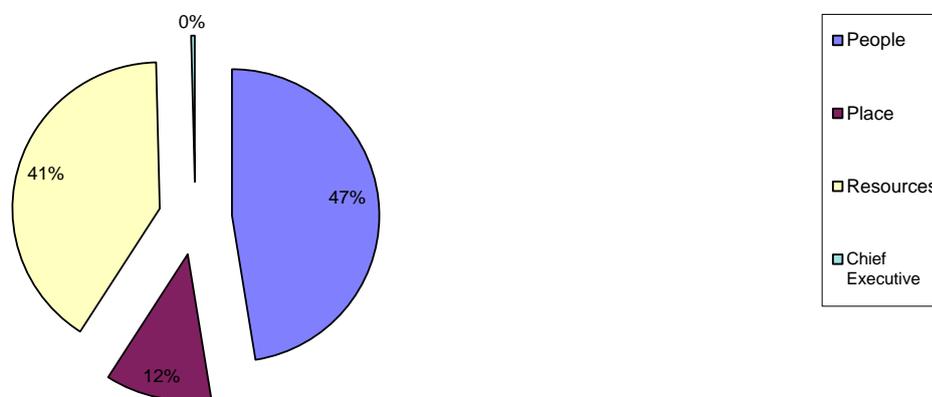
DESCRIPTION	People	Place	Central Departments - Chief Executives & Resources	HRA	TOTAL
	£'000	£'000	£'000	£'000	£'000
Financial Services	929	271	84	200	1,484
Treasury and Pensions	190	38	12	28	268
Governance	629	183	57	135	1,004
Insurance, Risk & CPO	764	224	70	63	1,121
Asset Management & Estates	628	183	56	135	1,002
HR & Finance Service Centre	1,435	718	351	396	2,900
Facilities Management	5,566	2,155	1,477	1,239	10,437
Strategy and Performance	64	18	6	13	101
Procurement and Commissioning	503	161	50	118	832
Commissioning, Commercialism and Improvement	629	109	(61)	253	930
Exchequer	(25)	(33)	(3)	(17)	(78)
Contact Centre	699	1,457	229	318	2,703
Communications and Engagement	138	40	12	30	220
Information Communication Technology	6,827	2,644	1,812	1,666	12,949
Transformation	190	55	17	41	303
Business Support	3,355	338	135	168	3,996
HR Consultancy	1,086	422	287	242	2,037
<b>Total</b>	<b>23,607</b>	<b>8,983</b>	<b>4,591</b>	<b>5,028</b>	<b>42,209</b>

**REVENUE BUDGET SUMMARY**

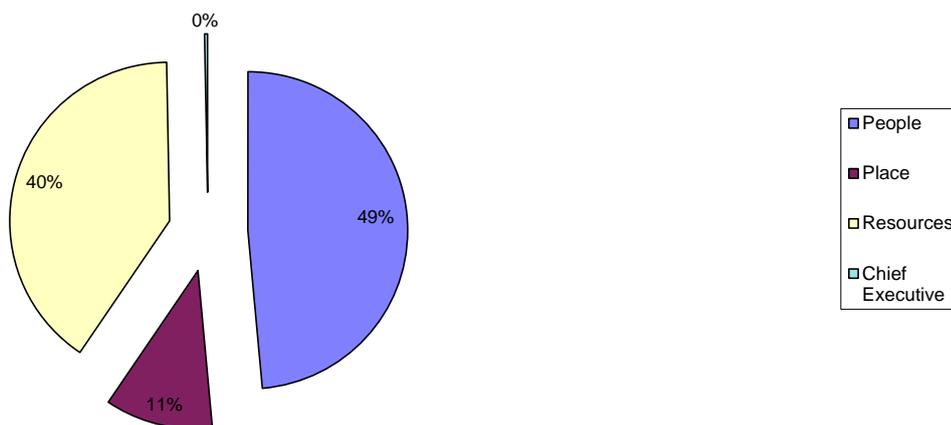
**DEPARTMENTAL GROSS EXPENDITURE**

ACTUAL 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
584,902	People	392,661	2,392	18,552	<b>413,605</b>	5
116,736	Place	96,298	1,139	(4,411)	<b>93,026</b>	(3)
397,980	Resources	326,769	965	7,835	<b>335,569</b>	3
4,297	Chief Executive Department	3,285	60	(781)	<b>2,564</b>	(22)
2,144	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	National Insurance Changes	1,434	-	(1,434)	<b>-</b>	(100)
-	Pensions Contribution	8,097	-	-	<b>8,097</b>	-
332	Carbon Credits	255	-	-	<b>255</b>	-
-	Apprentice Levy	600	-	-	<b>600</b>	-
-	Contracts Review	(2,000)	-	-	<b>(2,000)</b>	-
-	Community Initiative Fund			650	<b>650</b>	
<b>1,106,391</b>	<b>GROSS DEPARTMENTAL COST OF SERVICE</b>	<b>827,579</b>	<b>4,556</b>	<b>20,411</b>	<b>852,546</b>	<b>3</b>

**2017/18 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



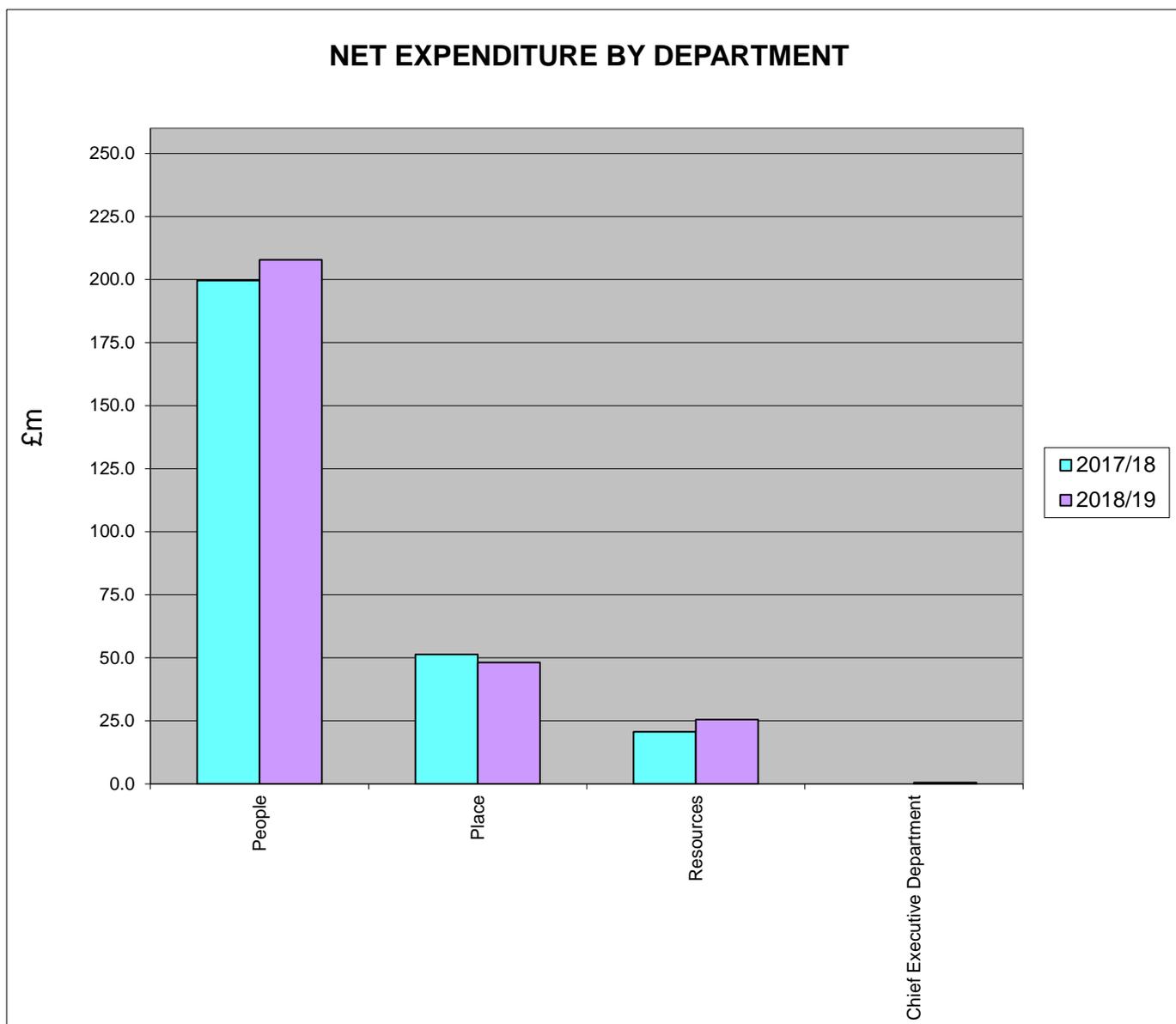
**2018/19 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL**



**REVENUE BUDGET SUMMARY**

**DEPARTMENTAL NET EXPENDITURE**

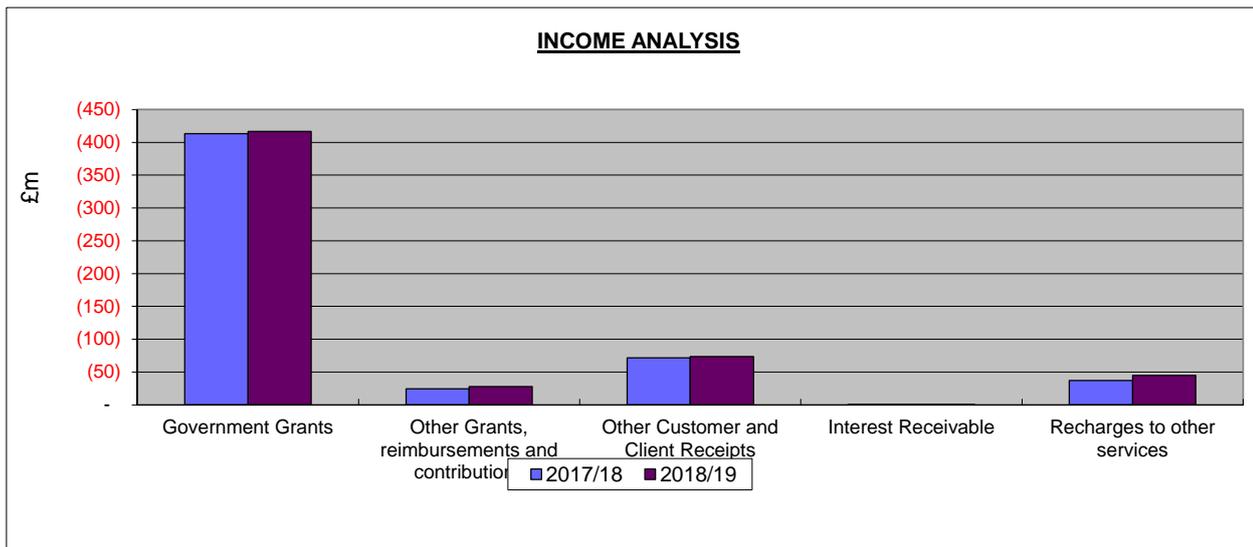
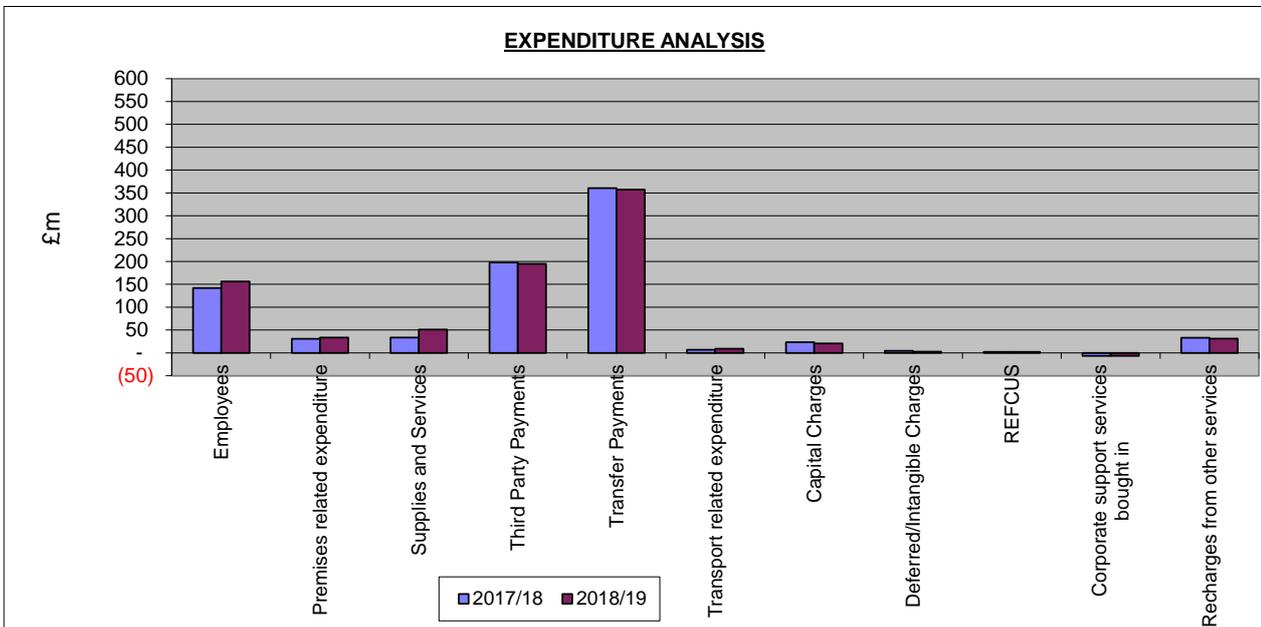
ACTUAL 2016/17  £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>SERVICE BUDGETS</b>					
204,090	People	199,630	2,342	5,878	<b>207,850</b>	4
54,057	Place	51,376	1,093	(4,336)	<b>48,133</b>	(6)
41,030	Resources	20,685	934	3,912	<b>25,531</b>	23
1,745	Chief Executive Department	1,181	60	(683)	<b>558</b>	(53)
2,144	Contribution to Provision for Doubtful Debts	180	-	-	<b>180</b>	-
-	National Insurance Changes	1,434	-	(1,434)	<b>-</b>	(100)
-	Pensions Contribution	8,097	-	-	<b>8,097</b>	-
332	Carbon Credits	255	-	-	<b>255</b>	-
-	Apprentice Levy	600	-	-	<b>600</b>	-
-	Contracts Review	(2,000)	-	-	<b>(2,000)</b>	-
	Community Initiative Fund	-		650	<b>650</b>	100
<b>303,398</b>	<b>NET COST OF SERVICES</b>	<b>281,438</b>	<b>4,429</b>	<b>3,987</b>	<b>289,854</b>	<b>3</b>



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2016/17 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	<b>EXPENDITURE</b>					
225,157	Employees	142,093	2,606	11,319	<b>156,018</b>	10
74,086	Premises related expenditure	30,735	96	2,902	<b>33,733</b>	10
155,776	Supplies and Services	33,499	93	17,473	<b>51,065</b>	52
163,229	Third Party Payments	197,884	1,595	(5,095)	<b>195,034</b>	(1)
263,950	Transfer Payments	360,375	105	(3,252)	<b>357,228</b>	(1)
9,378	Transport related expenditure	6,771	61	2,531	<b>9,363</b>	38
24,389	Capital Charges	23,239	-	(2,687)	<b>20,552</b>	(12)
3,717	Deferred/Intangible Charges	4,540	-	(1,858)	<b>2,682</b>	(41)
85,311	REFCUS	2,100	-	-	<b>2,100</b>	-
35,915	Corporate support services bought in	(6,703)	-	(2)	<b>(6,705)</b>	0
65,483	Recharges from other services	33,046	-	(1,570)	<b>31,476</b>	(5)
<b>1,106,391</b>	<b>TOTAL EXPENDITURE</b>	<b>827,579</b>	<b>4,556</b>	<b>19,761</b>	<b>852,546</b>	<b>3</b>
	<b>INCOME</b>					
(469,166)	Government Grants	(413,141)	-	(3,658)	<b>(416,799)</b>	1
(103,332)	Other Grants, reimbursements and contributions	(24,243)	-	(3,386)	<b>(27,629)</b>	14
(95,981)	Other Customer and Client Receipts	(71,556)	(127)	(1,613)	<b>(73,296)</b>	2
(96,555)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(37,959)	Recharges to other services	(37,173)	-	(7,767)	<b>(44,940)</b>	21
<b>(802,993)</b>	<b>TOTAL INCOME</b>	<b>(546,141)</b>	<b>(127)</b>	<b>(16,424)</b>	<b>(562,692)</b>	<b>3</b>
<b>303,398</b>	<b>NET EXPENDITURE</b>	<b>281,438</b>	<b>4,429</b>	<b>3,337</b>	<b>289,854</b>	<b>3</b>



# PEOPLE

## CONTENTS

	Page
DEPARTMENT OVERVIEW	PD1
DEPARTMENT SUMMARY	PD2
DEPARTMENT SUBJECTIVE SUMMARY	PD3
DIVISION AND SERVICE REVENUE BUDGETS	
EARLY HELP AND CHILDREN'S SOCIAL CARE	PED 1.1
Early Help And Children'S Social Care Summary	PED 1.2
Safeguarding and Looked After Children Quality Assurance	PED 1.3
Early Help and Children's Social Care Directorate	PED 1.4
Assessment and Care Planning Service	PED 1.5
Looked After Children and Resources	PED 1.6
Early Help and MASH	PED 1.7
Children's Integrated Commissioning	PED 1.8
Targeted Services	PED 1.9
EDUCATION AND YOUTH ENGAGEMENT	PED 2.1
Education And Youth Engagement Summary	PED 2.2
Education and Youth Engagement Directorate	PED 2.3
Place Planning Admissions and Learning Access	PED 2.4
Education Commission & Post-16 Participation	PED 2.5
Standards Safeguarding & Youth Engagement	PED 2.6
0-25 SEND Service Special Education GF	PED 2.7
0-25 SEND Service DSG Block	PED 2.8
PEOPLE DIRECTORATE	PED 3.1
People Directorate Summary	PED 3.2
GATEWAY AND WELFARE	PED 4.1
Gateway and Welfare Summary	PED 4.2
Enabling and Welfare	PED 4.3
Bereavement	PED 4.4
Gateway and Welfare Services Directorate	PED 4.5
Emergency Accommodation	PED 4.6
Gateway and Welfare Service Improvements	PED 4.7
ADULT SOCIAL CARE AND ALL-AGE DISABILITY	PED 5.1
Adult Social Care and All-Age Disability Summary	PED 5.2
0-25 SEND Service CWD	PED 5.3
Adult Social Care and All-Age Disability Directorate	PED 5.4
Adult Safeguarding and Quality Assurance	PED 5.5
Disability Commissioning and Brokerage	PED 5.6
25-65 Disability	PED 5.7
Transformation and Clienting	PED 5.8
Adult Mental Health Social Care	PED 5.9
Day and Employment Services	PED 5.10
OBC Commissioning	PED 5.11
OBC Provider Services - Social Care	PED 5.12
HOUSING NEED	PED 6.1
Housing Need Summary	PED 6.2
Housing Renewal	PED 6.3
Service Development	PED 6.4
Housing Need Directorate	PED 6.5
Temporary Accommodation and Housing Solutions	PED 6.6
Garage Commercial And Miscellaneous Properties Income	PED 6.7
DSG - DEDICATED SCHOOLS GRANT	PED 7.1
Dedicated Schools Budget	PED 7.2
DSG Schools	PED 7.3
PUBLIC HEALTH	PED 8.1
Public Health Summary	PED 8.2
Public Health Management	PED 8.3
Public Health Contracts and Funding	PED 8.4



**KEY SERVICE TARGETS / PRIORITIES FOR 2018/19**

1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthen efficiencies. In particular:
- Deliver adult social care transformation, based on the principles of personalisation and demand management
  - Further strengthen the integration of health and care
  - Further develop joined up, preventative working across services through the further development of the Gateway approach
  - Develop and implement an Early Help strategy for children's services to provide support to children sooner and reduce demand on higher tariff services
2. Deliver the Independence Strategy and the promises therein, for example:
- Support communities to achieve their own aspirations by building on their own assets
  - Work with partners to tackle attitudes to domestic violence and child sexual exploitation
  - Use information, advice and guidance to more effectively help people to live independent and healthy lives
  - Continue to improve the proportion of schools judged good or better by OFSTED
  - Give children and better start in life through the implementation of the Early Provision
3. Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards. To improve outcomes for children through our targeted interventions.
4. To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and remain fitter and healthier for longer.

**COST CENTRE: C1200N**

DESCRIPTION	ACTUAL 2016/17 £000	ORIGINAL 2017/18 £000	FORECAST 2017/18 £000	BUDGET 2018/19 £000	% CHANGE %
Employees	156,792	68,980	57,156	<b>74,651</b>	31
Premises related expenditure	36,711	18,640	21,100	<b>18,015</b>	(15)
Supplies and Services	74,261	9,378	12,519	<b>12,151</b>	(3)
Third Party Payments	155,462	151,853	161,818	<b>170,517</b>	5
Transfer Payments	33,119	82,506	172,947	<b>79,359</b>	(54)
Transport related expenditure	70	489	160	<b>250</b>	56
Capital Charges	7,196	7,714	7,751	<b>6,885</b>	(11)
Intangible Charges	46	-	-	-	n/a
REFCUS	56,125	2,100	2,100	<b>2,100</b>	-
Corporate support services bought in	22,705	23,785	23,318	<b>22,599</b>	(3)
Recharges from other services	42,415	27,216	42,553	<b>27,078</b>	(36)
<b>TOTAL EXPENDITURE</b>	<b>584,902</b>	<b>392,661</b>	<b>501,422</b>	<b>413,605</b>	<b>(18)</b>
Government Grants	(231,063)	(129,446)	(220,150)	<b>(132,351)</b>	(40)
Other Grants, reimbursements and contributions	(75,953)	(17,318)	(18,975)	<b>(17,515)</b>	(8)
Customer and Client Receipts	(53,212)	(35,664)	(40,852)	<b>(38,556)</b>	(6)
Interest Receivable	-	-	-	-	n/a
Recharges from other services	(20,584)	(10,603)	(10,490)	<b>(17,332)</b>	65
<b>TOTAL INCOME</b>	<b>(380,812)</b>	<b>(193,031)</b>	<b>(290,467)</b>	<b>(205,754)</b>	<b>(29)</b>
<b>NET EXPENDITURE</b>	<b>204,090</b>	<b>199,630</b>	<b>210,955</b>	<b>207,851</b>	<b>(1)</b>
Contributions to / (from) Reserves	(10,758)	-	(1,450)	-	(100)
<b>CURRENT BUDGET</b>	<b>183,344</b>		<b>204,811</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>9,988</b>		<b>4,694</b>		

**TOP FINANCIAL RISKS 2018/19**

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

The government's Welfare reforms, particularly the roll out of Universal Credit, impacts on the level of demand for housing need services including for Emergency and Temporary Accommodation. Financial pressure arises from the increased rate of rent arrears

## CABINET MEMBER

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

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Barbara Peacock	Executive Director People Department	60531
Philip Segurolo	Director (interim) - Early Help and Children's Social Care	88481
David Butler	Director - Education and Youth Engagement	65671
Julia Pitt	Interim Director - Gateway and Welfare	65636
Guy Van Dichele	Interim Director - Adult Social Care and 0-65 Disability	50193
Pratima Solanki	Director - Adult Social Care and All-Age Disability	65416
Mark Meehan	Director - Housing Need	65474
Rachel Flowers	Director - Public Health	65596

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2017/18 £000's	DIVISION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
55,693	Early Help and Children's Social Care	50,194	731	9,434	60,359	20
11,936	Education and Youth Engagement	7,387	109	(3,774)	3,722	(50)
1,034	People Directorate	5,921	13	(249)	5,685	(4)
30,183	Gateway and Welfare	29,966	142	(2,434)	27,674	(8)
107,110	Adult Social Care and All-Age Disability	102,513	1,305	3,155	106,973	4
3,635	Housing Need	3,649	21	(232)	3,438	(6)
(86)	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
-	Public Health	-	21	(21)	-	n/a
209,505	<b>TOTAL NET SPEND</b>	199,630	2,342	5,879	207,851	4

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE FTE STAFF
Early Help and Children's Social Care	481.1	496.3	15.2
Education and Youth Engagement	246.0	189.3	(56.7)
People Directorate	1.0	1.0	-
Gateway and Welfare	166.6	187.8	21.2
Adult Social Care and All-Age Disability (AAD)	618.1	616.8	(1.3)
Housing Need	28.4	28.3	(0.1)
Dedicated Schools Grant (DSG)	-	-	-
Public Health	21.2	22.9	1.8
<b>TOTAL FTE STAFF</b>	1,562.4	1,542.4	(20.0)

## STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Gateway and Welfare additional - 20.6 staff to fulfil requirements of the Homelessness Reduction Act; other staff changes with a net impact of 0.6 FTEs

Early Help and Children's Social Care - staff changes are due to a decrease of 19.2 FTE which transferred to Education and Youth Engagement, an increase of three new teams which consist of 21 FTE within the Care Planning team, an increase of 12 FTE within the Assessment Team, an increase of 3 FTE across Safeguarding and Targeted Services teams and a net decrease of 1.59 FTE within Early Help and Children's Social Care.

Education and Youth Engagement - transfer of 84.8 FTE to CALAT, growth of 10.4 FTE in 0-25 in SEND and other staff changes with a net impact of 5.8 FTE

Adult Social Care and AAD - 3.7 due to movement of Services from Gateway, less 5 posts transferred to Resources.

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
57,156	Employees	68,980	1,330	4,341	<b>74,651</b>	8
21,100	Premises related expenditure	18,640	4	(629)	<b>18,015</b>	(3)
12,519	Supplies and Services	9,378	9	2,764	<b>12,151</b>	30
161,818	Third Party Payments	151,853	944	17,720	<b>170,517</b>	12
172,947	Transfer Payments	82,506	105	(3,252)	<b>79,359</b>	(4)
160	Transport related expenditure	489	-	(239)	<b>250</b>	(49)
42,553	Recharges from other services	27,216	-	(138)	<b>27,078</b>	(1)
468,253	<b>TOTAL EXPENDITURE</b>	359,062	2,392	20,567	<b>382,021</b>	6
(220,150)	Government Grants	(129,446)	-	(2,905)	<b>(132,351)</b>	2
(18,975)	Other Grants, reimbursements and contributions	(17,318)	-	(197)	<b>(17,515)</b>	1
(40,852)	Customer and Client Receipts	(35,664)	(50)	(2,842)	<b>(38,556)</b>	8
-	Interest Receivable	-	-	-	-	n/a
(10,490)	Recharges to other services	(10,603)	-	(6,729)	<b>(17,332)</b>	63
(290,467)	<b>TOTAL INCOME</b>	(193,031)	(50)	(12,673)	<b>(205,754)</b>	7
177,786	<b>NET CONTROLLABLE COST</b>	166,031	2,342	7,894	<b>176,267</b>	6
7,751	Capital Charges	7,714	-	(829)	<b>6,885</b>	(11)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	<b>2,100</b>	-
23,318	Corporate support services bought in	23,785	-	(1,186)	<b>22,599</b>	(5)
33,169	<b>TOTAL UNCONTROLLABLE COST</b>	33,599	-	(2,015)	<b>31,584</b>	(6)
210,955	<b>NET COST OF SERVICE</b>	199,630	2,342	5,879	<b>207,851</b>	4
(1,450)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(1,450)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
209,505	<b>TOTAL NET EXPENDITURE</b>	199,630	2,342	5,879	<b>207,851</b>	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						19,763
Strategic budget - agreed additional income / savings						(7,209)
Other resource changes						(8,954)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,600</b>

SERVICE DESCRIPTION

**The Safeguarding and Looked after Children Quality Assurance Service** has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked after Children. The Service co-ordinates the business management of the Local Safeguarding Children's Board ensuring that the Board's accountability in relation to multi-agency understanding of their responsibilities are fulfilled and that the appropriate action is taken where safeguarding concerns are raised. The Service is also responsible for the Learning and Development Service for Children's Social Care, and provides logistical support to the Safeguarding Board's training programmes. The Service further manages the implementation and maintenance of the electronic Children's Recording System throughout Children Social Care (CSC). The service contains the LADO function (Local Authority Designated Officer) whose purpose is to coordinate investigations where there are allegations of abuse by professionals working with children. The service has the lead function for the roll-out and implementation of new ways of working including for example the "Strengthening Families" systemic model and the Graded Care Profile targeting neglect. The Quality Assurance service has a key role to play in benchmarking quality and compliance with a range of local and national indicators that together underpin the quality of services to children, young people and their families.

The **Assessment and Care Planning Service** is responsible for the assessment and on-going care planning and support for all children in need, including children in need of protection, some looked after children and those subject to Court Proceedings. The Assessment Teams are employed to undertake assessments on new cases referred to Children's Social Care, including child protection investigations. The Care Planning Teams work with cases where children are on child protection plans and those who have longer term needs. These teams are responsible, in the main, for applications to court when children are assessed as requiring a Court Order for their protection. Moreover, they provide reports to the Court for private proceedings in relation to children. Other services within Assessment and Care Planning include Private Fostering and the Family Group Conferences.

The **Looked after Children and Resources** is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years, placed for adoption, cared for in fostering placements, residential homes, or placed with family and friends carers, and care leavers aged 18-25 years. Approximately 330 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector. The Service also includes the Fostering Service, supporting over 200 foster placements, and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults.

**Early Help and MASH** - there are a range of **Early Help** services for children, young people and families in Croydon; some of these are run by the Local Authority and some are commissioned by the Local Authority and delivered by local and national organisations. To support practitioners and agencies across the Borough, Croydon's Early Help Hub delivers access, advice and support for families and for professionals. Croydon's **MASH** (Multi-Agency Safeguarding Hub) brings together a range of partner agencies, and their data, and is the 'Front Door' for residents and children's practitioners who have concerns about a child or young person's welfare and where they believe a child has suffered or is at risk of suffering significant harm. Croydon's MASH includes: Children's Social Care, The Police, Health agencies, Probation, Early Help and the YOS. Through multi-agency information sharing the MASH make decisions and assessments on the most appropriate intervention, decisions and timescales depend on statutory need, child protection or Early Help.

**Targeted Services** - the services work with risky and vulnerable adolescents, as well as providing domestic abuse services. This includes two social work teams for young people (aged 13 years plus) who are experiencing difficulties at home and often display challenging behaviour. Sitting alongside these are a team that manages children who go missing and provide return home interviews. This team will also support and give advice on children who are being exploited, either sexually or criminally, they are also specialists in trafficking and processes around this. The Youth Offending Service is within Targeted Services, they offer a range of services including diversion from the system (for eligible first time offences), as well as supervising statutory court orders both within the community and in custody. This is a multi-agency service and includes the local authority, police, education, health, probation, substance misuse and housing. The gangs team also sits within this service. Domestic abuse services sit within the family justice centre providing help, support and advice to professionals as well as working directly with survivors of abuse.

**Children's integrated commissioning**, working on behalf of Croydon Council, oversees the commissioning and contract management of children's health services including health visiting, family nurse partnership, speech and language therapy, school nursing, weight management and open access counselling. Additionally, the service oversees Best Start commissioning and the Troubled Families programme. The service also leads the commissioning of all children's health services funded by the CCG (including CAMHS, hospital based acute paediatrics and children's community health services) and maternity services. It is held to account by the Joint Commissioning Executive (Council and CCG).

MOVEMENT IN NET EXPENDITURE

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1210Q	Safeguarding and Looked after Children Quality Assurance	3,014	44	(770)	2,288	(24)
C1212Q	Early Help and Children's Social Care Directorate	3,211	4	9,162	12,377	285
C1214Q	Assessment and Care Planning Service	8,843	140	971	9,954	13
C1216Q	Looked after Children And Resources	22,765	376	2,473	25,614	13
C1218Q	Early Help and Mash	6,044	88	(2,238)	3,894	(36)
C1236Q	Children's Integrated Commissioning	3,910	20	(153)	3,777	(3)
C1260Q	Targeted Services	2,407	59	(11)	2,455	2
<b>TOTAL NET SPEND</b>		50,194	731	9,434	60,359	20

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Safeguarding and Looked after Children Quality Assurance	41.1	38.1	(3.0)
Early Help and Children's Social Care Directorate	1.0	6.0	5.0
Assessment and Care Planning Service	138.6	147.0	8.4
Looked after Children And Resources	124.8	115.8	(9.0)
Early Help and Mash	172.7	104.2	(68.5)
Children's Integrated Commissioning	2.9	23.4	20.5
Targeted Services	-	61.8	61.8
<b>TOTAL FTE STAFF</b>	481.1	496.3	15.2

**COST CENTRE: C1210P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
19,098	Employees	24,441	476	3,269	<b>28,186</b>	15
123	Premises related expenditure	(98)	-	(12)	<b>(110)</b>	12
3,978	Supplies and Services	2,997	-	(22)	<b>2,975</b>	(1)
35,225	Third Party Payments	33,413	256	12,960	<b>46,629</b>	40
24,737	Transfer Payments	25,416	-	(343)	<b>25,073</b>	(1)
54	Transport related expenditure	63	-	-	<b>63</b>	-
12,898	Recharges from other services	5,860	-	(521)	<b>5,339</b>	(9)
96,113	<b>TOTAL EXPENDITURE</b>	92,092	732	15,331	<b>108,155</b>	17
(44,811)	Government Grants	(47,746)	-	746	<b>(47,000)</b>	(2)
(1,356)	Other Grants, reimbursements and contributions	(278)	-	10	<b>(268)</b>	(4)
261	Customer and Client Receipts	(52)	(1)	-	<b>(53)</b>	2
-	Interest Receivable	-	-	-	-	n/a
(3,635)	Recharges to other services	(3,715)	-	(6,404)	<b>(10,119)</b>	172
(49,541)	<b>TOTAL INCOME</b>	(51,791)	(1)	(5,648)	<b>(57,440)</b>	11
46,572	<b>NET CONTROLLABLE COST</b>	40,301	731	9,683	<b>50,715</b>	26
232	Capital Charges	232	-	(42)	<b>190</b>	(18)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
9,372	Corporate support services bought in	9,661	-	(207)	<b>9,454</b>	(2)
9,604	<b>TOTAL UNCONTROLLABLE COST</b>	9,893	-	(249)	<b>9,644</b>	(3)
56,176	<b>NET COST OF SERVICE</b>	50,194	731	9,434	<b>60,359</b>	20
(483)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(483)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
55,693	<b>TOTAL NET EXPENDITURE</b>	50,194	731	9,434	<b>60,359</b>	20

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1210Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,126	Employees	2,518	44	(192)	2,370	(6)
12	Premises related expenditure	11	-	-	11	-
613	Supplies and Services	358	-	(90)	268	(25)
6	Third Party Payments	188	-	(73)	115	(39)
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	1	-	-	1	-
725	Recharges from other services	60	-	-	60	-
3,486	<b>TOTAL EXPENDITURE</b>	3,136	44	(355)	2,825	(10)
(44)	Government Grants	(71)	-	27	(44)	(38)
(89)	Other Grants, reimbursements and contributions	(90)	-	-	(90)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(741)	Recharges to other services	(741)	-	338	(403)	(46)
(874)	<b>TOTAL INCOME</b>	(902)	-	365	(537)	(40)
2,612	<b>NET CONTROLLABLE COST</b>	2,234	44	10	2,288	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
756	Corporate support services bought in	780	-	(780)	-	(100)
756	<b>TOTAL UNCONTROLLABLE COST</b>	780	-	(780)	-	(100)
3,368	<b>NET COST OF SERVICE</b>	3,014	44	(770)	2,288	(24)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,368	<b>TOTAL NET EXPENDITURE</b>	3,014	44	(770)	2,288	(24)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in staffing to deal with demand						133
Growth for Advocacy contracts						60
						193
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4)						(106)
Funding for national insurance costs (PED 4.2)						17
Allocation of corporate charges in year (PED 4.2)						(24)
Movement in corporate charges and internal recharges						(418)
Transfer of ICT budget to Care Planning Service (PED 1.5)						(150)
Movement of budgets due to in year restructure within Early Help and Children's Social Care						(282)
						(963)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(770)</b>

COST CENTRE: C1212Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
591	Employees	328	4	567	899	174
3	Premises related expenditure	(80)	-	-	(80)	-
1,019	Supplies and Services	162	-	-	162	-
24	Third Party Payments	620	-	(600)	20	(97)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
2,517	Recharges from other services	2,171	-	650	2,821	30
4,155	<b>TOTAL EXPENDITURE</b>	3,202	4	617	3,823	19
-	Government Grants	-	-	-	-	n/a
(282)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(100)	Recharges to other services	(100)	-	(800)	(900)	800
(382)	<b>TOTAL INCOME</b>	(100)	-	(800)	(900)	800
3,773	<b>NET CONTROLLABLE COST</b>	3,102	4	(183)	2,923	(6)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
105	Corporate support services bought in	109	-	9,345	9,454	8,573
105	<b>TOTAL UNCONTROLLABLE COST</b>	109	-	9,345	9,454	8,573
3,878	<b>NET COST OF SERVICE</b>	3,211	4	9,162	12,377	285
(122)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(122)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,756	<b>TOTAL NET EXPENDITURE</b>	3,211	4	9,162	12,377	285
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increased demand in legal fees						500
Increase in staffing to deal with demand						36
						536
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Heads of Service budgets to Early Help and Social Care Directorate (PED 1.3, 1.5, 1.6, 1.7 and 1.9)						530
Movement in corporate charges and internal recharges						29
Centralisation of corporate charges for Early Help and Children's Social Care						9,454
Transfer of commissioning budgets to Children's Integrated Commissioning (PED 1.8)						(600)
Children's Improvement funded by Reserves						(784)
Other minor changes						(3)
						8,626
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>9,162</b>

COST CENTRE: C1214Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,826	Employees	6,596	140	2,877	9,613	46
-	Premises related expenditure	-	-	-	-	n/a
28	Supplies and Services	(124)	-	151	27	(122)
932	Third Party Payments	228	-	120	348	53
-	Transfer Payments	75	-	-	75	-
2	Transport related expenditure	22	-	-	22	-
3,354	Recharges from other services	4	-	-	4	-
8,142	<b>TOTAL EXPENDITURE</b>	6,801	140	3,148	10,089	48
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(419)	Recharges to other services	(419)	-	284	(135)	(68)
(419)	<b>TOTAL INCOME</b>	(419)	-	284	(135)	(68)

7,723	<b>NET CONTROLLABLE COST</b>	6,382	140	3,432	9,954	56
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,389	Corporate support services bought in	2,461	-	(2,461)	-	(100)
2,389	<b>TOTAL UNCONTROLLABLE COST</b>	2,461	-	(2,461)	-	(100)

10,112	<b>NET COST OF SERVICE</b>	8,843	140	971	9,954	13
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

10,112	<b>TOTAL NET EXPENDITURE</b>	8,843	140	971	9,954	13
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Increase in staffing to deal with demand	2,631
Growth for Pan London Drug and Alcohol Court Service (FDAC) contracts	115
	2,746
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4)	(113)
Funding for national insurance costs (PED 4.2)	50
Allocation of corporate charges (PED 4.2)	(72)
Movement in corporate charges and internal recharges	(2,105)
Transfer of ICT budget from Safeguarding and Looked After Children Quality Assurance (PED 1.3)	150
Transfer of 4 consultant practitioners from Looked after Children and Resources (PED 1.6)	219
Movement of budgets due to in year restructure within Early Help and Children's Social Care	96
	(1,775)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>971</b>

COST CENTRE: C1216Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,309	Employees	6,565	120	(248)	6,437	(2)
-	Premises related expenditure	4	-	(2)	2	(50)
85	Supplies and Services	261	-	(81)	180	(31)
29,907	Third Party Payments	28,400	256	6,740	35,396	25
-	Transfer Payments	463	-	(149)	314	(32)
4	Transport related expenditure	-	-	-	-	n/a
5,080	Recharges from other services	3,556	-	(1,173)	2,383	(33)
40,385	<b>TOTAL EXPENDITURE</b>	39,249	376	5,087	44,712	14
(15,689)	Government Grants	(17,949)	-	-	(17,949)	-
(503)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
8	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,653)	Recharges to other services	(1,653)	-	504	(1,149)	(30)
(17,837)	<b>TOTAL INCOME</b>	(19,602)	-	504	(19,098)	(3)

22,548	<b>NET CONTROLLABLE COST</b>	19,647	376	5,591	25,614	30
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
3,025	Corporate support services bought in	3,118	-	(3,118)	-	(100)
3,025	<b>TOTAL UNCONTROLLABLE COST</b>	3,118	-	(3,118)	-	(100)

25,573	<b>NET COST OF SERVICE</b>	22,765	376	2,473	25,614	13
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

25,573	<b>TOTAL NET EXPENDITURE</b>	22,765	376	2,473	25,614	13
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
NRPF due to delays in Central Government implementation of the Immigration Act	1,000
Increased demand in Looked After Children placements	3,900
Revised asylum recharges	1,143
Increased demand in Contact and Assessments contracts	640
	6,683
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4)	(107)
Funding for national insurance costs (PED 4.2)	44
Allocation of corporate charges in year (PED 4.2)	(93)
Movement in corporate charges and internal recharges	(3,664)
Transfer of 4 consultant practitioners to Care Planning Service (PED 1.5)	(219)
Transfer of CAYSH budget to Gateway and Welfare (PED 5.7)	(45)
Movement of budgets due to in year restructure within Early Help and Children's Social Care	(126)
	(4,210)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>2,473</b>

COST CENTRE: C1218Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,388	Employees	4,459	88	198	4,745	6
-	- Premises related expenditure	-	-	-	-	n/a
156	Supplies and Services	149	-	27	176	18
246	Third Party Payments	175	-	17	192	10
-	- Transfer Payments	150	-	(150)	-	(100)
35	Transport related expenditure	31	-	-	31	-
783	Recharges from other services	1	-	-	1	-
4,608	<b>TOTAL EXPENDITURE</b>	4,965	88	92	5,145	4
(1,202)	Government Grants	(1,352)	-	150	(1,202)	(11)
(2)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(208)	Recharges to other services	(158)	-	109	(49)	(69)
(1,412)	<b>TOTAL INCOME</b>	(1,510)	-	259	(1,251)	(17)
3,196	<b>NET CONTROLLABLE COST</b>	3,455	88	351	3,894	13
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
2,510	Corporate support services bought in	2,589	-	(2,589)	-	(100)
2,510	<b>TOTAL UNCONTROLLABLE COST</b>	2,589	-	(2,589)	-	(100)
5,706	<b>NET COST OF SERVICE</b>	6,044	88	(2,238)	3,894	(36)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,706	<b>TOTAL NET EXPENDITURE</b>	6,044	88	(2,238)	3,894	(36)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4)						(103)
Funding for national insurance costs (PED 4.2)						33
Allocation of corporate charges in year (PED 4.2)						(79)
Movement in corporate charges and internal recharges						(2,371)
Transfer of Public Health budget from Education Commissioning (PED 3.5)						(30)
Movement of budgets due to in year restructure within Early Help and Children's Social Care						312
						(2,238)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,238)</b>

COST CENTRE: C1236Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,215	Employees	1,353	21	(357)	1,017	(25)
87	Premises related expenditure	-	-	-	-	n/a
1,997	Supplies and Services	1,906	-	(54)	1,852	(3)
3,836	Third Party Payments	3,649	-	6,576	10,225	180
24,737	Transfer Payments	24,728	-	(44)	24,684	(0)
3	Transport related expenditure	4	-	-	4	-
108	Recharges from other services	-	-	-	-	n/a
31,983	<b>TOTAL EXPENDITURE</b>	31,640	21	6,121	37,782	19
(27,439)	Government Grants	(27,937)	-	569	(27,368)	(2)
(296)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
253	Customer and Client Receipts	(52)	(1)	-	(53)	2
-	Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	-	-	(6,733)	(6,733)	n/a
(27,494)	<b>TOTAL INCOME</b>	(27,989)	(1)	(6,164)	(34,154)	22
4,489	<b>NET CONTROLLABLE COST</b>	3,651	20	(43)	3,628	(1)
192	Capital Charges	192	-	(43)	149	(22)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
66	Corporate support services bought in	67	-	(67)	-	(100)
258	<b>TOTAL UNCONTROLLABLE COST</b>	259	-	(110)	149	(42)
4,747	<b>NET COST OF SERVICE</b>	3,910	20	(153)	3,777	(3)
(361)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(361)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,386	<b>TOTAL NET EXPENDITURE</b>	3,910	20	(153)	3,777	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of commissioning budgets from Early Help and Children's Social Care Directorate (PED 1.4)						600
Movement in corporate recharges, capital charges and internal recharges						(109)
Transfer of staffing budget to Standards Safeguarding and Youth Engagement (PED 3.6)						(62)
Movement of budgets due to in year restructure within Early Help and Children's Social Care						(584)
Other minor changes						2
						(153)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(153)</b>

COST CENTRE: C1260Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,643	Employees	2,622	59	424	3,105	18
21	Premises related expenditure	(33)	-	(10)	(43)	30
80	Supplies and Services	285	-	25	310	9
274	Third Party Payments	153	-	180	333	118
-	Transfer Payments	-	-	-	-	n/a
5	Transport related expenditure	4	-	-	4	-
331	Recharges from other services	68	-	2	70	3
3,354	<b>TOTAL EXPENDITURE</b>	3,099	59	621	3,779	22
(437)	Government Grants	(437)	-	-	(437)	-
(184)	Other Grants, reimbursements and contributions	(188)	-	10	(178)	(5)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(502)	Recharges to other services	(644)	-	(106)	(750)	16
(1,123)	<b>TOTAL INCOME</b>	(1,269)	-	(96)	(1,365)	8

2,231	<b>NET CONTROLLABLE COST</b>	1,830	59	525	2,414	32
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40	Capital Charges	40	-	1	41	3
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
521	Corporate support services bought in	537	-	(537)	-	(100)
561	<b>TOTAL UNCONTROLLABLE COST</b>	577	-	(536)	41	(93)

2,792	<b>NET COST OF SERVICE</b>	2,407	59	(11)	2,455	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,792	<b>TOTAL NET EXPENDITURE</b>	2,407	59	(11)	2,455	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Increase in staffing to deal with demand	126
	126
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Transfer of Head of Service budget to Early Help and Children's Social Care Directorate (PED 1.4)	(101)
Funding for national insurance costs (PED 4.2)	22
Allocation of corporate charges in year (PED 4.2)	(16)
Movement in corporate charges and internal recharges	(626)
Movement of budgets due to in year restructure within Early Help and Children's Social Care	584
	(137)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(11)</b>



**SERVICE DESCRIPTION**

The Education and Youth Engagement service provide support and services to education establishments to ensure the best possible provision for children and young people throughout the borough.

The service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements to ensure each child is allocated an appropriate place at a local school and co-ordinating supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough.

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

The Schools Standards Service consists of the team who ensure the Council meets its statutory duties. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention.

The team focuses on key themes to improve the quality of education and learning provision in Croydon identified by outcomes for children and young people in the Borough. These include improving service delivery, raising all standards, narrowing the gap for identified vulnerable groups, enriching the curriculum and building learning communities.

This service also delivers targeted and specialist group work interventions for young people aged 8 - 18 through a variety of models and settings.

The team also has specialist outreach workers for young people who are socially excluded and/or vulnerable, for example working with young people in the Town Centre or hotspots identified by the police and community safety teams. They also work with children and young people in our estates and in temporary accommodation. The team facilitates a network of youth providers who are commissioned and independently funded across the Borough to deliver services for young people.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19	% CHANGE (E) %
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1235Q	Education and Youth Engagement Directorate	2,099	3	(1,722)	380	(82)
C1240Q	Place Planning Admissions and Learning Access	132	37	14	183	39
C1241Q	Education Commissioning & Post-16 Participation	1,455	29	(186)	1,298	(11)
C1242Q	Standards Safeguarding & Youth Engagement	1,125	32	77	1,234	10
C1219Q	0-25 SEND Service Special Education General Fund	2,576	8	(1,957)	627	(76)
C1220Q	0-25 SEND Service DSG Block	-	-	-	-	n/a
	<b>TOTAL NET SPEND</b>	7,387	109	(3,774)	3,722	(50)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Education and Youth Engagement Directorate	85.8	1.0	(84.8)
Place Planning Admissions and Learning Access	31.0	43.1	12.1
Education Commission & Post-16 Participation	6.8	24.0	17.2
Standards Safeguarding & Youth Engagement	61.1	49.6	(11.5)
0-25 SEND Service Special Education General Fund	9.6	20	10.4
0-25 SEND Service DSG Block	51.6	51.6	-
<b>TOTAL FTE STAFF</b>	246.0	189.3	(56.7)

**COST CENTRE: C1220P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,234	Employees	9,100	107	388	9,595	5
114	Premises related expenditure	86	-	-	86	-
3,761	Supplies and Services	2,687	8	2	2,697	0
14,157	Third Party Payments	10,992	-	3,992	14,984	36
39,994	Transfer Payments	38,620	-	(3,501)	35,119	(9)
26	Transport related expenditure	33	-	-	33	-
685	Recharges from other services	906	-	680	1,586	75
67,971	<b>TOTAL EXPENDITURE</b>	62,424	115	1,561	<b>64,100</b>	3
(57,034)	Government Grants	(56,631)	-	(887)	(57,518)	2
(1,060)	Other Grants, reimbursements and contributions	(627)	-	(387)	(1,014)	62
(770)	Customer and Client Receipts	(728)	(6)	-	(734)	1
-	Interest Receivable	-	-	-	-	n/a
(1,299)	Recharges to other services	(1,329)	-	40	(1,289)	(3)
(60,163)	<b>TOTAL INCOME</b>	(59,315)	(6)	(1,234)	<b>(60,555)</b>	2
7,808	<b>NET CONTROLLABLE COST</b>	3,109	109	327	<b>3,545</b>	14
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
4,149	Corporate support services bought in	4,278	-	(4,101)	177	(96)
4,149	<b>TOTAL UNCONTROLLABLE COST</b>	4,278	-	(4,101)	<b>177</b>	(96)
11,957	<b>NET COST OF SERVICE</b>	7,387	109	(3,774)	<b>3,722</b>	(50)
(21)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(21)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
11,936	<b>TOTAL NET EXPENDITURE</b>	7,387	109	(3,774)	<b>3,722</b>	(50)

COST CENTRE: C1235Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
162	Employees	126	3	3	132	5
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
34	Recharges from other services	32	-	39	71	122
196	<b>TOTAL EXPENDITURE</b>	158	3	42	203	28
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
196	<b>NET CONTROLLABLE COST</b>	158	3	42	203	28
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
1,883	Corporate support services bought in	1,941	-	(1,764)	177	(91)
1,883	<b>TOTAL UNCONTROLLABLE COST</b>	1,941	-	(1,764)	177	(91)
2,079	<b>NET COST OF SERVICE</b>	2,099	3	(1,722)	380	(82)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,079	<b>TOTAL NET EXPENDITURE</b>	2,099	3	(1,722)	380	(82)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Movement in corporate charges (SeRCOP) and internal recharges (PED 4.2)						(32)
Allocation of corporate charges in year (PED 4.2)						71
Movement of corporate charges (SeRCOP) budgets due to in year restructure within Education and Youth Engagement						(1,764)
Other minor changes						3
						(1,722)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,722)</b>

**PEOPLE  
EDUCATION AND YOUTH ENGAGEMENT  
PLACE PLANNING ADMISSIONS AND LEARNING ACCESS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1240Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,906	Employees	1,909	37	14	1,960	3
15	Premises related expenditure	(10)	-	-	(10)	-
765	Supplies and Services	870	-	-	870	-
1,292	Third Party Payments	1,674	-	(560)	1,114	(33)
10,212	Transfer Payments	4,464	-	3,895	8,359	87
4	Transport related expenditure	4	-	-	4	-
137	Recharges from other services	131	-	-	131	-
14,331	<b>TOTAL EXPENDITURE</b>	9,042	37	3,349	12,428	37
(11,772)	Government Grants	(8,437)	-	(3,335)	(11,772)	40
(22)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(111)	Customer and Client Receipts	(102)	-	-	(102)	-
-	Interest Receivable	-	-	-	-	n/a
(371)	Recharges to other services	(371)	-	-	(371)	-
(12,276)	<b>TOTAL INCOME</b>	(8,910)	-	(3,335)	(12,245)	37

2,055	<b>NET CONTROLLABLE COST</b>	132	37	14	183	39
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

2,055	<b>NET COST OF SERVICE</b>	132	37	14	183	39
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,055	<b>TOTAL NET EXPENDITURE</b>	132	37	14	183	39
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Allocation of additional national insurance contributions		14
		14
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>14</b>

**PEOPLE  
EDUCATION AND YOUTH ENGAGEMENT  
EDUCATION COMMISSIONING & POST-16 PARTICIPATION**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1241Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,018	Employees	1,130	21	(76)	1,075	(5)
63	Premises related expenditure	60	-	-	60	-
879	Supplies and Services	925	8	2	935	1
52	Third Party Payments	192	-	(142)	50	(74)
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	14	-	-	14	-
35	Recharges from other services	12	-	-	12	-
2,054	<b>TOTAL EXPENDITURE</b>	2,333	29	(216)	2,146	(8)
-	Government Grants	-	-	-	-	n/a
(43)	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(28)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(819)	Recharges to other services	(849)	-	30	(819)	(4)
(890)	<b>TOTAL INCOME</b>	(878)	-	30	(848)	(3)
1,164	<b>NET CONTROLLABLE COST</b>	1,455	29	(186)	1,298	(11)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,164	<b>NET COST OF SERVICE</b>	1,455	29	(186)	1,298	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,164	<b>TOTAL NET EXPENDITURE</b>	1,455	29	(186)	1,298	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
UNICEF grant for Child Friendly Community works						25
						25
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Staff movement - 1.8FTE has transferred to Employment and Investment (PL 3.3) - (PLACE)						(104)
Professional services budget transferred to Employment and Investment (PL 3.3) - (PLACE)						(3)
Allocation of additional national insurance contributions (PED 4.2)						8
Transfer of CAYSH budget to Gateway and Welfare (PED 5.7)						(142)
Transfer of Public Health budget (PED 1.7)						30
						(211)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(186)</b>

COST CENTRE: C1242Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,141	Employees	3,003	38	67	3,108	3
43	Premises related expenditure	43	-	-	43	-
397	Supplies and Services	354	-	-	354	-
273	Third Party Payments	91	-	-	91	-
24	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
24	Recharges from other services	24	-	-	24	-
3,905	<b>TOTAL EXPENDITURE</b>	3,518	38	67	3,623	3
(1,234)	Government Grants	(1,060)	-	-	(1,060)	-
(598)	Other Grants, reimbursements and contributions	(598)	-	-	(598)	-
(631)	Customer and Client Receipts	(626)	(6)	-	(632)	1
-	Interest Receivable	-	-	-	-	n/a
(109)	Recharges to other services	(109)	-	10	(99)	(9)
(2,572)	<b>TOTAL INCOME</b>	(2,393)	(6)	10	(2,389)	(0)

1,333	<b>NET CONTROLLABLE COST</b>	1,125	32	77	1,234	10
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

1,333	<b>NET COST OF SERVICE</b>	1,125	32	77	1,234	10
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(21)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(21)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,312	<b>TOTAL NET EXPENDITURE</b>	1,125	32	77	1,234	10
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Transfer of staffing budget from Children's Integrated Commissioning (PED 1.8)		62
Allocation of additional national insurance contributions (4.2)		15
		77
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>77</b>

PEOPLE  
EDUCATION AND YOUTH ENGAGEMENT  
0-25 SEND SERVICE SPECIAL EDUCATION GENERAL FUND

SERVICE SUBJECTIVE SUMMARY

COST CENTRE: C1219Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
393	Employees	383	8	380	771	101
(8)	Premises related expenditure	(8)	-	-	(8)	-
100	Supplies and Services	100	-	-	100	-
57	Third Party Payments	57	-	-	57	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	2	-	-	2	-
545	<b>TOTAL EXPENDITURE</b>	534	8	380	922	73
(295)	Government Grants	(295)	-	-	(295)	-
(10)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(305)	<b>TOTAL INCOME</b>	(295)	-	-	(295)	-
240	<b>NET CONTROLLABLE COST</b>	239	8	380	627	162
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,266	Corporate support services bought in	2,337	-	(2,337)	-	(100)
2,266	<b>TOTAL UNCONTROLLABLE COST</b>	2,337	-	(2,337)	-	(100)
2,506	<b>NET COST OF SERVICE</b>	2,576	8	(1,957)	627	(76)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,506	<b>TOTAL NET EXPENDITURE</b>	2,576	8	(1,957)	627	(76)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Special Education Needs and Disability: Service growth - To accommodate current increase in demand and high case loads						377
						377
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Allocation of corporate overheads (PED 4.2)						(2,337)
Other minor changes						3
						(2,334)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,957)</b>

COST CENTRE: C1220Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,614	Employees	2,549	-	-	2,549	-
1	Premises related expenditure	1	-	-	1	-
1,620	Supplies and Services	438	-	-	438	-
12,483	Third Party Payments	8,978	-	4,694	13,672	52
29,758	Transfer Payments	34,156	-	(7,396)	26,760	(22)
12	Transport related expenditure	12	-	-	12	-
452	Recharges from other services	705	-	641	1,346	91
46,940	<b>TOTAL EXPENDITURE</b>	46,839	-	(2,061)	44,778	(4)
(43,733)	Government Grants	(46,839)	-	2,448	(44,391)	(5)
(387)	Other Grants, reimbursements and contributions	-	-	(387)	(387)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(44,120)	<b>TOTAL INCOME</b>	(46,839)	-	2,061	(44,778)	(4)

2,820	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

2,820	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,820	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
	-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	-

**SERVICE DESCRIPTION**

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

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1245P	People Directorate	5,921	13	(249)	5,685	(4)
	<b>TOTAL NET SPEND</b>	5,921	13	(249)	5,685	(4)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
People Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

COST CENTRE: C1245P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
539	Employees	226	13	2	241	7
1	Premises related expenditure	1	-	-	1	-
(609)	Supplies and Services	54	-	-	54	-
169	Third Party Payments	319	-	-	319	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
182	Recharges from other services	7	-	-	7	-
283	<b>TOTAL EXPENDITURE</b>	608	13	2	623	2
(5,268)	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(601)	Recharges to other services	(601)	-	(13)	(614)	2
(5,869)	<b>TOTAL INCOME</b>	(601)	-	(13)	(614)	2
(5,586)	<b>NET CONTROLLABLE COST</b>	7	13	(11)	9	29
6,412	Capital Charges	6,412	-	(736)	5,676	(11)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
208	Corporate support services bought in	(498)	-	498	-	(100)
6,620	<b>TOTAL UNCONTROLLABLE COST</b>	5,914	-	(238)	5,676	(4)
1,034	<b>NET COST OF SERVICE</b>	5,921	13	(249)	5,685	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,034	<b>TOTAL NET EXPENDITURE</b>	5,921	13	(249)	5,685	(4)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Allocation of additional national insurance contributions from Resources						462
Reallocation of additional national insurance contributions across People						(460)
Allocation of corporate charges in year across People						706
Movement in capital charges						(736)
Movement in corporate charges and internal recharges						(221)
						(249)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(249)</b>

**SERVICE DESCRIPTION**

The Gateway and Welfare division comprises of 5 services areas. These include:

Enablement and Welfare - responsible for financial stability and housing sustainability for residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 42,000 residents per annum. This service is critical in shaping the councils response to welfare reforms, including Universal credit, Benefit cap, Local Housing Allowance freeze-approx. 16,000 residents affected by these changes are supported by Enablement and Welfare.

Bereavement & Registrars - responsible for the Statutory Funerals, Public Mortuary, over 300 burials, 1800 cremations and maintenance of 3 cemeteries 1 crematorium and the provision of our registration services including birth, deaths, marriages and citizenship. Combined, the services generate over £3.2m per year in income.

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

Gateway Service Improvement - responsible for the co-ordination of the people departments approach to ICT, community empowerment and work with the third sector focusing in particular around the areas of information and advice, managing demand and street homelessness. The service also leads on Family Link, a service that was established to work collaboratively to reduce costs to the council, improve residents' outcomes and promote independence.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1248Q	Enablement and Welfare	22,509	65	(384)	22,190	(1)
C1252Q	Bereavement and Registrars	(680)	11	(46)	(715)	5
C1256Q	Gateway and Welfare Services Directorate	56	3	40	99	77
C1258Q	Emergency Accommodation	5,033	29	(2,104)	2,958	(41)
C1259Q	Gateway Service Improvement	3,048	34	60	3,142	3
<b>TOTAL NET SPEND</b>		29,966	142	(2,434)	27,674	(8)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Enablement and Welfare	90.4	83.0	(7.4)
Bereavement and Registrars	32.9	35.9	3.0
Gateway and Welfare Services Directorate	1.0	1.0	-
Emergency Accommodation	34.6	55.2	20.6
Gateway Service Improvement	7.7	12.7	5.0
<b>TOTAL FTE STAFF</b>	166.6	187.8	21.2

**COST CENTRE: C1250P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,334	Employees	6,549	133	1,225	<b>7,907</b>	21
13,853	Premises related expenditure	12,348	4	(118)	<b>12,234</b>	(1)
920	Supplies and Services	1,046	1	2,055	<b>3,102</b>	197
20,755	Third Party Payments	20,644	26	(224)	<b>20,446</b>	(1)
60	Transfer Payments	71	-	-	<b>71</b>	-
49	Transport related expenditure	53	-	3	<b>56</b>	6
560	Recharges from other services	173	-	289	<b>462</b>	167
43,531	<b>TOTAL EXPENDITURE</b>	40,884	164	3,230	<b>44,278</b>	8
(1,094)	Government Grants	-	-	(5,334)	<b>(5,334)</b>	n/a
(263)	Other Grants, reimbursements and contributions	(138)	-	88	<b>(50)</b>	(64)
(12,896)	Customer and Client Receipts	(12,227)	(22)	(24)	<b>(12,273)</b>	0
-	Interest Receivable	-	-	-	-	n/a
(1,229)	Recharges to other services	(1,156)	-	(68)	<b>(1,224)</b>	6
(15,482)	<b>TOTAL INCOME</b>	(13,521)	(22)	(5,338)	<b>(18,881)</b>	40
28,049	<b>NET CONTROLLABLE COST</b>	27,363	142	(2,108)	<b>25,397</b>	(7)
141	Capital Charges	141	-	28	<b>169</b>	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,389	Corporate support services bought in	2,462	-	(354)	<b>2,108</b>	(14)
2,530	<b>TOTAL UNCONTROLLABLE COST</b>	2,603	-	(326)	<b>2,277</b>	(13)
30,579	<b>NET COST OF SERVICE</b>	29,966	142	(2,434)	<b>27,674</b>	(8)
(396)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(396)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
30,183	<b>TOTAL NET EXPENDITURE</b>	29,966	142	(2,434)	<b>27,674</b>	(8)

COST CENTRE: C1248Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,888	Employees	3,357	66	68	3,491	4
(3)	Premises related expenditure	-	-	-	-	n/a
385	Supplies and Services	466	-	51	517	11
17,655	Third Party Payments	18,010	-	(326)	17,684	(2)
60	Transfer Payments	71	-	-	71	-
2	Transport related expenditure	6	-	3	9	50
403	Recharges from other services	8	-	300	308	3,750
22,390	<b>TOTAL EXPENDITURE</b>	21,918	66	96	22,080	1
(291)	Government Grants	-	-	(352)	(352)	n/a
(103)	Other Grants, reimbursements and contributions	(138)	-	88	(50)	(64)
(310)	Customer and Client Receipts	(261)	(1)	26	(236)	(10)
-	Interest Receivable	-	-	-	-	n/a
(223)	Recharges to other services	(192)	-	(56)	(248)	29
(927)	<b>TOTAL INCOME</b>	(591)	(1)	(294)	(886)	50
21,463	<b>NET CONTROLLABLE COST</b>	21,327	65	(198)	21,194	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,147	Corporate support services bought in	1,182	-	(186)	996	(16)
1,147	<b>TOTAL UNCONTROLLABLE COST</b>	1,182	-	(186)	996	(16)
22,610	<b>NET COST OF SERVICE</b>	22,509	65	(384)	22,190	(1)
(195)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(195)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
22,415	<b>TOTAL NET EXPENDITURE</b>	22,509	65	(384)	22,190	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in concessionary fare payment to Transport for London						150
						150
<u>Strategic budget - agreed additional income / savings</u>						
No Recourse to Public Funds - introduction of new immigration regulations						(50)
No Recourse to Public Funds - improved case work						(90)
Restructure of four teams to align functions with future legislative changes in Universal Credit, Discretionary Support, Employment Support and Debt.						(149)
						(289)
<u>Other resource changes</u>						
Transfer of Home Visits Officer from Gateway to Resources (RED )						(32)
Transfer of Housing Demand Staff to Emergency Accommodation - (PED 5.6)						(123)
Transfer of Employment Service to Gateway - (PED 6.13)						96
Movement in corporate charges (SeRCOP) and Internal Recharges						(186)
						(245)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(384)</b>

COST CENTRE: C1252Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,355	Employees	1,323	27	103	1,453	10
414	Premises related expenditure	330	4	10	344	4
247	Supplies and Services	364	1	(10)	355	(2)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
44	Transport related expenditure	44	-	-	44	-
98	Recharges from other services	130	-	(53)	77	(41)
2,158	<b>TOTAL EXPENDITURE</b>	2,191	32	50	2,273	4
-	Government Grants	-	-	-	-	n/a
(155)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,185)	Customer and Client Receipts	(3,473)	(21)	(50)	(3,544)	2
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(3,340)	<b>TOTAL INCOME</b>	(3,473)	(21)	(50)	(3,544)	2
(1,182)	<b>NET CONTROLLABLE COST</b>	(1,282)	11	-	(1,271)	(1)
141	Capital Charges	141	-	28	169	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
446	Corporate support services bought in	461	-	(74)	387	(16)
587	<b>TOTAL UNCONTROLLABLE COST</b>	602	-	(46)	556	(8)
(595)	<b>NET COST OF SERVICE</b>	(680)	11	(46)	(715)	5
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(595)	<b>TOTAL NET EXPENDITURE</b>	(680)	11	(46)	(715)	5
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Movement in corporate charges (SeRCOP) and Internal Recharges						(74)
Movement in capital charges						28
						(46)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(46)</b>

COST CENTRE: C1256Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
139	Employees	136	3	-	139	2
-	- Premises related expenditure	-	-	-	-	n/a
(2)	Supplies and Services	1	-	-	1	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
35	Recharges from other services	35	-	42	77	120
172	<b>TOTAL EXPENDITURE</b>	172	3	42	217	26
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(133)	Recharges to other services	(133)	-	-	(133)	-
(133)	<b>TOTAL INCOME</b>	(133)	-	-	(133)	-

39	<b>NET CONTROLLABLE COST</b>	39	3	42	84	115
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
17	Corporate support services bought in	17	-	(2)	15	(12)
17	<b>TOTAL UNCONTROLLABLE COST</b>	17	-	(2)	15	(12)

56	<b>NET COST OF SERVICE</b>	56	3	40	99	77
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

56	<b>TOTAL NET EXPENDITURE</b>	56	3	40	99	77
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Movement in corporate charges (SeRCOP) and Internal Recharges	40
	40
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>40</b>

COST CENTRE: C1258Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,408	Employees	1,355	29	774	2,158	59
13,437	Premises related expenditure	12,018	-	(128)	11,890	(1)
286	Supplies and Services	213	-	2,014	2,227	946
27	Third Party Payments	16	-	-	16	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
110	Recharges from other services	-	-	20	20	n/a
15,269	<b>TOTAL EXPENDITURE</b>	13,603	29	2,680	16,312	20
(609)	Government Grants	-	-	(4,768)	(4,768)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9,400)	Customer and Client Receipts	(8,492)	-	-	(8,492)	-
-	Interest Receivable	-	-	-	-	n/a
(781)	Recharges to other services	(739)	-	61	(678)	(8)
(10,790)	<b>TOTAL INCOME</b>	(9,231)	-	(4,707)	(13,938)	51
4,479	<b>NET CONTROLLABLE COST</b>	4,372	29	(2,027)	2,374	(46)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
642	Corporate support services bought in	661	-	(77)	584	(12)
642	<b>TOTAL UNCONTROLLABLE COST</b>	661	-	(77)	584	(12)
5,121	<b>NET COST OF SERVICE</b>	5,033	29	(2,104)	2,958	(41)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
5,121	<b>TOTAL NET EXPENDITURE</b>	5,033	29	(2,104)	2,958	(41)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(2,200)
Emergency accommodation saving by use of Flexible Homelessness Support Grant						(2,200)
Other resource changes						
Transfer of Housing Demand Staff from Enablement and Welfare - (PED 5.3)						123
Movement in corporate charges (SeRCOP) and Internal Recharges						(77)
Allocation of additional National Insurance contributions (PED 4.2)						50
						96
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,104)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1259Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
544	Employees	378	8	280	666	76
5	Premises related expenditure	-	-	-	-	n/a
4	Supplies and Services	2	-	-	2	-
3,073	Third Party Payments	2,618	26	102	2,746	5
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	-	2	-
(86)	Recharges from other services	-	-	(20)	(20)	n/a
3,542	<b>TOTAL EXPENDITURE</b>	3,000	34	362	3,396	13
(194)	Government Grants	-	-	(214)	(214)	n/a
(5)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Customer and Client Receipts	(1)	-	-	(1)	-
-	Interest Receivable	-	-	-	-	n/a
(92)	Recharges to other services	(92)	-	(73)	(165)	79
(292)	<b>TOTAL INCOME</b>	(93)	-	(287)	(380)	309
3,250	<b>NET CONTROLLABLE COST</b>	2,907	34	75	3,016	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
137	Corporate support services bought in	141	-	(15)	126	(11)
137	<b>TOTAL UNCONTROLLABLE COST</b>	141	-	(15)	126	(11)
3,387	<b>NET COST OF SERVICE</b>	3,048	34	60	3,142	3
(201)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(201)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,186	<b>TOTAL NET EXPENDITURE</b>	3,048	34	60	3,142	3
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(112)
Review of commissioned services for young people						(112)
<u>Other resource changes</u>						187
Transfer of budget for a commissioned service from Looked After Children - (PED 1.6) & Education Commission (PED 3.5)						(15)
Movement in corporate charges (SeRCOP) and Internal Recharges						172
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>60</b>



**SERVICE DESCRIPTION**

The Adult Social Care and All Age Disability Division undertakes the Councils statutory social services functions. It provides for the requirements under The Care Act 2014 and other legislation such as the Mental Health Act. Providing both universal services such as information, advice, advocacy and assessment as well as more specialist personalised services in accordance with individuals assessed needs and improved outcomes for both individuals and the wider community within its allocated resources. The Council coordinates the safeguarding of vulnerable adults alongside the Police and NHS. Care and support will be provided either directly from Council Services or through Council commissioned services with other independent and voluntary sector agencies. The Division also works closely with other parts of the Council such as Children's, Housing, Gateway and Public Health as well as partners such as the NHS to deliver integrated care and support where possible. A major element of health and social care integration is the commencement of One Croydon, an alliance with Croydon Clinical Commissioning Group, Croydon Health Services, South London and Maudsley NHS Foundation Trust, Age UK – Croydon and Croydon GP Collaborative which began providing a unified service for the over 65s from September 2017.

Our priority is to use resources that enable individuals and communities to be safe, prevent care and support needs by promoting independence and resilience, provide care and support to those who need it in a timely and appropriate way and enhance quality of life.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
		2017/18	Inflation	Other	2018/19	
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	
C1221Q	0-25 SEND Service CWD	9,481	46	1,607	11,134	17
C1410Q	Adult Social Care and All-Age Disability Staffing	8,372	17	1,911	10,300	23
C1412Q	Adult Safeguarding and Quality Assurance	2,689	52	1,123	3,864	
C1415Q	Disability Commissioning and Brokerage	4,947	49	(4,304)	692	(86)
C1416Q	25-65 Disability	38,802	476	(62)	39,216	1
C1420Q	Transformation and Clienting	448	3	2,792	3,243	624
C1430Q	Adult Mental Health Social Care	6,917	107	308	7,332	6
C1431Q	Day and Employment Services	2,085	66	(239)	1,912	(8)
C1432Q	One Croydon Commissioning	9,184	124	52	9,360	2
C1433Q	One Croydon Provider Services - Social Care	19,588	365	(33)	19,920	2
	<b>TOTAL NET SPEND</b>	102,513	1,305	3,155	106,973	581

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2017/18 FTE STAFF	2018/19 FTE STAFF	FTE STAFF
0-25 SEND Service CWD	45.4	45.4	-
Adult Social Care and All-Age Disability Staffing	26.7	19.5	(7.2)
Adult Safeguarding and Quality Assurance	33.2	43.4	10.2
Disability Commissioning and Brokerage	22.6	32.2	9.6
25-65 Disability	81.4	72.4	(9.0)
Transformation and Clienting	26.0	15.0	(11.0)
Adult Mental Health Social Care	64.5	64.5	0.0
Day and Employment Services	78.7	82.7	4.0
One Croydon Commissioning	34.0	34.0	-
One Croydon Provider Services - Social Care	205.7	207.7	2.0
<b>TOTAL FTE STAFF</b>	618.1	616.8	(1.3)

**COST CENTRE: C1410P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
18,532	Employees	26,114	556	(591)	26,079	(92)
533	Premises related expenditure	391	-	(454)	(63)	(152)
3,979	Supplies and Services	2,294	-	786	3,080	450
77,368	Third Party Payments	75,732	662	(1,340)	75,054	(249)
19,799	Transfer Payments	18,399	105	592	19,096	219
21	Transport related expenditure	322	-	(240)	82	(357)
17,361	Recharges from other services	9,253	-	(1,519)	7,734	7,333
137,593	<b>TOTAL EXPENDITURE</b>	132,505	1,323	(2,766)	<b>131,062</b>	<b>(1)</b>
(1,496)	Government Grants	(3,066)	-	2,022	(1,044)	(205)
(16,026)	Other Grants, reimbursements and contributions	(16,224)	-	662	(15,562)	(138)
(15,666)	Customer and Client Receipts	(14,510)	(18)	502	(14,026)	(289)
-	Interest Receivable	-	-	-	-	-
(3,208)	Recharges to other services	(3,146)	-	(284)	(3,430)	72
(36,396)	<b>TOTAL INCOME</b>	(36,946)	(18)	2,902	<b>(34,062)</b>	<b>(8)</b>
101,197	<b>NET CONTROLLABLE COST</b>	95,559	1,305	136	<b>97,000</b>	<b>2</b>
179	Capital Charges	142	-	(9)	133	(52)
-	Intangible Charges	-	-	-	-	-
-	REFCUS	-	-	-	-	-
6,284	Corporate support services bought in	6,812	-	3,028	9,840	44
6,463	<b>TOTAL UNCONTROLLABLE COST</b>	6,954	-	3,019	<b>9,973</b>	<b>43</b>
107,660	<b>NET COST OF SERVICE</b>	102,513	1,305	3,155	<b>106,973</b>	<b>4</b>
(550)	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	-	-	-	-	-
(550)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
107,110	<b>TOTAL NET EXPENDITURE</b>	102,513	1,305	3,155	<b>106,973</b>	<b>4</b>

COST CENTRE: C1221Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,688	Employees	2,106	43	1,017	3,166	50
(2)	Premises related expenditure	1	-	-	1	-
132	Supplies and Services	35	-	-	35	-
6,302	Third Party Payments	5,274	3	388	5,665	7
3,480	Transfer Payments	2,449	-	200	2,649	8
12	Transport related expenditure	12	-	-	12	-
1,284	Recharges from other services	52	-	-	52	-
12,896	<b>TOTAL EXPENDITURE</b>	9,929	46	1,605	11,580	17
(398)	Government Grants	(398)	-	398	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(132)	Customer and Client Receipts	(60)	-	-	(60)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(398)	(398)	n/a
(530)	<b>TOTAL INCOME</b>	(458)	-	-	(458)	-

12,366	<b>NET CONTROLLABLE COST</b>	9,471	46	1,605	11,122	17
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10	Capital Charges	10	-	2	12	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
10	<b>TOTAL UNCONTROLLABLE COST</b>	10	-	2	12	20

12,376	<b>NET COST OF SERVICE</b>	9,481	46	1,607	11,134	17
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

12,376	<b>TOTAL NET EXPENDITURE</b>	9,481	46	1,607	11,134	17
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Children With Disabilities - Demand Growth	1,623
Pilot for alternative provision of the Post 19 Transition Programme	175
	1,798
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Transfer of autism one-to-one sessions cost to Day service (PED 6.13)	(10)
Allocation of Income from partners efficiency budget to Children with Disability £200k (PED 6.11)	(200)
Other minor changes	2
Funding for national insurance costs (PED 4.2)	17
Transfer of income budget from the Grant Income code (PED 6.4)	398
Transfer of income budget to Recharge to others code (PED 6.4)	(398)
	(191)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>1,607</b>

COST CENTRE: C1410Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
363	Employees	1,360	9	(802)	567	(58)
-	Premises related expenditure	-	-	-	-	n/a
(35)	Supplies and Services	(666)	-	18	(648)	(3)
719	Third Party Payments	711	8	(392)	327	(54)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
771	Recharges from other services	444	-	(230)	214	(52)
1,818	<b>TOTAL EXPENDITURE</b>	1,849	17	(1,406)	460	(75)
(75)	Government Grants	-	-	-	-	n/a
(176)	Other Grants, reimbursements and contributions	(176)	-	176	-	(100)
(113)	Customer and Client Receipts	(113)	-	113	-	(100)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(364)	<b>TOTAL INCOME</b>	(289)	-	289	-	(100)
1,454	<b>NET CONTROLLABLE COST</b>	1,560	17	(1,117)	460	(71)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
6,609	Corporate support services bought in	6,812	-	3,028	9,840	44
6,609	<b>TOTAL UNCONTROLLABLE COST</b>	6,812	-	3,028	9,840	44
8,063	<b>NET COST OF SERVICE</b>	8,372	17	1,911	10,300	23
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
8,063	<b>TOTAL NET EXPENDITURE</b>	8,372	17	1,911	10,300	23
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Salary re-alignment for Head of Service to Day Services (PED 6.13)						(105)
Salary re-alignment for Centralised Duty Team to Adult Safeguarding and Quality Assurance (PED 6.7)						(718)
Transfer of post from Older People Commissioning (PED 6.14)						80
Allocation of corporate overheads (PED 4.2)						(203)
Change in corporate charges						3,231
Change in internal recharges						(225)
2017/18 Inflationary growth transfer to 25-65 Disability (PED 6.10)						(152)
Other minor changes						3
						1,911
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,911</b>

COST CENTRE: C1412Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,726	Employees	1,888	52	882	2,822	49
10	Premises related expenditure	7	-	-	7	-
888	Supplies and Services	896	-	238	1,134	27
(53)	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	3	3	n/a
1,018	Recharges from other services	58	-	-	58	-
3,590	<b>TOTAL EXPENDITURE</b>	2,849	52	1,123	4,024	41
-	Government Grants	-	-	-	-	n/a
(235)	Other Grants, reimbursements and contributions	(160)	-	-	(160)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(235)	<b>TOTAL INCOME</b>	(160)	-	-	(160)	-
3,355	<b>NET CONTROLLABLE COST</b>	2,689	52	1,123	3,864	44
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
3,355	<b>NET COST OF SERVICE</b>	2,689	52	1,123	3,864	44
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,355	<b>TOTAL NET EXPENDITURE</b>	2,689	52	1,123	3,864	44
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Deprivation of Liberty Safeguards (DOLS) Adults - Demand Growth						123
Deprivation of Liberty Safeguards (DOLS) Children's - Demand growth and New Legislation						113
						236
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Safeguarding salary Budgets from Transformation (PED 6.11)						152
Salary re-alignment for Centralised Duty from Adults Social Care and All - Age Disability Directorate (PED 6.6)						718
Funding for national insurance costs (PED 4.2)						17
						887
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,123</b>

COST CENTRE: C1415Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
892	Employees	1,250	29	(759)	520	(58)
52	Premises related expenditure	-	-	-	-	n/a
(23)	Supplies and Services	66	-	(42)	24	(64)
2,438	Third Party Payments	2,880	20	(2,424)	476	(83)
3	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	3	-	(3)	-	(100)
1,656	Recharges from other services	1,463	-	(1,791)	(328)	(122)
5,018	<b>TOTAL EXPENDITURE</b>	5,662	49	(5,019)	692	(88)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(1)	-	1	-	(100)
(20)	Customer and Client Receipts	(55)	-	55	-	(100)
-	Interest Receivable	-	-	-	-	n/a
(129)	Recharges to other services	(659)	-	659	-	(100)
(149)	<b>TOTAL INCOME</b>	(715)	-	715	-	(100)

4,869	<b>NET CONTROLLABLE COST</b>	4,947	49	(4,304)	692	(86)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

4,869	<b>NET COST OF SERVICE</b>	4,947	49	(4,304)	692	(86)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

4,869	<b>TOTAL NET EXPENDITURE</b>	4,947	49	(4,304)	692	(86)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Contract Efficiencies	(95)
	(95)
<u>Other resource changes</u>	
Respite Care to 25-65 Disability (PED 6.10)	(59)
Direct Payments Team salary Budgets from Transformation (PED 6.11)	542
Community Fund transfer from Voluntary Sector (RED 2.13)	100
Movement of Assistive Technology to 25-65 Disability (PED 6.10)	(14)
Transfer of Services to Transformation (PED 6.11)	(774)
Funding for national insurance costs (PED 4.2)	11
Centralisation of Commissioning Budgets to C&I Adults Health and Housing (RED 2.12)	(4,015)
	(4,209)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(4,304)</b>

COST CENTRE: C1416Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,901	Employees	2,405	109	16	2,530	5
-	Premises related expenditure	-	-	-	-	n/a
(15)	Supplies and Services	21	-	(12)	9	(57)
28,092	Third Party Payments	27,486	276	1,673	29,435	7
14,634	Transfer Payments	14,793	105	(57)	14,841	0
4	Transport related expenditure	4	-	-	4	-
1,204	Recharges from other services	5	-	199	204	3,980
45,820	<b>TOTAL EXPENDITURE</b>	44,714	490	1,819	47,023	5
(1,011)	Government Grants	(1,011)	-	32	(979)	(3)
(1,154)	Other Grants, reimbursements and contributions	(1,629)	-	(1,733)	(3,362)	106
(3,566)	Customer and Client Receipts	(3,272)	(14)	(180)	(3,466)	6
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(5,731)	<b>TOTAL INCOME</b>	(5,912)	(14)	(1,881)	(7,807)	32

40,089	<b>NET CONTROLLABLE COST</b>	38,802	476	(62)	39,216	1
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

40,089	<b>NET COST OF SERVICE</b>	38,802	476	(62)	39,216	1
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(550)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(550)	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

39,539	<b>TOTAL NET EXPENDITURE</b>	38,802	476	(62)	39,216	1
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Demand - To manage growth in demand for care and support.	1,552
Implications of new HMRC rules in relation to the costs for Sleeping nights workers	500
	2,052
<u>Strategic budget - agreed additional income / savings</u>	
25-65 Disability transformation - Efficiencies through care package savings	(750)
	(750)
<u>Other resource changes</u>	
Respite Care from Disability Commissioning (PED 6.9)	59
Transfer of autism one-to-one sessions costs to Day service (PED 6.13)	(94)
Income from partners efficiency savings from Transformation (PED 6.11)	(400)
Better Care Fund income from Transformation (PED 6.11)	(1,111)
Movement of Assistive Technology Budget from Disability Commissioning (PED 6.9)	14
Movement of 17-18 Inflation from Directorate (PED 6.6)	152
Funding for national insurance costs (PED 4.2)	16
	(1,364)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(62)</b>

COST CENTRE: C1420Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
224	Employees	847	3	(585)	265	(69)
1	Premises related expenditure	-	-	-	-	n/a
189	Supplies and Services	1,462	-	-	1,462	-
137	Third Party Payments	1,591	-	75	1,666	5
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8,160	Recharges from other services	7,317	-	-	7,317	-
8,711	<b>TOTAL EXPENDITURE</b>	11,217	3	(510)	10,710	(5)
-	Government Grants	(1,591)	-	1,591	-	(100)
(9,207)	Other Grants, reimbursements and contributions	(9,178)	-	1,711	(7,467)	(19)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(9,207)	<b>TOTAL INCOME</b>	(10,769)	-	3,302	(7,467)	(31)

(496)	<b>NET CONTROLLABLE COST</b>	448	3	2,792	3,243	624
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

(496)	<b>NET COST OF SERVICE</b>	448	3	2,792	3,243	624
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(496)	<b>TOTAL NET EXPENDITURE</b>	448	3	2,792	3,243	624
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Out of Hospital Business Cases - Council contribution to the wider One Croydon Partnership Alliance	2,000
	2,000
<u>Strategic budget - agreed additional income / savings</u>	
Workforce reform and transformation.	(1,000)
	(1,000)
<u>Other resource changes</u>	
Salary budgets moved to Safeguarding £152k (PED 6.7) & Direct Payments Team £542k (PED 6.9)	(694)
Allocation of Income from partners efficiency budget to 25- 65 Disability £400k (PED 6.10) & Children with Disability £200k (PED 6.5)	600
Better Care Fund income budget moved to 25-65 Disability (PED 6.10)	1,111
Centralisation of Commissioning Budgets from 25-65 Disability Commissioning (PED 6.9)	774
Other minor changes	1
	1,792
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>2,792</b>

COST CENTRE: C1430Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,085	Employees	2,835	57	26	2,918	3
-	Premises related expenditure	3	-	(3)	-	(100)
202	Supplies and Services	102	-	(86)	16	(84)
7,055	Third Party Payments	5,765	50	492	6,307	9
780	Transfer Payments	213	-	449	662	211
-	Transport related expenditure	40	-	(14)	26	(35)
149	Recharges from other services	14	-	(4)	10	(29)
10,271	<b>TOTAL EXPENDITURE</b>	8,972	107	860	9,939	11
(12)	Government Grants	(66)	-	1	(65)	(2)
(1,422)	Other Grants, reimbursements and contributions	(857)	-	(312)	(1,169)	36
(445)	Customer and Client Receipts	(529)	-	79	(450)	(15)
-	Interest Receivable	-	-	-	-	n/a
(1,019)	Recharges to other services	(628)	-	(295)	(923)	47
(2,898)	<b>TOTAL INCOME</b>	(2,080)	-	(527)	(2,607)	25

7,373	<b>NET CONTROLLABLE COST</b>	6,892	107	333	7,332	6
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2	Capital Charges	25	-	(25)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
2	<b>TOTAL UNCONTROLLABLE COST</b>	25	-	(25)	-	(100)

7,375	<b>NET COST OF SERVICE</b>	6,917	107	308	7,332	6
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

7,375	<b>TOTAL NET EXPENDITURE</b>	6,917	107	308	7,332	6
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Growth in demand for care and support		438
		438
<u>Strategic budget - agreed additional income / savings</u>		
Commissioning efficiencies through reducing expensive care packages		(125)
		(125)
<u>Other resource changes</u>		
Other minor changes		(5)
		(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>308</b>

COST CENTRE: C1431Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,422	Employees	3,225	64	(285)	3,004	(7)
45	Premises related expenditure	-	-	(261)	(261)	n/a
42	Supplies and Services	(90)	-	(317)	(407)	352
78	Third Party Payments	(205)	2	273	70	(134)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	7	-	(3)	4	(43)
582	Recharges from other services	(268)	-	302	34	(113)
3,170	<b>TOTAL EXPENDITURE</b>	2,669	66	(291)	2,444	(8)
-	Government Grants	-	-	-	-	n/a
(170)	Other Grants, reimbursements and contributions	(75)	-	-	(75)	-
(178)	Customer and Client Receipts	(368)	-	293	(75)	(80)
-	Interest Receivable	-	-	-	-	n/a
(217)	Recharges to other services	(200)	-	(250)	(450)	125
(565)	<b>TOTAL INCOME</b>	(643)	-	43	(600)	(7)
2,605	<b>NET CONTROLLABLE COST</b>	2,026	66	(248)	1,844	(9)
59	Capital Charges	59	-	9	68	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(325)	Corporate support services bought in	-	-	-	-	n/a
(266)	<b>TOTAL UNCONTROLLABLE COST</b>	59	-	9	68	15
2,339	<b>NET COST OF SERVICE</b>	2,085	66	(239)	1,912	(8)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,339	<b>TOTAL NET EXPENDITURE</b>	2,085	66	(239)	1,912	(8)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(125)
Reconfiguring service enhancing life and well-being opportunities						(125)
Other resource changes						
Salary re-alignment for Head of service from Adult Social Care Directorate (PED 6.6)						105
Autism service budget transfer £10k 0-25 Special Education Needs (PED 6.5), £94k 25-65 Disability (PED 6.10)						104
Employment Service budget transfer to Gateway Enablement and Welfare (PED 5.3)						(96)
Change in capital charges						9
Transfer of Local Authority Trading Company 4-month budget to Resources Department						(260)
Funding for national insurance costs (PED 4.2)						24
						(114)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(239)</b>

COST CENTRE: C1432Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
846	Employees	1,432	27	(183)	1,276	(11)
402	Premises related expenditure	346	-	(191)	155	(55)
2,570	Supplies and Services	372	-	969	1,341	260
9,543	Third Party Payments	10,650	98	(314)	10,434	(2)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	82	-	(79)	3	(96)
503	Recharges from other services	165	-	(107)	58	(65)
13,865	<b>TOTAL EXPENDITURE</b>	13,047	125	95	13,267	2
-	Government Grants	-	-	-	-	n/a
(174)	Other Grants, reimbursements and contributions	(65)	-	28	(37)	(43)
(3,782)	Customer and Client Receipts	(3,177)	(1)	(76)	(3,254)	2
-	Interest Receivable	-	-	-	-	n/a
(775)	Recharges to other services	(659)	-	-	(659)	-
(4,731)	<b>TOTAL INCOME</b>	(3,901)	(1)	(48)	(3,950)	1

9,134	<b>NET CONTROLLABLE COST</b>	9,146	124	47	9,317	2
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98	Capital Charges	38	-	5	43	13
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
98	<b>TOTAL UNCONTROLLABLE COST</b>	38	-	5	43	13

9,232	<b>NET COST OF SERVICE</b>	9,184	124	52	9,360	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

9,232	<b>TOTAL NET EXPENDITURE</b>	9,184	124	52	9,360	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Council contribution to the wider One Croydon Partnership Alliance		300
		300
<u>Strategic budget - agreed additional income / savings</u>		
One Croydon Alliance -Efficiencies through better partnership working within the Alliance		(183)
		(183)
<u>Other resource changes</u>		
Transfer of post to Adult Social Care Directorate (PED 6.6)		(80)
Change in capital charges		5
Funding for national insurance costs (PED 4.2)		10
		(65)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>52</b>

**PEOPLE  
ADULT SOCIAL CARE AND ALL-AGE DISABILITY  
ONE CROYDON PROVIDER SERVICES - SOCIAL CARE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1433Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,385	Employees	8,766	163	82	9,011	3
25	Premises related expenditure	34	-	1	35	3
29	Supplies and Services	96	-	18	114	19
23,057	Third Party Payments	21,580	205	(1,111)	20,674	(4)
902	Transfer Payments	944	-	-	944	-
2	Transport related expenditure	174	-	(144)	30	(83)
2,034	Recharges from other services	3	-	112	115	3,733
32,434	<b>TOTAL EXPENDITURE</b>	31,597	368	(1,042)	30,923	(2)
-	Government Grants	-	-	-	-	n/a
(3,488)	Other Grants, reimbursements and contributions	(4,083)	-	791	(3,292)	(19)
(7,430)	Customer and Client Receipts	(6,936)	(3)	218	(6,721)	(3)
-	Interest Receivable	-	-	-	-	n/a
(1,068)	Recharges to other services	(1,000)	-	-	(1,000)	-
(11,986)	<b>TOTAL INCOME</b>	(12,019)	(3)	1,009	(11,013)	(8)

20,448	<b>NET CONTROLLABLE COST</b>	19,578	365	(33)	19,910	2
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10	Capital Charges	10	-	-	10	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
10	<b>TOTAL UNCONTROLLABLE COST</b>	10	-	-	10	-

20,458	<b>NET COST OF SERVICE</b>	19,588	365	(33)	19,920	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

20,458	<b>TOTAL NET EXPENDITURE</b>	19,588	365	(33)	19,920	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
Council contribution to the wider One Croydon Partnership Alliance		2,000
		2,000
<u>Strategic budget - agreed additional income / savings</u>		
One Croydon Alliance - Managing demand through better partnership working within the Alliance. □		(2,100)
		(2,100)
<u>Other resource changes</u>		
Funding for national insurance costs (PED 4.2)		67
		67
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(33)</b>

**SERVICE DESCRIPTION**

The Housing Needs Service (General Fund) includes the following sections:

**Housing Renewal**

Responsible for the Staying Put Home Improvement Agency which enables older, vulnerable people and people with disabilities to stay in their own homes. This can be through repairs, adaptations, re-ablement, hospital discharge, gardening and handyperson services. The service also provides loans for vulnerable home owners who are on low incomes for repairs and improvements to bring their homes up to the Decent Homes Standard. Together with the Major Adaptations Unit, provides the disabled adaptation service for all private sector tenures, including processing of Disabled Facilities Grants applications, approvals and completion of works on site. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice, enforcement and where required compulsory purchase on long term vacant homes to increase available housing supply.

**Service Development**

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

It promotes youth involvement, tackles worklessness and undertakes fund raising activity. It collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

**Temporary Accommodation and Housing Solutions**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1440Q	Housing Renewal	(97)	10	66	(21)	(78)
C1444Q	Service Development	1	2	1	4	300
C1446Q	Housing Needs Directorate	3,362	-	(113)	3,249	(3)
C1448Q	Temporary Accommodation and Housing Solutions	433	9	(183)	259	(40)
C1464Q	Garage Commercial And Miscellaneous Properties Income	(50)	-	(3)	(53)	6
	<b>TOTAL NET SPEND</b>	3,649	21	(232)	3,438	(6)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Renewal	14.2	15.8	1.6
Service Development	1.0	1.0	-
Housing Needs Directorate	0.4	0.3	(0.1)
Temporary Accommodation and Housing Solutions	12.8	11.2	(1.7)
Garage Commercial And Miscellaneous Properties Income	-	-	-
<b>TOTAL FTE STAFF</b>	28.4	28.3	(0.1)

**COST CENTRE: C1420P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,085	Employees	1,167	24	61	1,252	7
6,478	Premises related expenditure	5,872	-	(5)	5,867	(0)
228	Supplies and Services	188	-	5	193	3
5,054	Third Party Payments	1,840	-	3,143	4,983	171
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	17	-	(2)	15	(12)
59	Recharges from other services	41	-	6	47	15
12,913	<b>TOTAL EXPENDITURE</b>	9,125	24	3,208	12,357	35
(92)	Government Grants	(91)	-	-	(91)	-
(203)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(11,781)	Customer and Client Receipts	(8,147)	(3)	(3,320)	(11,470)	41
-	Interest Receivable	-	-	-	-	n/a
(402)	Recharges to other services	(541)	-	-	(541)	-
(12,478)	<b>TOTAL INCOME</b>	(8,830)	(3)	(3,320)	(12,153)	38
435	<b>NET CONTROLLABLE COST</b>	295	21	(112)	204	(31)
787	Capital Charges	787	-	(70)	717	(9)
-	Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
313	Corporate support services bought in	467	-	(50)	417	(11)
3,200	<b>TOTAL UNCONTROLLABLE COST</b>	3,354	-	(120)	3,234	(4)
3,635	<b>NET COST OF SERVICE</b>	3,649	21	(232)	3,438	(6)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,635	<b>TOTAL NET EXPENDITURE</b>	3,649	21	(232)	3,438	(6)

COST CENTRE: C1440Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
486	Employees	595	13	67	675	13
1	Premises related expenditure	-	-	-	-	n/a
16	Supplies and Services	-	-	2	2	n/a
186	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	16	-	(2)	14	(13)
9	Recharges from other services	1	-	(1)	-	(100)
707	<b>TOTAL EXPENDITURE</b>	612	13	66	691	13
(1)	Government Grants	-	-	-	-	n/a
(203)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	-
(248)	Customer and Client Receipts	(307)	(3)	-	(310)	1
-	Interest Receivable	-	-	-	-	n/a
(212)	Recharges to other services	(351)	-	-	(351)	-
(664)	<b>TOTAL INCOME</b>	(709)	(3)	-	(712)	0
43	<b>NET CONTROLLABLE COST</b>	(97)	10	66	(21)	(78)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(140)	Corporate support services bought in	-	-	-	-	n/a
(140)	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(97)	<b>NET COST OF SERVICE</b>	(97)	10	66	(21)	(78)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(97)	<b>TOTAL NET EXPENDITURE</b>	(97)	10	66	(21)	(78)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
An additional officer and manager who will generate savings through reducing void periods and standardising delivery						103
						103
<u>Strategic budget - agreed additional income / savings</u>						
Savings to be delivered by finding efficiencies in running costs						(41)
						(41)
<u>Other resource changes</u>						
Other minor changes						4
						4
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>66</b>

COST CENTRE: C1444Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
97	Employees	97	2	1	100	3
-	- Premises related expenditure	-	-	-	-	n/a
55	Supplies and Services	55	-	-	55	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
16	Recharges from other services	16	-	-	16	-
168	<b>TOTAL EXPENDITURE</b>	168	2	1	171	2
(91)	Government Grants	(91)	-	-	(91)	-
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(76)	Recharges to other services	(76)	-	-	(76)	-
(167)	<b>TOTAL INCOME</b>	(167)	-	-	(167)	-

1	<b>NET CONTROLLABLE COST</b>	1	2	1	4	300
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

1	<b>NET COST OF SERVICE</b>	1	2	1	4	300
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1	<b>TOTAL NET EXPENDITURE</b>	1	2	1	4	300
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Other minor changes		1
		1
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>1</b>

COST CENTRE: C1446Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
22	Employees	22	-	-	22	-
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
7	Recharges from other services	7	-	7	14	100
29	<b>TOTAL EXPENDITURE</b>	29	-	7	36	24
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(21)	Recharges to other services	(21)	-	-	(21)	-
(21)	<b>TOTAL INCOME</b>	(21)	-	-	(21)	-
8	<b>NET CONTROLLABLE COST</b>	8	-	7	15	88
787	Capital Charges	787	-	(70)	717	(9)
-	- Intangible Charges	-	-	-	-	n/a
2,100	REFCUS	2,100	-	-	2,100	-
453	Corporate support services bought in	467	-	(50)	417	(11)
3,340	<b>TOTAL UNCONTROLLABLE COST</b>	3,354	-	(120)	3,234	(4)
3,348	<b>NET COST OF SERVICE</b>	3,362	-	(113)	3,249	(3)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
3,348	<b>TOTAL NET EXPENDITURE</b>	3,362	-	(113)	3,249	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Reduction of Capital Charges						(70)
Movement in corporate charges (SeRCOP) and internal recharges						(43)
						(113)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(113)</b>

**PEOPLE  
HOUSING NEED  
TEMPORARY ACCOMMODATION AND HOUSING SOLUTIONS**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1448Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
480	Employees	453	9	(7)	455	0
6,345	Premises related expenditure	5,740	-	(2)	5,738	(0)
120	Supplies and Services	96	-	3	99	3
4,868	Third Party Payments	1,840	-	3,143	4,983	171
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	1	-	-	1	-
26	Recharges from other services	16	-	-	16	-
11,839	<b>TOTAL EXPENDITURE</b>	8,146	9	3,137	11,292	39
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(11,313)	Customer and Client Receipts	(7,620)	-	(3,320)	(10,940)	44
-	Interest Receivable	-	-	-	-	n/a
(93)	Recharges to other services	(93)	-	-	(93)	-
(11,406)	<b>TOTAL INCOME</b>	(7,713)	-	(3,320)	(11,033)	43
433	<b>NET CONTROLLABLE COST</b>	433	9	(183)	259	(40)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
433	<b>NET COST OF SERVICE</b>	433	9	(183)	259	(40)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
433	<b>TOTAL NET EXPENDITURE</b>	433	9	(183)	259	(40)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Additional empty property officer who will increase income through reducing void periods						(137)
Savings to be delivered by making efficiencies on running costs						(10)
Savings to be delivered by minimising void periods						(39)
						(186)
<u>Other resource changes</u>						
Other minor changes						3
						3
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(183)</b>

**PEOPLE  
HOUSING NEED  
GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1464Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
132	Premises related expenditure	132	-	(3)	129	(2)
37	Supplies and Services	37	-	-	37	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	1	-	-	1	-
170	<b>TOTAL EXPENDITURE</b>	170	-	(3)	167	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(220)	Customer and Client Receipts	(220)	-	-	(220)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(220)	<b>TOTAL INCOME</b>	(220)	-	-	(220)	-
(50)	<b>NET CONTROLLABLE COST</b>	(50)	-	(3)	(53)	6
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(50)	<b>NET COST OF SERVICE</b>	(50)	-	(3)	(53)	6
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(50)	<b>TOTAL NET EXPENDITURE</b>	(50)	-	(3)	(53)	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(3)
Savings to be delivered by minimising void periods						(3)
<u>Other resource changes</u>						(3)
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(3)</b>



**SERVICE DESCRIPTION**

This page describes the funding that is passed to Croydon schools to provide education for children from age 2 to Post-16

1) The main funding is the Dedicated Schools Grant (DSG) from the Department for Education (DfE) via the Education and Skills Funding Agency (ESFA). This funding is broken down into 4 main blocks:

i) Early Years block – this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and independent schools (PvIs) and childminders. It also includes funding for some early years central services

ii) Schools block – this includes funding for primary and secondary schools/academies and Growth Funding for items such as expansions and bulge classes.

Note most funding for academies is passed directly to the academies by the Education Funding Agency (EFA).

iii) High Needs block – this includes the funding for the education of all Croydon responsible children and young adults with high needs from birth until age 25.

Other funding streams from the EFA include:

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

iv) Central Schools Services Block – this funds education services carried out by the LA and covers historic commitments such as admissions and schools forum.

2) Of the £337m DSG allocation, £243m is Schools Block, £6m is Central Block, £59m is High Needs (PED 6.3), £29m is Early Years (PED 1.7) of this an estimated £154m is recouped by the EFA to fund academies within the Borough, there are also Central amounts of DSG held within Corporate (for Prudential Borrowing) and Universal Services (for Admissions and Servicing of the School Forum)

3) Education establishments are broken down into the following categories and numbers:

i) PvIs - currently 155 (note settings close and open throughout the year)

ii) Child minders – currently 97 (note child minders join and leave throughout the year)

iii) Nursery and early years centres - 5

iv) Primary Schools – 87 (39 Maintained, 46 Academies and 2 free schools)

v) Secondary Schools – 23 (6 Maintained and 17 Academies)

vi) Special Schools - 5 schools (1 setting is included within PRU's)

Vii) Pupil Referral Units (PRUs) - 2 PRUs (Previously 4 Amalgamated into 1 and counted in 1 within special schools)

Viii) All Through Schools – 1 (1 Academy)

Note numbers above are projected as at December 2017 and are subject to change due to academy conversions.

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Schools	93,896	-	(6,287)	87,609	(7)
	Dedicated Schools Grant	(93,896)	-	6,287	(87,609)	(7)
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	N/A	N/A	N/A
<b>TOTAL FTE STAFF</b>	-	-	-

PEOPLE  
SCHOOLS BUDGET  
DEDICATED SCHOOLS BUDGET

DIVISION SUBJECTIVE SUMMARY

COST CENTRE: C1215P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	<b>Schools</b>					
64,051	Primary	69,172	-	(7,267)	61,905	(11)
19,000	Secondary	19,332	-	(139)	19,193	(1)
5,306	Central	5,392	-	1,119	6,511	21
88,357	<b>TOTAL EXPENDITURE</b>	93,896	-	(6,287)	87,609	(7)
(88,443)	Dedicated Schools Grant	(93,896)	-	6,287	(87,609)	(7)
(88,443)	<b>TOTAL INCOME</b>	(93,896)	-	6,287	(87,609)	(7)
(86)	<b>NET EXPENDITURE</b>	-	-	-	-	n/a

COST CENTRE: C1215P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
88,357	Transfer Payments	93,896	-	(6,287)	87,609	(7)
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
88,357	<b>TOTAL EXPENDITURE</b>	93,896	-	(6,287)	87,609	(7)
(88,443)	Government Grants	(93,896)	-	6,287	(87,609)	(7)
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(88,443)	<b>TOTAL INCOME</b>	(93,896)	-	6,287	(87,609)	(7)
(86)	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(86)	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(86)	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Reduction of DSG Expenditure due to several maintained school converting to academies.						(6,287)
Reduction of DSG Income due to several maintained schools converting to academies.						6,287
TOTAL OTHER VARIATIONS IN RESOURCE						-



**SERVICE DESCRIPTION**

The council took over the responsibility for public health functions from 1 April 2013, this included a dedicated ring-fence budget allocated to provide a range of mandatory and non-mandatory services ( set out in legislation) . The Director of Public Health, a statutory appointment, and her team are required to provide a range of statutory responsibilities and, as such, have a specialist skill set- all the senior team are considered equivalent , by the Royal Colleges and GMC, to medical consultants in hospital settings.

The public health specialists provide public health advice and expertise to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG; , and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning. The Director is also responsible to ensure that a range of services are commissioned which include Health visiting, School nursing, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks. These functions are entirely funded by the Public Health Grant.

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

In addition to the core services and core team the public health ring-fence has been used to fund a range of Croydon Council services that contribute to the health and wellbeing of the people of Croydon.

**Public Health Contracts and Funding covers the following areas:**

- ~ Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS
- ~ Health protection covers services to protect the health of the population including environmental health
- ~ Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.
- ~ Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.
- ~ Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and NHS
- ~ Substance misuse services covers prevention and harm reduction, mainly delivered by external providers
- ~ Wider determinants covers projects to improve health by addressing economic and social factors impacting health (e.g. housing, income, education). They are mainly delivered by internal council services.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1691Q	Public Health Management	(20,698)	-	556	(20,142)	(3)
C1692Q	Public Health Contracts and Management	20,698	21	(577)	20,142	(3)
	<b>TOTAL NET SPEND</b>	-	21	(21)	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Public Health	21.2	22.9	1.8
<b>TOTAL FTE STAFF</b>	21.2	22.9	1.8

**COST CENTRE: C1662P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,334	Employees	1,383	21	(13)	1,391	1
(2)	Premises related expenditure	40	-	(40)	-	(100)
262	Supplies and Services	112	-	(62)	50	(55)
9,090	Third Party Payments	8,913	-	(811)	8,102	(9)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
10,808	Recharges from other services	10,976	-	927	11,903	8
21,492	<b>TOTAL EXPENDITURE</b>	21,424	21	1	21,446	0
(21,912)	Government Grants	(21,912)	-	548	(21,364)	(3)
(67)	Other Grants, reimbursements and contributions	-	-	(570)	(570)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(116)	Recharges to other services	(115)	-	-	(115)	-
(22,095)	<b>TOTAL INCOME</b>	(22,027)	-	(22)	(22,049)	0
(603)	<b>NET CONTROLLABLE COST</b>	(603)	21	(21)	(603)	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	603	-
603	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	603	-
-	<b>NET COST OF SERVICE</b>	-	21	(21)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	21	(21)	-	n/a

COST CENTRE: C1691Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
22	Employees	18	-	(18)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
116	Supplies and Services	50	-	-	50	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1,919	Recharges from other services	543	-	596	1,139	110
2,057	<b>TOTAL EXPENDITURE</b>	611	-	578	1,189	95
(21,912)	Government Grants	(21,912)	-	548	(21,364)	(3)
-	- Other Grants, reimbursements and contributions	-	-	(570)	(570)	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	-	-	-	-	n/a
(21,912)	<b>TOTAL INCOME</b>	(21,912)	-	(22)	(21,934)	0

(19,855)	<b>NET CONTROLLABLE COST</b>	(21,301)	-	556	(20,745)	(3)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
603	Corporate support services bought in	603	-	-	603	-
603	<b>TOTAL UNCONTROLLABLE COST</b>	603	-	-	603	-

(19,252)	<b>NET COST OF SERVICE</b>	(20,698)	-	556	(20,142)	(3)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(19,252)	<b>TOTAL NET EXPENDITURE</b>	(20,698)	-	556	(20,142)	(3)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Decrease in Department of Health funding		548
Minor variance		8
		556
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>556</b>

COST CENTRE: C1692Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,312	Employees	1,365	21	5	1,391	2
(2)	Premises related expenditure	40	-	(40)	-	(100)
146	Supplies and Services	62	-	(62)	-	(100)
9,090	Third Party Payments	8,913	-	(811)	8,102	(9)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
8,889	Recharges from other services	10,433	-	331	10,764	3
19,435	<b>TOTAL EXPENDITURE</b>	20,813	21	(577)	20,257	(3)
-	Government Grants	-	-	-	-	n/a
(67)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(116)	Recharges to other services	(115)	-	-	(115)	-
(183)	<b>TOTAL INCOME</b>	(115)	-	-	(115)	-

19,252	<b>NET CONTROLLABLE COST</b>	20,698	21	(577)	20,142	(3)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

19,252	<b>NET COST OF SERVICE</b>	20,698	21	(577)	20,142	(3)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

19,252	<b>TOTAL NET EXPENDITURE</b>	20,698	21	(577)	20,142	(3)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	-
Strategic budget - agreed additional income / savings	-
Other resource changes	-
Reduction in contract costs - Demand Management	(811)
Other minor variations	234
	(577)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(577)</b>

# PLACE

## CONTENTS

	Page
DEPARTMENT OVERVIEW	PLS1
DEPARTMENT SUMMARY	PLS2
DEPARTMENT SUBJECTIVE SUMMARY	PLS3
DIVISION AND SERVICE REVENUE BUDGETS	
PLACE DIRECTORATE SUMMARY	PL 1.1
Place Directorate Summary	PL 1.2
STREETS	PL 2.1
Streets Summary	PL 2.2
Parking Infrastructure	PL 2.3
Highways	PL 2.4
Waste	PL 2.5
ECONOMIC GROWTH	PL 3.1
Economic Growth Summary	PL 3.2
Employment & Investment	PL 3.3
Adult Learning	PL 3.4
CROYDON CULTURE	PL 4.1
Croydon Culture Summary	PL 4.2
Museums and Culture	PL 4.3
Culture Growth	PL 4.4
DEVELOPMENT	PL 5.1
Development Summary	PL 5.2
Development	PL 5.3
Design & Feasibility	PL 5.4
Development Directorate	PL 5.5
CROYDON GROWTH ZONE	PL 6.1
Croydon Growth Zone Summary	PL 6.2
PLANNING	PL 7.1
Planning Summary	PL 7.2
Building Control	PL 7.3
Development Management	PL 7.4
Spatial Planning	PL 7.5
Transport	PL 7.6
DISTRICT CENTRES AND REGENERATION	PL 8.1
District Centres and Regeneration Summary	PL 8.2
Homes & School Improvement	PL 8.3
Regeneration & Partnership	PL 8.4
District Centres and Regeneration Directorate	PL 8.5
Active Lifestyle	PL 8.6
Libraries and Culture	PL 8.7
SAFETY	PL 9.1
Safety Summary	PL 9.2
Parking	PL 9.3
Public Protection	PL 9.4
Partnership & Intelligence Support	PL 9.5
Licensing	PL 9.6
Neighbourhood Operations	PL 9.7



**KEY SERVICE TARGETS / PRIORITIES FOR 2018/19**

Across all areas is the cross cutting theme to better manage demand and promote more efficient and targeted service delivery. The priorities are to:

- 1) Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.
- 2) Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Heath, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.
- 3) Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.
- 4) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners.
- 5) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the uniqueness of the borough.
- 6) Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
- 7) Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and vibrant destination for visitors which is attractive to investors now and in the future.
- 8) Drive out improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.
- 9) Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.

**FINANCIAL PERFORMANCE****COST CENTRE: C1100N**

DESCRIPTION	ACTUAL 2016/17 £000	ORIGINAL 2017/18 £000	FORECAST 2017/18 £000	BUDGET 2018/19 £000	% CHANGE %
Employees	17,403	24,584	24,938	28,329	14
Premises related expenditure	9,496	1,711	1,807	3,456	91
Supplies and Services	37,672	15,405	16,678	29,722	78
Third Party Payments	6,893	28,901	27,132	8,149	(70)
Transfer Payments	6	-	-	-	n/a
Transport related expenditure	103	333	355	288	(19)
Capital Charges	13,347	11,752	11,745	10,480	(11)
Intangible Charges	-	-	-	-	n/a
REFCUS	10,138	-	-	-	n/a
Corporate support services bought in	8,074	7,594	7,616	8,540	12
Recharges from other services	13,604	6,018	7,195	4,062	(44)
<b>TOTAL EXPENDITURE</b>	116,736	96,298	97,466	93,026	(5)
Government Grants	(7,908)	(4,053)	(3,833)	(4,208)	10
Other Grants, reimbursements and contributions	(13,673)	(695)	(1,047)	(3,558)	240
Customer and Client Receipts	(26,166)	(26,401)	(26,201)	(24,700)	(6)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(14,932)	(13,773)	(14,907)	(12,427)	(17)
<b>TOTAL INCOME</b>	(62,679)	(44,922)	(45,988)	(44,893)	(2)
<b>NET EXPENDITURE</b>	54,057	51,376	51,478	48,133	(6)
Contributions to / (from) Reserves	(4,417)	-	-	-	n/a
<b>CURRENT BUDGET</b>	49,106		51,478		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	534		-		

**TOP FINANCIAL RISKS 2018/19**

The Place department generates significant levels of income, particularly within the Planning and Strategic Transport division and Safety division. These are sensitive to changes in external conditions which can be difficult to predict and shortfalls in income could result in budget pressures.

Croydon Council has signed a new waste contract and where waste tonnages exceed forecast levels, the council could incur additional costs as a result.

The changing social Housing Policy context continues to increase the pressure on the HRA budget and could significantly alter the way the Council delivers housing services including the way it maintains and invests in Council stock and delivers a range of services on estates.

## CABINET MEMBER

Councillor Stuart King	Cabinet Member for Transport and Environment
Councillor Alison Butler	Cabinet Member for Homes, Regeneration and
Councillor Stuart Collins	Cabinet Member for Clean Green Croydon
Councillor Hamida Ali	Cabinet Member for Communities, Safety and Justice
Councillor Timothy Godfrey	Cabinet Member for Culture, Leisure and Sport
Councillor Manju Shahul-Hameed	Cabinet Member for Economy and Jobs

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Shifa Mustafa	Executive Director of Place	47575
Steve Iles	Director - Streets	52821
Emma Lindsell	Director - Economic Growth	65626
Colm Lacey	Director - Development	47367
Lee Parker	Director - Growth	47052
Heather Cheesbrough	Director - Planning & Strategic Transport	65599
Stephen Tate	Director - District Centres and Regeneration	47446
Andy Opie	Director - Safety	65686
Paula Murray	Creative Director	47117

COST CENTRE	DIVISION
C1100P	Place Directorate
C1110P	Streets
C1111P	Economic Growth
C1114P	Croydon Culture
C1115P	Development
C1116P	Croydon Growth Zone
C1120P	Planning
C1125P	District Centres and Regeneration
C1130P	Safety

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2017/18 £000's	DIVISION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(330)	Place Directorate	-	8	55	63	n/a
45,181	Streets	46,020	655	(6,059)	40,616	(12)
721	Economic Growth	1,015	52	(310)	757	(25)
532	Croydon Culture	1,058	5	264	1,327	25
108	Development	112	18	28	158	41
2,496	Planning	2,141	81	(29)	2,193	2
6,291	District Centres and Regeneration	5,289	103	305	5,697	8
(3,521)	Safety	(4,259)	171	1,410	(2,678)	(37)
51,478	<b>TOTAL NET SPEND</b>	51,376	1,093	(4,336)	48,133	(6)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	1.0	1.0	-
Streets	92.0	107.0	15.0
Economic Growth	96.8	101.1	4.3
Croydon Culture	6.8	8.1	1.3
Development	23.0	14.0	(9.0)
Croydon Growth Zone	-	5.0	5.0
Planning	89.0	98.3	9.3
District Centres and Regeneration	34.4	28.0	(6.4)
Safety	235.9	241.0	5.1
<b>TOTAL FTE STAFF</b>	578.9	603.5	24.5

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
24,938	Employees	24,584	482	3,263	<b>28,329</b>	15
1,807	Premises related expenditure	1,711	-	1,745	<b>3,456</b>	102
16,678	Supplies and Services	15,405	61	14,256	<b>29,722</b>	93
27,132	Third Party Payments	28,901	596	(21,348)	<b>8,149</b>	(72)
-	Transfer Payments	-	-	-	-	n/a
355	Transport related expenditure	333	-	(45)	<b>288</b>	(14)
7,195	Recharges from other services	6,018	-	(1,956)	<b>4,062</b>	(33)
78,105	<b>TOTAL EXPENDITURE</b>	76,952	1,139	(4,085)	<b>74,006</b>	(4)
(3,833)	Government Grants	(4,053)	-	(155)	<b>(4,208)</b>	4
(1,047)	Other Grants, reimbursements and contributions	(695)	-	(2,863)	<b>(3,558)</b>	412
(26,201)	Customer and Client Receipts	(26,401)	(46)	1,747	<b>(24,700)</b>	(6)
-	Interest Receivable	-	-	-	-	n/a
(14,907)	Recharges to other services	(13,773)	-	1,346	<b>(12,427)</b>	(10)
(45,988)	<b>TOTAL INCOME</b>	(44,922)	(46)	75	<b>(44,893)</b>	(0)
32,117	<b>NET CONTROLLABLE COST</b>	32,030	1,093	(4,010)	<b>29,113</b>	(9)
11,745	Capital Charges	11,752	-	(1,272)	<b>10,480</b>	(11)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
7,616	Corporate support services bought in	7,594	-	946	<b>8,540</b>	12
19,361	<b>TOTAL UNCONTROLLABLE COST</b>	19,346	-	(326)	<b>19,020</b>	(2)
51,478	<b>NET COST OF SERVICE</b>	51,376	1,093	(4,336)	<b>48,133</b>	(6)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
51,478	<b>TOTAL NET EXPENDITURE</b>	51,376	1,093	(4,336)	<b>48,133</b>	(6)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						1,471
Strategic budget - agreed additional income / savings						(5,974)
Other resource changes						112
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4,391)</b>

**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1100Q	Place Directorate	-	8	55	63	n/a
	<b>TOTAL NET SPEND</b>	-	8	55	63	-

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Place Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

**COST CENTRE: C1100P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
360	Employees	178	8	(3)	183	3
5	Premises related expenditure	(155)	-	-	(155)	-
55	Supplies and Services	55	-	-	55	-
217	Third Party Payments	225	-	-	225	-
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
52	Recharges from other services	52	-	-	52	-
689	<b>TOTAL EXPENDITURE</b>	355	8	(3)	360	1
-	- Government Grants	-	-	-	-	n/a
(309)	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(949)	- Recharges to other services	(606)	-	(49)	(655)	8
(1,258)	<b>TOTAL INCOME</b>	(606)	-	(49)	(655)	8
(569)	<b>NET CONTROLLABLE COST</b>	(251)	8	(52)	(295)	18
-	- Capital Charges	7	-	1	8	14
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
239	Corporate support services bought in	244	-	106	350	43
239	<b>TOTAL UNCONTROLLABLE COST</b>	251	-	107	358	43
(330)	<b>NET COST OF SERVICE</b>	-	8	55	63	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(330)	<b>TOTAL NET EXPENDITURE</b>	-	8	55	63	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						
Other minor variations						(3)
Corporate support services bought in						43
Variations in directorate and intra departmental recharges						(49)
Variations in capital charges						1
Creation of Corporate support services bought in						63
						55
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>55</b>

**SERVICE DESCRIPTION**

The Streets Division is made up of Parking infrastructure, Highway services and Waste management. The Waste management cost centre also includes associated budgets for grounds maintenance of open spaces and leisure centres.

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

Highways service ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage and flood management . The Highways team also monitor all statutory works across the borough to coordinate and minimise the delay and disruption to road users. The service also provides a road safety service which covers both preventative measures such as educational and physical measures on the highway. They also play a key role in the development and implementation of School travel planning.

As part of the Waste management service:

- The Environmental services team oversee the management of street services as part of the South London Waste Partnership (SLWP) contracts. The SLWP was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, both household and commercial waste and recycling. Operates the Household Reuse and Recycling Centre and street cleansing contracts.

- The leisure contract management team manage Croydon's leisure centres and sports offer within parks and open space in partnership with Greenwich Leisure Limited ("GLL") GLL. An integrated approach to sports and physical activity that ensures we maximise the use of our leisure assets, parks, and green spaces to increase participation and improve health outcomes and build foundations for an active life for our residents. A key priority is to ensure that our parks and green spaces support and encourage active lifestyles, provide high quality sports facilities, give children a space to play in, address inequalities and host a range of well publicised activities for all (walks for health, outdoor gyms, etc.)

- The Green Spaces grounds maintenance team oversee and manage the green spaces contract, they are responsible for the maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside, park buildings and games courts.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1102Q	Parking Infrastructure	435	5	(49)	391	(10)
C1103Q	Highways	12,821	98	(1,044)	11,875	(7)
C1104Q	Waste	32,764	552	(4,966)	28,350	(13)
	<b>TOTAL NET SPEND</b>	46,020	655	(6,059)	40,616	(12)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Parking Infrastructure	7.0	6.0	(1.0)
Highways	53.0	73.0	20.0
Waste	32.0	28.0	(4.0)
<b>TOTAL FTE STAFF</b>	92.0	107.0	15.0

## COST CENTRE: C1110P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,643	Employees	4,161	81	828	5,070	22
1,240	Premises related expenditure	1,269	-	1,629	2,898	128
13,386	Supplies and Services	12,340	61	14,219	26,620	116
23,108	Third Party Payments	24,932	530	(21,499)	3,963	(84)
-	Transfer Payments	-	-	-	-	n/a
84	Transport related expenditure	96	-	23	119	24
1,751	Recharges from other services	1,112	-	(920)	192	(83)
43,212	<b>TOTAL EXPENDITURE</b>	43,910	672	(5,720)	38,862	(11)
-	Government Grants	-	-	-	-	n/a
(102)	Other Grants, reimbursements and contributions	(102)	-	(1,367)	(1,469)	1,340
(6,554)	Customer and Client Receipts	(6,627)	(17)	2,321	(4,323)	(35)
-	Interest Receivable	-	-	-	-	n/a
(3,328)	Recharges to other services	(3,114)	-	80	(3,034)	(3)
(9,984)	<b>TOTAL INCOME</b>	(9,843)	(17)	1,034	(8,826)	(10)
33,228	<b>NET CONTROLLABLE COST</b>	34,067	655	(4,686)	30,036	(12)
9,464	Capital Charges	9,464	-	(1,771)	7,693	(19)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,489	Corporate support services bought in	2,489	-	398	2,887	16
11,953	<b>TOTAL UNCONTROLLABLE COST</b>	11,953	-	(1,373)	10,580	(11)
45,181	<b>NET COST OF SERVICE</b>	46,020	655	(6,059)	40,616	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
45,181	<b>TOTAL NET EXPENDITURE</b>	46,020	655	(6,059)	40,616	(12)

COST CENTRE: C1102Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
278	Employees	319	6	(45)	280	(12)
1	Premises related expenditure	-	-	-	-	n/a
129	Supplies and Services	112	-	20	132	18
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	(3)	-	(100)
9	Recharges from other services	9	-	2	11	22
420	<b>TOTAL EXPENDITURE</b>	443	6	(26)	423	(5)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(120)	Customer and Client Receipts	(80)	(1)	(26)	(107)	34
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(120)	<b>TOTAL INCOME</b>	(80)	(1)	(26)	(107)	34
300	<b>NET CONTROLLABLE COST</b>	363	5	(52)	316	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
72	Corporate support services bought in	72	-	3	75	4
72	<b>TOTAL UNCONTROLLABLE COST</b>	72	-	3	75	4
372	<b>NET COST OF SERVICE</b>	435	5	(49)	391	(10)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
372	<b>TOTAL NET EXPENDITURE</b>	435	5	(49)	391	(10)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Co-ordination and management of utility companies on the highway to minimise disruption/congestion. This will include coring, traffic management and new roads and Streets Works Act (NWSRA) inspections.						(26)
						(26)
<u>Other resource changes</u>						
Streets restructure reduction in posts						(45)
Other minor variations						17
Corporate support services bought in						3
Variations in directorate and intra departmental recharges						2
						(23)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(49)</b>

COST CENTRE: C1103Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,126	Employees	2,361	47	1,085	3,493	48
547	Premises related expenditure	594	-	-	594	-
532	Supplies and Services	532	-	743	1,275	140
658	Third Party Payments	3,049	55	(268)	2,836	(7)
-	Transfer Payments	-	-	-	-	n/a
53	Transport related expenditure	46	-	(46)	-	(100)
820	Recharges from other services	405	-	(302)	103	(75)
4,736	<b>TOTAL EXPENDITURE</b>	6,987	102	1,212	8,301	19
-	Government Grants	-	-	-	-	n/a
(95)	Other Grants, reimbursements and contributions	(95)	-	(1,367)	(1,462)	1,439
(2,369)	Customer and Client Receipts	(2,448)	(4)	1,116	(1,336)	(45)
-	Interest Receivable	-	-	-	-	n/a
(1,092)	Recharges to other services	(860)	-	(452)	(1,312)	53
(3,556)	<b>TOTAL INCOME</b>	(3,403)	(4)	(703)	(4,110)	21
1,180	<b>NET CONTROLLABLE COST</b>	3,584	98	509	4,191	17
8,314	Capital Charges	8,314	-	(1,943)	6,371	(23)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
923	Corporate support services bought in	923	-	390	1,313	42
9,237	<b>TOTAL UNCONTROLLABLE COST</b>	9,237	-	(1,553)	7,684	(17)
10,417	<b>NET COST OF SERVICE</b>	12,821	98	(1,044)	11,875	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,417	<b>TOTAL NET EXPENDITURE</b>	12,821	98	(1,044)	11,875	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Co-ordination and management of utility companies on the highway to minimise disruption/congestion. This will include coring, traffic management and new roads and Streets Works Act (NWSRA) inspections.						(166)
Traffic signals - Savings on charges from TFL for Signal Maintenance and Operational Costs						(50)
						(216)
<u>Other resource changes</u>						
Streets restructure - Establishment increase for Growth Zone and TFL grant funded posts						452
Streets restructure - Removal of staff turnover and additional management posts						633
Streets restructure - Grant funded income to cover Growth Zone and TFL grant funded posts						(452)
Realignment of Street Lighting PFI unitary charge						340
Other minor variations						54
Variations in capital charges						(1,943)
Variations in directorate and intra departmental recharges						(302)
Corporate support services bought in						390
						(828)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(1,044)</b>

COST CENTRE: C1104Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,239	Employees	1,481	28	(212)	1,297	(12)
692	Premises related expenditure	675	-	1,629	2,304	241
12,725	Supplies and Services	11,696	61	13,456	25,213	116
22,450	Third Party Payments	21,883	475	(21,231)	1,127	(95)
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	47	-	72	119	153
922	Recharges from other services	698	-	(620)	78	(89)
38,056	<b>TOTAL EXPENDITURE</b>	36,480	564	(6,906)	30,138	(17)
-	Government Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	(7)	-	-	(7)	-
(4,065)	Customer and Client Receipts	(4,099)	(12)	1,231	(2,880)	(30)
-	Interest Receivable	-	-	-	-	n/a
(2,236)	Recharges to other services	(2,254)	-	532	(1,722)	(24)
(6,308)	<b>TOTAL INCOME</b>	(6,360)	(12)	1,763	(4,609)	(28)

31,748	<b>NET CONTROLLABLE COST</b>	30,120	552	(5,143)	25,529	(15)
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1,150	Capital Charges	1,150	-	172	1,322	15
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,494	Corporate support services bought in	1,494	-	5	1,499	0
2,644	<b>TOTAL UNCONTROLLABLE COST</b>	2,644	-	177	2,821	7

34,392	<b>NET COST OF SERVICE</b>	32,764	552	(4,966)	28,350	(13)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

34,392	<b>TOTAL NET EXPENDITURE</b>	32,764	552	(4,966)	28,350	(13)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Landfill disposal tonnage increase	1,000
	1,000
<u>Strategic budget - agreed additional income / savings</u>	
SLWP Contract saving as a result of new waste collection and street cleansing contract	(5,000)
Closure of Neighbourhood Recycling Centres (NRCs)	(170)
	(5,170)
<u>Other resource changes</u>	
Streets restructure - Leisure and Waste contract TUPE posts	(343)
Streets Restructure - Removal of staff turnover and additional posts to maximise income opportunities	131
Budget realignment removal of recycle waste disposal charge, processing superseded through new waste contract	(540)
Budget realignment in connection with new SLWP waste contract	(133)
Corporate support services bought in	5
Variations in capital charges	172
Variations in directorate and intra departmental recharges	(88)
	(796)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(4,966)</b>



**SERVICE DESCRIPTION**

Croydon has a once in a lifetime opportunity to ensure that our residents and businesses benefit from the pace and scale of regeneration activity in the borough.

The Economic Growth division:

- Links unemployed residents into jobs created by regeneration and growth through Croydon Works;
- Helps residents move into better paid jobs and out of poverty;
- Ensures that our residents have the right skills for employment and life through CALAT (Croydon Adult Learning and Training);
- Ensures that our schools and colleges are equipping their students with the skills and attitudes that employers want;
- Works with our business community to maximise growth – providing businesses with funding, support and networks to promote trade; and
- Brings new jobs to the borough through inward investment.

Priorities for 2018/19 include

- Croydon Means Business – a year-long programme designed to support existing businesses and attract new ones to the borough;
- Apprenticeships and Work Experience – developing programmes that support our residents, particularly our young people, into work; and
- Work & Health Programme – ensuring that this devolved funding from Department of Work & Pensions (DWP) supports the long term unemployed and those with disabilities and health conditions into meaningful work.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1105Q	Employment & Investment	1,370	17	(422)	965	(30)
C1234Q	Adult Learning	(355)	35	112	(208)	(41)
	<b>TOTAL NET SPEND</b>	1,015	52	(310)	757	(25)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Employment & Investment	11.0	24.4	13.4
Adult Learning	85.8	76.7	(9.1)
<b>TOTAL FTE STAFF</b>	96.8	101.1	4.3

COST CENTRE: C1111P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,261	Employees	3,340	57	763	4,160	25
24	Premises related expenditure	34	-	-	34	-
338	Supplies and Services	467	-	(7)	460	(1)
7	Third Party Payments	259	-	(251)	8	(97)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	1	3	50
1,001	Recharges from other services	1,106	-	(70)	1,036	(6)
4,632	<b>TOTAL EXPENDITURE</b>	5,208	57	436	5,701	9
(3,833)	Government Grants	(4,053)	-	(155)	(4,208)	4
(2)	Other Grants, reimbursements and contributions	(29)	-	(64)	(93)	221
(607)	Customer and Client Receipts	(649)	(5)	(345)	(999)	54
-	Interest Receivable	-	-	-	-	n/a
(37)	Recharges to other services	(63)	-	(228)	(291)	362
(4,479)	<b>TOTAL INCOME</b>	(4,794)	(5)	(792)	(5,591)	17
153	<b>NET CONTROLLABLE COST</b>	414	52	(356)	110	(73)
401	Capital Charges	401	-	20	421	5
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
167	Corporate support services bought in	200	-	26	226	13
568	<b>TOTAL UNCONTROLLABLE COST</b>	601	-	46	647	8
721	<b>NET COST OF SERVICE</b>	1,015	52	(310)	757	(25)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
721	<b>TOTAL NET EXPENDITURE</b>	1,015	52	(310)	757	(25)

COST CENTRE: C1105Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
833	Employees	842	17	446	1,305	55
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	45	-	(7)	38	(16)
7	Third Party Payments	259	-	(251)	8	(97)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	1	1	n/a
85	Recharges from other services	87	-	(18)	69	(21)
954	<b>TOTAL EXPENDITURE</b>	1,233	17	171	1,421	15
-	Government Grants	-	-	(155)	(155)	n/a
(11)	Other Grants, reimbursements and contributions	-	-	(64)	(64)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(37)	Recharges to other services	(63)	-	(228)	(291)	362
(48)	<b>TOTAL INCOME</b>	(63)	-	(447)	(510)	710
906	<b>NET CONTROLLABLE COST</b>	1,170	17	(276)	911	(22)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
167	Corporate support services bought in	200	-	(146)	54	(73)
167	<b>TOTAL UNCONTROLLABLE COST</b>	200	-	(146)	54	(73)
1,073	<b>NET COST OF SERVICE</b>	1,370	17	(422)	965	(30)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,073	<b>TOTAL NET EXPENDITURE</b>	1,370	17	(422)	965	(30)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Culture Growth budget movement to PL 4.4						(250)
New team created as part of Croydon Works and Works & Health Programme						339
New Income from European Social Fund (ESF) & Growth Zone recharge						(407)
Transfer of budget from People's Dept.						107
Changes to the original Budget moved from Regeneration Division to Economic Division						(65)
Corporate support services bought in						(146)
						(422)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(422)</b>

COST CENTRE: C1234Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,428	Employees	2,498	40	317	2,855	14
24	Premises related expenditure	34	-	-	34	-
309	Supplies and Services	422	-	-	422	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
916	Recharges from other services	1,019	-	(52)	967	(5)
3,678	<b>TOTAL EXPENDITURE</b>	3,975	40	265	4,280	8
(3,833)	Government Grants	(4,053)	-	-	(4,053)	-
9	Other Grants, reimbursements and contributions	(29)	-	-	(29)	-
(607)	Customer and Client Receipts	(649)	(5)	(345)	(999)	54
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,431)	<b>TOTAL INCOME</b>	(4,731)	(5)	(345)	(5,081)	7
(753)	<b>NET CONTROLLABLE COST</b>	(756)	35	(80)	(801)	6
401	Capital Charges	401	-	20	421	5
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	172	172	n/a
401	<b>TOTAL UNCONTROLLABLE COST</b>	401	-	192	593	48
(352)	<b>NET COST OF SERVICE</b>	(355)	35	112	(208)	(41)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(352)	<b>TOTAL NET EXPENDITURE</b>	(355)	35	112	(208)	(41)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased Apprenticeship Levy income						(80)
						(80)
<u>Other resource changes</u>						
Realignment in recharges						(52)
Increase in posts related to the Apprenticeship Levy Income						94
Increase in Tuition Fees						(42)
Corporate support services bought in						172
Increase in Capital Charges						20
						192
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>112</b>

**SERVICE DESCRIPTION**

The Culture, Museums and Archives service area covers support for cultural development in Croydon including:  
 The operational aspects of the Fairfield Halls development  
 Support for cultural projects, programmes and events  
 The Museum, Gallery and Archives services

Croydon's cultural offer is an important part of the borough's regeneration and change over the next few years. Central to that is the refurbishment of the Fairfield Halls, Croydon's largest cultural venue; a 1500 seater concert hall, the 800 seat Ashcroft Theatre and 3 flexible studio spaces at different scales. BHLive has been appointed as operator for the Fairfield Halls and 2018/19 will be a key time for working with them on the mobilisation phase prior to them taking on full running of the venue.

We need to build our audiences in Croydon and continue to support our cultural sector to grow during this time. The ongoing work to consolidate and develop Croydon's cultural calendar of events is a key priority at this time; building the capacity of our cultural sector partners to deliver a great offer for Croydon and bringing in national programming and producing partners to work with us.

Having recently achieved formal accreditation for the Archives Service, we are looking now to develop the case for the re-accreditation of our Museum Services. 2018/19 is the timeline to prepare our submission, initially for permission to apply and then for the application itself. All of this is in the context of the developing and changing role of the Croydon Clocktower as a more integrated cultural services hub.

Croydon will also be preparing to deliver a great cultural programme in line with its bid to be the first London Borough of Culture, whether it is successful in gaining the title or not.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1239Q	Museums and Culture	1,058	5	14	1,077	2
C1667Q	Culture Growth Summary	-	-	250	250	n/a
	<b>TOTAL NET SPEND</b>	1,058	5	264	1,327	25

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Museums and Culture	6.8	7.1	0.3
Culture Growth Summary	-	1.0	1.0
<b>TOTAL FTE STAFF</b>	6.8	8.1	1.3

**COST CENTRE: C1114P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
230	Employees	247	5	112	364	47
-	Premises related expenditure	-	-	-	-	n/a
67	Supplies and Services	59	-	142	201	241
250	Third Party Payments	(73)	-	243	170	(333)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
550	<b>TOTAL EXPENDITURE</b>	233	5	497	735	215
-	Government Grants	-	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(20)	-	(145)	(165)	725
(6)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(55)	(55)	n/a
(26)	<b>TOTAL INCOME</b>	(27)	-	(200)	(227)	741
524	<b>NET CONTROLLABLE COST</b>	206	5	297	508	147
-	Capital Charges	852	-	(166)	686	(19)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8	Corporate support services bought in	-	-	133	133	n/a
8	<b>TOTAL UNCONTROLLABLE COST</b>	852	-	(33)	819	(4)
532	<b>NET COST OF SERVICE</b>	1,058	5	264	1,327	25
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
532	<b>TOTAL NET EXPENDITURE</b>	1,058	5	264	1,327	25

COST CENTRE: C1239Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
230	Employees	247	5	3	255	3
-	Premises related expenditure	-	-	-	-	n/a
67	Supplies and Services	59	-	(18)	41	(31)
-	Third Party Payments	(73)	-	73	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
3	Recharges from other services	-	-	-	-	n/a
300	<b>TOTAL EXPENDITURE</b>	233	5	58	296	27
-	Government Grants	-	-	-	-	n/a
(20)	Other Grants, reimbursements and contributions	(20)	-	15	(5)	(75)
(6)	Customer and Client Receipts	(7)	-	-	(7)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(26)	<b>TOTAL INCOME</b>	(27)	-	15	(12)	(56)
274	<b>NET CONTROLLABLE COST</b>	206	5	73	284	38
-	Capital Charges	852	-	(166)	686	(19)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	107	107	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	852	-	(59)	793	(7)
274	<b>NET COST OF SERVICE</b>	1,058	5	14	1,077	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
274	<b>TOTAL NET EXPENDITURE</b>	1,058	5	14	1,077	2
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Budget Adjustment Facilities Management costs						73
Reduction in Supplies & Services						(15)
Reduction in Arts Education Income						15
Corporate support services bought in						107
Capital Charges						(166)
						14
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>14</b>

COST CENTRE: C1667Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	109	109	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	160	160	n/a
250	Third Party Payments	-	-	170	170	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
250	<b>TOTAL EXPENDITURE</b>	-	-	439	439	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(160)	(160)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(55)	(55)	n/a
-	<b>TOTAL INCOME</b>	-	-	(215)	(215)	n/a
250	<b>NET CONTROLLABLE COST</b>	-	-	224	224	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
8	Corporate support services bought in	-	-	26	26	n/a
8	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	26	26	n/a
258	<b>NET COST OF SERVICE</b>	-	-	250	250	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
258	<b>TOTAL NET EXPENDITURE</b>	-	-	250	250	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in Cultural Fund (reduce % of LBC contribution to partnership activity)						(26)
						(26)
<u>Other resource changes</u>						
Budget recharge for Director of Culture salary						54
Culture Third Party Payment Budget						196
Corporate support services bought in						26
						276
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>250</b>

**SERVICE DESCRIPTION**

The Development Division:	
<ul style="list-style-type: none"> <li>• Maximises the Council's ability to act as a developer and generate a financial return to the Council through its relationship with Brick-by-Brick Ltd;</li> <li>• Supports the identification and exploration of development opportunities that exist across the borough;</li> <li>• Ensures that businesses and residents are able to benefit from regeneration, growth and investment in the borough.</li> </ul>	
In 2018/19 the Division's priorities are to:	
<ul style="list-style-type: none"> <li>• Oversee the completion of the first two phases of Brick-by-Brick construction activity that commenced in 2017 to deliver new homes across the first 14 sites;</li> <li>• Advance the remaining 12 Brick-by-Brick sites with planning approval to construction;</li> <li>• Progress additional development sites for which planning was submitted in 2017;</li> <li>• Support the transfer of affordable homes to the Council's LLP.</li> </ul>	

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1106Q	Development	(282)	13	315	46	(116)
C1107Q	Design & Feasibility	213	3	(333)	(117)	(155)
C1126Q	Development Directorate	181	2	46	229	27
<b>TOTAL NET SPEND</b>		112	18	28	158	41

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Development	8.0	7.0	(1.0)
Design & Feasibility	3.0	6.0	3.0
Development Directorate	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	12.0	14.0	2.0

**COST CENTRE: C1115P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,018	Employees	997	18	(46)	969	(3)
-	Premises related expenditure	-	-	-	-	n/a
71	Supplies and Services	43	-	57	100	133
32	Third Party Payments	31	-	30	61	97
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
182	Recharges from other services	116	-	4	120	3
1,304	<b>TOTAL EXPENDITURE</b>	1,188	18	44	1,250	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(1,290)	(1,290)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,366)	Recharges to other services	(1,246)	-	1,246	-	(100)
(1,366)	<b>TOTAL INCOME</b>	(1,246)	-	(44)	(1,290)	4
(62)	<b>NET CONTROLLABLE COST</b>	(58)	18	-	(40)	(31)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
170	Corporate support services bought in	170	-	28	198	16
170	<b>TOTAL UNCONTROLLABLE COST</b>	170	-	28	198	16
108	<b>NET COST OF SERVICE</b>	112	18	28	158	41
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
108	<b>TOTAL NET EXPENDITURE</b>	112	18	28	158	41

COST CENTRE: C1106Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
711	Employees	686	13	(210)	489	(29)
-	Premises related expenditure	-	-	-	-	n/a
60	Supplies and Services	32	-	(32)	-	(100)
-	Third Party Payments	19	-	(19)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	(1)	-	(100)
177	Recharges from other services	111	-	(92)	19	(83)
949	<b>TOTAL EXPENDITURE</b>	849	13	(354)	508	(40)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(621)	(621)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,366)	Recharges to other services	(1,246)	-	1,246	-	(100)
(1,366)	<b>TOTAL INCOME</b>	(1,246)	-	625	(621)	(50)
(417)	<b>NET CONTROLLABLE COST</b>	(397)	13	271	(113)	(72)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
115	Corporate support services bought in	115	-	44	159	38
115	<b>TOTAL UNCONTROLLABLE COST</b>	115	-	44	159	38
(302)	<b>NET COST OF SERVICE</b>	(282)	13	315	46	(116)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(302)	<b>TOTAL NET EXPENDITURE</b>	(282)	13	315	46	(116)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(5)
Recharge from Brick by Brick						(5)
Other resource changes						
2fte's moved to Growth Zone & 1fte budget deleted						(210)
Supplies & Services Budget moved to Development Directorate PL 5.5						(52)
Recharges to other services - realigned to PL 5.4 & PL 5.5 and moved to Other Grants, reimbursements, contributions						630
Recharges from other Services moved to Development Directorate PL 5.5						(92)
Corporate support services bought in						44
						320
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>315</b>

COST CENTRE: C1107Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
160	Employees	161	3	166	330	105
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	8	-	(8)	-	(100)
-	Third Party Payments	2	-	(2)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
4	Recharges from other services	4	-	(4)	-	(100)
164	<b>TOTAL EXPENDITURE</b>	175	3	152	330	89
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(460)	(460)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(460)	(460)	n/a
164	<b>NET CONTROLLABLE COST</b>	175	3	(308)	(130)	(174)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
38	Corporate support services bought in	38	-	(25)	13	(66)
38	<b>TOTAL UNCONTROLLABLE COST</b>	38	-	(25)	13	(66)
202	<b>NET COST OF SERVICE</b>	213	3	(333)	(117)	(155)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
202	<b>TOTAL NET EXPENDITURE</b>	213	3	(333)	(117)	(155)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Increase in 3 FTEs						166
Supplies & Services moved to Development Directorate budget PL 5.5						(14)
Recharges to other services - realigned from PL 5.3 and moved to Other Grants, reimbursements, contributions						(460)
Corporate support services bought in						(25)
						(333)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(333)</b>

COST CENTRE: C1126Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
147	Employees	150	2	(2)	150	-
-	Premises related expenditure	-	-	-	-	n/a
11	Supplies and Services	3	-	97	100	3,233
32	Third Party Payments	10	-	51	61	510
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	1	-	100	101	10,000
191	<b>TOTAL EXPENDITURE</b>	164	2	246	412	151
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(209)	(209)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	(209)	(209)	n/a

191	<b>NET CONTROLLABLE COST</b>	164	2	37	203	24
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
17	Corporate support services bought in	17	-	9	26	53
17	<b>TOTAL UNCONTROLLABLE COST</b>	17	-	9	26	53

208	<b>NET COST OF SERVICE</b>	181	2	46	229	27
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

208	<b>TOTAL NET EXPENDITURE</b>	181	2	46	229	27
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Supplies & Services Budget moved from PL 5.3 & 5.4		66
Recharges from other Services moved from PL 5.3		92
Reduction in Employee Budget moved to Supplies & Services & Increase in BxB recharge		88
Recharges to other services - realigned from PL 5.3 and moved to Other Grants, reimbursements, contributions		(209)
Corporate support services bought in		9
		46
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>46</b>



**SERVICE DESCRIPTION**

The Growth Zone programme management team are responsible for the design, development and delivery of the Growth Zone programme.

Tasks include programme management, stakeholder engagement, scheme design, support and guidance to other directors, tracking progress and reporting to the steering group and Board.

In 2018/19 the programme will focus on feasibility and design of transport and public realm schemes, mitigating against construction related traffic, progressing the formal enactment and loan draw down of the Growth Zone and implementation of meanwhile projects.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1668Q	Growth Fund Summary	-	-	-	-	n/a
	<b>TOTAL NET SPEND</b>	-	-	-	-	n/a

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Growth Fund Summary	-	5.0	5.0
<b>TOTAL FTE STAFF</b>	-	5.0	5.0

COST CENTRE: C1116P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	326	326	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	326	326	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	(326)	(326)	n/a
-	<b>TOTAL INCOME</b>	-	-	(326)	(326)	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

**SERVICE DESCRIPTION**

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

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

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

Spatial Planning provides the functions of place making and plan making, which combined provide the councils spatial planning strategy over a future time horizon spanning twenty years. Plan making carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness through character appraisals, briefs, feasibility studies and master planning. It also integrates with Development Management through the pre-application process.

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1108Q	Building Control	415	9	(53)	371	(11)
C1109Q	Development Management	427	45	16	488	14
C1110Q	Spatial Planning	977	17	(44)	950	(3)
C1111Q	Transport	322	10	52	384	19
	<b>TOTAL NET SPEND</b>	2,141	81	(29)	2,193	2

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE
Building Control	22.0	22.0	-
Development Management	46.0	51.0	5.0
Spatial Planning	17.0	16.8	(0.2)
Transport	4.0	8.5	4.5
<b>TOTAL FTE STAFF</b>	89.0	98.3	9.3

**COST CENTRE: C1120P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,132	Employees	4,576	93	266	4,935	8
-	Premises related expenditure	-	-	-	-	n/a
466	Supplies and Services	352	-	17	369	5
25	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
37	Transport related expenditure	37	-	-	37	-
1,839	Recharges from other services	1,723	-	70	1,793	4
7,499	<b>TOTAL EXPENDITURE</b>	6,713	93	353	7,159	7
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(4,249)	Customer and Client Receipts	(3,890)	(12)	(416)	(4,318)	11
-	Interest Receivable	-	-	-	-	n/a
(1,957)	Recharges to other services	(1,885)	-	20	(1,865)	(1)
(6,206)	<b>TOTAL INCOME</b>	(5,775)	(12)	(396)	(6,183)	7
1,293	<b>NET CONTROLLABLE COST</b>	938	81	(43)	976	4
9	Capital Charges	9	-	-	9	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,194	Corporate support services bought in	1,194	-	14	1,208	1
1,203	<b>TOTAL UNCONTROLLABLE COST</b>	1,203	-	14	1,217	1
2,496	<b>NET COST OF SERVICE</b>	2,141	81	(29)	2,193	2
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,496	<b>TOTAL NET EXPENDITURE</b>	2,141	81	(29)	2,193	2

COST CENTRE: C1108Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,103	Employees	1,103	21	(55)	1,069	(3)
-	Premises related expenditure	-	-	-	-	n/a
83	Supplies and Services	83	-	-	83	-
3	Third Party Payments	3	-	-	3	-
-	Transfer Payments	-	-	-	-	n/a
28	Transport related expenditure	28	-	-	28	-
1,217	Recharges from other services	1,217	-	(3)	1,214	(0)
2,434	<b>TOTAL EXPENDITURE</b>	2,434	21	(58)	2,397	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,199)	Customer and Client Receipts	(1,199)	(12)	50	(1,161)	(3)
-	Interest Receivable	-	-	-	-	n/a
(1,138)	Recharges to other services	(1,138)	-	5	(1,133)	(0)
(2,337)	<b>TOTAL INCOME</b>	(2,337)	(12)	55	(2,294)	(2)

97	<b>NET CONTROLLABLE COST</b>	97	9	(3)	103	6
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
318	Corporate support services bought in	318	-	(50)	268	(16)
318	<b>TOTAL UNCONTROLLABLE COST</b>	318	-	(50)	268	(16)

415	<b>NET COST OF SERVICE</b>	415	9	(53)	371	(11)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

415	<b>TOTAL NET EXPENDITURE</b>	415	9	(53)	371	(11)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Agreed additional income	(5)
	(5)
<u>Other resource changes</u>	
Re-alignment of Salaries	(55)
Re-alignment of Income	55
Re-alignment of recharges to/from other services	2
Corporate support services bought in	(50)
	(48)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(53)</b>

COST CENTRE: C1109Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,576	Employees	2,117	45	354	2,516	19
-	Premises related expenditure	-	-	-	-	n/a
215	Supplies and Services	141	-	35	176	25
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	7	-	-	7	-
527	Recharges from other services	411	-	65	476	16
3,325	<b>TOTAL EXPENDITURE</b>	2,676	45	454	3,175	19
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,970)	Customer and Client Receipts	(2,640)	-	(466)	(3,106)	18
-	Interest Receivable	-	-	-	-	n/a
(206)	Recharges to other services	(206)	-	-	(206)	-
(3,176)	<b>TOTAL INCOME</b>	(2,846)	-	(466)	(3,312)	16
149	<b>NET CONTROLLABLE COST</b>	(170)	45	(12)	(137)	(19)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
597	Corporate support services bought in	597	-	28	625	5
597	<b>TOTAL UNCONTROLLABLE COST</b>	597	-	28	625	5
746	<b>NET COST OF SERVICE</b>	427	45	16	488	14
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
746	<b>TOTAL NET EXPENDITURE</b>	427	45	16	488	14
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Increased Planning Fee recovery						(9)
Supplies & Services Savings						(13)
						(22)
<u>Other resource changes</u>						
Increase in 4fte's for Planning Performance Agreements & other staff changes						354
Increase in Consultant Fees & External Legal Fees						35
Increase in Internal Legal Budget						78
Increase in income to recover costs for Planning Performance Agreements, Consultants & Legal						(457)
Corporate support services bought in						28
						38
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>16</b>

COST CENTRE: C1110Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
919	Employees	822	17	-	839	2
-	Premises related expenditure	-	-	-	-	n/a
139	Supplies and Services	99	-	(18)	81	(18)
22	Third Party Payments	22	-	-	22	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
63	Recharges from other services	63	-	2	65	3
1,144	<b>TOTAL EXPENDITURE</b>	1,007	17	(16)	1,008	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(80)	Customer and Client Receipts	(51)	-	-	(51)	-
-	Interest Receivable	-	-	-	-	n/a
(381)	Recharges to other services	(202)	-	(18)	(220)	9
(461)	<b>TOTAL INCOME</b>	(253)	-	(18)	(271)	7
683	<b>NET CONTROLLABLE COST</b>	754	17	(34)	737	(2)
6	Capital Charges	6	-	-	6	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
217	Corporate support services bought in	217	-	(10)	207	(5)
223	<b>TOTAL UNCONTROLLABLE COST</b>	223	-	(10)	213	(4)
906	<b>NET COST OF SERVICE</b>	977	17	(44)	950	(3)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
906	<b>TOTAL NET EXPENDITURE</b>	977	17	(44)	950	(3)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(18)
Additional income recovery						(18)
Supplies & Services Savings						(36)
<u>Other resource changes</u>						(8)
Corporate support services bought in						(8)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(44)</b>

COST CENTRE: C1111Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
534	Employees	534	10	(33)	511	(4)
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	29	-	-	29	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
32	Recharges from other services	32	-	6	38	19
596	<b>TOTAL EXPENDITURE</b>	596	10	(27)	579	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(232)	Recharges to other services	(339)	-	33	(306)	(10)
(232)	<b>TOTAL INCOME</b>	(339)	-	33	(306)	(10)
364	<b>NET CONTROLLABLE COST</b>	257	10	6	273	6
3	Capital Charges	3	-	-	3	-
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
62	Corporate support services bought in	62	-	46	108	74
65	<b>TOTAL UNCONTROLLABLE COST</b>	65	-	46	111	71
429	<b>NET COST OF SERVICE</b>	322	10	52	384	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
429	<b>TOTAL NET EXPENDITURE</b>	322	10	52	384	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in Recharges from other services						6
Corporate support services bought in						46
						52
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>52</b>

**SERVICE DESCRIPTION**

<b>District Centres and Regeneration</b>
<p>The District Centre &amp; Regeneration division makes places where people want to be by helping create district centres that are places that residents choose to stay by ensuring that they include high quality homes, schools, leisure facilities and parks /open spaces with vibrant and attractive high streets and well-used community spaces.</p> <p>The services in the division encompass the following functions:  Homes &amp; School Improvement - Schools Capital Delivery &amp; Housing Planned Maintenance &amp; Improvement, regeneration capital delivery programmes  Regeneration - Regeneration &amp; Development  Active Lifestyles – Parks, Sports and Physical Activity  Libraries</p> <p>The key objectives of the division are to:</p> <ul style="list-style-type: none"> <li>- Work in partnership with local people to develop and regenerate our district centres</li> <li>- To encourage business to invest in our district centres and to employ local people.</li> <li>- Work towards increasing employment and reducing poverty across all our communities.</li> <li>- Support our colleagues in the People department to deliver the necessary additional school places through our schools delivery programme.</li> <li>- Ensure that all residents have the right to a decent home.</li> <li>- Undertaking several significant procurement projects for improvement work on our housing estates.</li> <li>- Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations.</li> <li>- Through sport and physical activity, promote health and wellbeing across the borough.</li> <li>- Integrating the new division – bringing together different parts of the Council that have not worked together before.</li> </ul>

**MOVEMENT IN NET EXPENDITURE**

<b>COST CENTRE</b>	<b>SERVICE</b>	<b>ORIGINAL BUDGET 2017/18 (A) £000's</b>	<b>Variations in Level of Expenditure on (A)</b>		<b>ORIGINAL BUDGET 2018/19 (D) £000's</b>	<b>% CHANGE (E) %</b>
			<b>Inflation (B) £000's</b>	<b>Other (C) £000's</b>		
<b>C1114Q</b>	Homes & School Improvement	42	12	100	<b>154</b>	267
<b>C1115Q</b>	Regeneration & Partnership	429	14	112	<b>555</b>	29
<b>C1127Q</b>	District Centres & Regeneration Directorate	162	2	16	<b>180</b>	11
<b>C1128Q</b>	Active Lifestyle	854	8	(102)	<b>760</b>	(11)
<b>C1138Q</b>	Libraries	3,802	67	179	<b>4,048</b>	6
	<b>TOTAL NET SPEND</b>	5,289	103	305	<b>5,697</b>	8

**STAFF ESTABLISHMENT NUMBERS**

<b>SERVICE</b>	<b>ORIGINAL BUDGET 2017/18 FTE STAFF</b>	<b>ORIGINAL BUDGET 2018/19 FTE STAFF</b>	<b>CHANGE IN FTE</b>
Homes & School Improvement	10.0	<b>10.0</b>	-
Regeneration & Partnership	23.4	<b>12.0</b>	(11.4)
District Centres & Regeneration Directorate	-	<b>1.0</b>	1.0
Active Lifestyle	-	<b>4.0</b>	4.0
Libraries and Culture	1.4	<b>1.0</b>	(0.4)
<b>TOTAL FTE STAFF</b>	34.8	<b>28.0</b>	(6.8)

**COST CENTRE: C1125P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,003	Employees	1,890	37	118	<b>2,045</b>	8
232	Premises related expenditure	229	-	-	<b>229</b>	-
151	Supplies and Services	85	-	61	<b>146</b>	72
3,389	Third Party Payments	3,393	66	(44)	<b>3,415</b>	1
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	-	<b>4</b>	-
318	Recharges from other services	293	-	(77)	<b>216</b>	(26)
6,097	<b>TOTAL EXPENDITURE</b>	5,894	103	58	<b>6,055</b>	3
-	Government Grants	-	-	-	-	n/a
(468)	Other Grants, reimbursements and contributions	(403)	-	-	<b>(403)</b>	-
(99)	Customer and Client Receipts	(25)	-	-	<b>(25)</b>	-
-	Interest Receivable	-	-	-	-	n/a
(1,351)	Recharges to other services	(1,411)	-	(20)	<b>(1,431)</b>	1
(1,918)	<b>TOTAL INCOME</b>	(1,839)	-	(20)	<b>(1,859)</b>	1
4,179	<b>NET CONTROLLABLE COST</b>	4,055	103	38	<b>4,196</b>	3
1,756	Capital Charges	904	-	45	<b>949</b>	5
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
356	Corporate support services bought in	330	-	222	<b>552</b>	67
2,112	<b>TOTAL UNCONTROLLABLE COST</b>	1,234	-	267	<b>1,501</b>	22
6,291	<b>NET COST OF SERVICE</b>	5,289	103	305	<b>5,697</b>	8
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
6,291	<b>TOTAL NET EXPENDITURE</b>	5,289	103	305	<b>5,697</b>	8

COST CENTRE: C1114Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
647	Employees	647	12	(6)	653	1
-	- Premises related expenditure	-	-	-	-	n/a
-	- Supplies and Services	-	-	-	-	n/a
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
13	Recharges from other services	13	-	1	14	8
660	<b>TOTAL EXPENDITURE</b>	660	12	(5)	667	1
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(641)	Recharges to other services	(641)	-	-	(641)	-
(641)	<b>TOTAL INCOME</b>	(641)	-	-	(641)	-

19	<b>NET CONTROLLABLE COST</b>	19	12	(5)	26	37
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-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
23	Corporate support services bought in	23	-	105	128	457
23	<b>TOTAL UNCONTROLLABLE COST</b>	23	-	105	128	457

42	<b>NET COST OF SERVICE</b>	42	12	100	154	267
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-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	-     Financing of Capital Expenditure	-	-	-	-	n/a
-	-     Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

42	<b>TOTAL NET EXPENDITURE</b>	42	12	100	154	267
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
Efficiency savings (incl. capitalisation opportunities)		(6)
		(6)
<u>Other resource changes</u>		
Corporate support services bought in		105
Recharges from Other services		1
		106
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>100</b>

COST CENTRE: C1115Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
767	Employees	613	14	120	747	22
-	Premises related expenditure	-	-	-	-	n/a
84	Supplies and Services	20	-	61	81	305
26	Third Party Payments	44	-	(44)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
204	Recharges from other services	213	-	(22)	191	(10)
1,082	<b>TOTAL EXPENDITURE</b>	891	14	115	1,020	14
-	Government Grants	-	-	-	-	n/a
(135)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(549)	Recharges to other services	(609)	-	(16)	(625)	3
(685)	<b>TOTAL INCOME</b>	(609)	-	(16)	(625)	3
397	<b>NET CONTROLLABLE COST</b>	282	14	99	395	40
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
173	Corporate support services bought in	147	-	13	160	9
173	<b>TOTAL UNCONTROLLABLE COST</b>	147	-	13	160	9
570	<b>NET COST OF SERVICE</b>	429	14	112	555	29
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
570	<b>TOTAL NET EXPENDITURE</b>	429	14	112	555	29
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(17)
Reduction in various budgets (including contractors, consultancy, memberships and training)						(17)
<u>Other resource changes</u>						120
Transfer of Employees from Employment and Investment PL 3.3						61
Supplies and Services						13
Corporate support services bought in						(44)
Third Party Payments						(5)
Recharges from other services						(16)
Recharges to other services						129
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>112</b>

COST CENTRE: C1127Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
77	Employees	152	2	-	154	1
-	Premises related expenditure	-	-	-	-	n/a
2	Supplies and Services	2	-	-	2	-
8	Third Party Payments	8	-	-	8	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
87	<b>TOTAL EXPENDITURE</b>	162	2	-	164	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
87	<b>NET CONTROLLABLE COST</b>	162	2	-	164	1
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	16	16	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	16	16	n/a
87	<b>NET COST OF SERVICE</b>	162	2	16	180	11
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
87	<b>TOTAL NET EXPENDITURE</b>	162	2	16	180	11
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Corporate support services bought in						16
						16
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>16</b>

COST CENTRE: C1128Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
453	Employees	404	8	4	416	3
152	Premises related expenditure	149	-	-	149	-
40	Supplies and Services	29	-	-	29	-
59	Third Party Payments	57	-	-	57	-
-	Transfer Payments	-	-	-	-	n/a
3	Transport related expenditure	3	-	-	3	-
75	Recharges from other services	52	-	(56)	(4)	(108)
782	<b>TOTAL EXPENDITURE</b>	694	8	(52)	650	(6)
-	Government Grants	-	-	-	-	n/a
(318)	Other Grants, reimbursements and contributions	(403)	-	-	(403)	-
(98)	Customer and Client Receipts	(25)	-	-	(25)	-
-	Interest Receivable	-	-	-	-	n/a
(161)	Recharges to other services	(161)	-	(4)	(165)	2
(577)	<b>TOTAL INCOME</b>	(589)	-	(4)	(593)	1
205	<b>NET CONTROLLABLE COST</b>	105	8	(56)	57	(46)
589	Capital Charges	589	-	25	614	4
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
160	Corporate support services bought in	160	-	(71)	89	(44)
749	<b>TOTAL UNCONTROLLABLE COST</b>	749	-	(46)	703	(6)
954	<b>NET COST OF SERVICE</b>	854	8	(102)	760	(11)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
954	<b>TOTAL NET EXPENDITURE</b>	854	8	(102)	760	(11)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Recharges from other services						(56)
Capital Charges						25
Corporate support services bought in						(71)
						(102)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(102)</b>

COST CENTRE: C1238Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
59	Employees	74	1	-	75	1
80	Premises related expenditure	80	-	-	80	-
25	Supplies and Services	34	-	-	34	-
3,296	Third Party Payments	3,284	66	-	3,350	2
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
26	Recharges from other services	15	-	-	15	-
3,486	<b>TOTAL EXPENDITURE</b>	3,487	67	-	3,554	2
-	Government Grants	-	-	-	-	n/a
(15)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(15)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
3,471	<b>NET CONTROLLABLE COST</b>	3,487	67	-	3,554	2
1,167	Capital Charges	315	-	20	335	6
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	159	159	n/a
1,167	<b>TOTAL UNCONTROLLABLE COST</b>	315	-	179	494	57
4,638	<b>NET COST OF SERVICE</b>	3,802	67	179	4,048	6
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
4,638	<b>TOTAL NET EXPENDITURE</b>	3,802	67	179	4,048	6
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Capital Charges						20
Corporate support services bought in						159
						179
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>179</b>



**SERVICE DESCRIPTION**

<p><b>Safety</b></p> <p>The Safety Division comprise four services - Parking, Public Protection, Community Safety (Partnership &amp; Intelligence Support and Neighbourhood Operations) and Licensing. Community Safety Management comprises directorate costs.</p> <p>Parking services are responsible for ensuring the free movement of traffic and availability of parking around the Borough. This includes on-street parking spaces, car parks and various parking permits. The Parking team is also responsible for enforcement of parking regulations and Blue Badges.</p> <p>The Public Protection Team includes the anti social behaviour team, food safety, health and safety, trading standards, pollution control and housing environmental health functions including enforcement relating to the licensing of privately rented properties (selective licensing). The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described. Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB.</p> <p>Community Safety includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Environmental response Team, which clears graffiti and other enviro improvements, the Neighbourhood Safety service, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments.</p> <p>The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises, which includes alcohol licences, betting shops, special treatments, sex establishments, scrap metal, pet shops, etc. The team also processes licences for privately rented properties and issues highways licences such as scaffolding, skips, hoardings etc.</p>
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**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1120Q	Parking		
C1121Q	Public Protection	(90)	52	189	151	(268)
C1122Q	Partnership & Intelligence Support	1,730	23	4	1,757	2
C1123Q	Licensing	(188)	1	(36)	(223)	19
C1124Q	Neighbourhood Operations	1,347	29	770	2,146	59
C1129Q	Community Safety Management	(280)	3	126	(151)	(46)
<b>TOTAL NET SPEND</b>		<b>(4,259)</b>	<b>171</b>	<b>1,410</b>	<b>(2,678)</b>	<b>(37)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Parking	105.0	99.8	(5.2)
Public Protection	66.9	69.6	2.6
Partnership & Intelligence Support	26.0	27.8	1.8
Licensing	8.0	7.9	(0.1)
Neighbourhood Operations	30.0	36.0	6.0
Community Safety Management	-	-	-
<b>TOTAL FTE STAFF</b>	<b>235.9</b>	<b>241.0</b>	<b>5.1</b>

**COST CENTRE: C1130P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,291	Employees	9,195	183	899	10,277	12
306	Premises related expenditure	334	-	116	450	35
2,144	Supplies and Services	2,004	-	(233)	1,771	(12)
104	Third Party Payments	109	-	173	282	159
-	Transfer Payments	-	-	-	-	n/a
228	Transport related expenditure	193	-	(68)	125	(35)
2,049	Recharges from other services	1,616	-	(963)	653	(60)
14,122	<b>TOTAL EXPENDITURE</b>	13,451	183	(76)	13,558	1
-	Government Grants	-	-	-	-	n/a
(146)	Other Grants, reimbursements and contributions	(141)	-	3	(138)	(2)
(14,686)	Customer and Client Receipts	(15,203)	(12)	187	(15,028)	(1)
-	Interest Receivable	-	-	-	-	n/a
(5,919)	Recharges to other services	(5,448)	-	678	(4,770)	(12)
(20,751)	<b>TOTAL INCOME</b>	(20,792)	(12)	868	(19,936)	(4)
(6,629)	<b>NET CONTROLLABLE COST</b>	(7,341)	171	792	(6,378)	(13)
115	Capital Charges	115	-	599	714	521
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,993	Corporate support services bought in	2,967	-	19	2,986	1
3,108	<b>TOTAL UNCONTROLLABLE COST</b>	3,082	-	618	3,700	20
(3,521)	<b>NET COST OF SERVICE</b>	(4,259)	171	1,410	(2,678)	(37)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(3,521)	<b>TOTAL NET EXPENDITURE</b>	(4,259)	171	1,410	(2,678)	(37)

COST CENTRE: C1120Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,214	Employees	3,484	63	85	3,632	4
189	Premises related expenditure	189	-	-	189	-
1,211	Supplies and Services	1,091	-	11	1,102	1
14	Third Party Payments	14	-	61	75	436
-	Transfer Payments	-	-	-	-	n/a
137	Transport related expenditure	87	-	(7)	80	(8)
511	Recharges from other services	511	-	(371)	140	(73)
5,276	<b>TOTAL EXPENDITURE</b>	5,376	63	(221)	5,218	(3)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(13,420)	Customer and Client Receipts	(13,520)	-	(1)	(13,521)	0
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(13,420)	<b>TOTAL INCOME</b>	(13,520)	-	(1)	(13,521)	0

(8,144)	<b>NET CONTROLLABLE COST</b>	(8,144)	63	(222)	(8,303)	2
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86	Capital Charges	86	-	619	705	720
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,280	Corporate support services bought in	1,280	-	(40)	1,240	(3)
1,366	<b>TOTAL UNCONTROLLABLE COST</b>	1,366	-	579	1,945	42

(6,778)	<b>NET COST OF SERVICE</b>	(6,778)	63	357	(6,358)	(6)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(6,778)	<b>TOTAL NET EXPENDITURE</b>	(6,778)	63	357	(6,358)	(6)
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Reduced Income from Car Parks	471
	471
<u>Strategic budget - agreed additional income / savings</u>	
Review of Commercial Suspension Charges	(60)
ANPR Traffic Controls	(162)
Increase in street pay & display charges	(100)
	(322)
<u>Other resource changes</u>	
Employee Increment increases	85
Increase in cash collection expenditure due to new working practices	61
Income realignments to cover increment and other budget realignments	(148)
Other minor variations	2
Variations in capital charges	619
Corporate support services bought in	(40)
Variations in directorate and intra departmental recharges	(371)
	208
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>357</b>

COST CENTRE: C1121Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,691	Employees	2,600	54	536	3,190	23
104	Premises related expenditure	108	-	-	108	-
186	Supplies and Services	178	-	13	191	7
10	Third Party Payments	15	-	(5)	10	(33)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	11	-	(11)	-	(100)
491	Recharges from other services	491	-	(350)	141	(71)
3,488	<b>TOTAL EXPENDITURE</b>	3,403	54	183	3,640	7
-	Government Grants	-	-	-	-	n/a
(144)	Other Grants, reimbursements and contributions	(140)	-	2	(138)	(1)
(302)	Customer and Client Receipts	(362)	(2)	56	(308)	(15)
-	Interest Receivable	-	-	-	-	n/a
(3,738)	Recharges to other services	(3,765)	-	(116)	(3,881)	3
(4,184)	<b>TOTAL INCOME</b>	(4,267)	(2)	(58)	(4,327)	1

(696)	<b>NET CONTROLLABLE COST</b>	(864)	52	125	(687)	(20)
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4	Capital Charges	4	-	(1)	3	(25)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
770	Corporate support services bought in	770	-	65	835	8
774	<b>TOTAL UNCONTROLLABLE COST</b>	774	-	64	838	8

78	<b>NET COST OF SERVICE</b>	(90)	52	189	151	(268)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

78	<b>TOTAL NET EXPENDITURE</b>	(90)	52	189	151	(268)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
Fixed Penalty Notices (FPN's) for Housing Enforcement		(10)
Statutory notices - introduce charge per hazard		(5)
Cease cost subsidy for rat treatments		(5)
Introduce charge for Food hygiene re-visits		(3)
		(23)
<u>Other resource changes</u>		
Selective License employee realignments, transfers, increment increases and employee regrading's		186
Selective License income realignment		(119)
Realignment of HRA recharge.		56
Corporate support services bought in		65
Other minor variations		24
		212
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>189</b>

COST CENTRE: C1122Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,148	Employees	1,132	24	132	1,288	14
2	Premises related expenditure	2	-	-	2	-
344	Supplies and Services	359	-	(18)	341	(5)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
41	Transport related expenditure	41	-	-	41	-
277	Recharges from other services	277	-	(85)	192	(31)
1,812	<b>TOTAL EXPENDITURE</b>	1,811	24	29	1,864	3
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(105)	Customer and Client Receipts	(133)	(1)	(5)	(139)	5
-	Interest Receivable	-	-	-	-	n/a
(334)	Recharges to other services	(324)	-	-	(324)	-
(439)	<b>TOTAL INCOME</b>	(457)	(1)	(5)	(463)	1

1,373	<b>NET CONTROLLABLE COST</b>	1,354	23	24	1,401	3
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20	Capital Charges	20	-	(20)	-	(100)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
356	Corporate support services bought in	356	-	-	356	-
376	<b>TOTAL UNCONTROLLABLE COST</b>	376	-	(20)	356	(5)

1,749	<b>NET COST OF SERVICE</b>	1,730	23	4	1,757	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,749	<b>TOTAL NET EXPENDITURE</b>	1,730	23	4	1,757	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
Crossfire contribution to become grant funded	(8)
Youth Prevention Project (YPP) no longer operates	(7)
Review Safer Croydon Radio provision	(5)
	(20)
<u>Other resource changes</u>	
Budget virement from Resources in connection with CCTV restructure	105
Variations in directorate and intra departmental recharges	(85)
Corporate support services bought in	(20)
Other minor variations	24
	24
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>4</b>

COST CENTRE: C1123Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
315	Employees	313	7	(5)	315	1
3	Premises related expenditure	27	-	11	38	41
200	Supplies and Services	180	-	(140)	40	(78)
20	Third Party Payments	20	-	132	152	660
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	4	-	(3)	1	(75)
66	Recharges from other services	66	-	(50)	16	(76)
608	<b>TOTAL EXPENDITURE</b>	610	7	(55)	562	(8)
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	(1)	-	1	-	(100)
(675)	Customer and Client Receipts	(905)	(6)	29	(882)	(3)
-	Interest Receivable	-	-	-	-	n/a
(7)	Recharges to other services	(7)	-	1	(6)	(14)
(683)	<b>TOTAL INCOME</b>	(913)	(6)	31	(888)	(3)
(75)	<b>NET CONTROLLABLE COST</b>	(303)	1	(24)	(326)	8
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
114	Corporate support services bought in	115	-	(12)	103	(10)
114	<b>TOTAL UNCONTROLLABLE COST</b>	115	-	(12)	103	(10)
39	<b>NET COST OF SERVICE</b>	(188)	1	(36)	(223)	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
39	<b>TOTAL NET EXPENDITURE</b>	(188)	1	(36)	(223)	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Realignment of Surrey St Markets budgets						68
Transfer of Skip Hire Service from Neighbourhood Service						(88)
Corporate support services bought in						(12)
Variations in directorate and intra departmental recharges						(4)
						(36)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(36)</b>

COST CENTRE: C1124Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,686	Employees	1,494	32	64	1,590	6
8	Premises related expenditure	8	-	105	113	1,313
199	Supplies and Services	192	-	(99)	93	(52)
60	Third Party Payments	60	-	(15)	45	(25)
-	Transfer Payments	-	-	-	-	n/a
38	Transport related expenditure	48	-	(45)	3	(94)
486	Recharges from other services	268	-	(108)	160	(40)
2,477	<b>TOTAL EXPENDITURE</b>	2,070	32	(98)	2,004	(3)
-	Government Grants	-	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(184)	Customer and Client Receipts	(283)	(3)	108	(178)	(37)
-	Interest Receivable	-	-	-	-	n/a
(1,352)	Recharges to other services	(864)	-	767	(97)	(89)
(1,537)	<b>TOTAL INCOME</b>	(1,147)	(3)	875	(275)	(76)

940	<b>NET CONTROLLABLE COST</b>	923	29	777	1,729	87
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5	Capital Charges	5	-	1	6	20
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
446	Corporate support services bought in	419	-	(8)	411	(2)
451	<b>TOTAL UNCONTROLLABLE COST</b>	424	-	(7)	417	(2)

1,391	<b>NET COST OF SERVICE</b>	1,347	29	770	2,146	59
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,391	<b>TOTAL NET EXPENDITURE</b>	1,347	29	770	2,146	59
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Employee increments and re-alignment of employee recharges	64
Realignment of Public Convenience Contract Expenditure	(54)
Transfer of Skip Hire Service to Licensing Division	88
Variations in directorate and intra departmental recharges	659
Other minor variations	13
	770
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>770</b>

COST CENTRE: C1129Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
237	Employees	172	3	87	262	52
-	Premises related expenditure	-	-	-	-	n/a
4	Supplies and Services	4	-	-	4	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	(2)	-	(100)
218	Recharges from other services	3	-	1	4	33
461	<b>TOTAL EXPENDITURE</b>	181	3	86	270	49
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(488)	Recharges to other services	(488)	-	26	(462)	(5)
(488)	<b>TOTAL INCOME</b>	(488)	-	26	(462)	(5)

(27)	<b>NET CONTROLLABLE COST</b>	(307)	3	112	(192)	(37)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
27	Corporate support services bought in	27	-	14	41	52
27	<b>TOTAL UNCONTROLLABLE COST</b>	27	-	14	41	52

-	<b>NET COST OF SERVICE</b>	(280)	3	126	(151)	(46)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

-	<b>TOTAL NET EXPENDITURE</b>	(280)	3	126	(151)	(46)
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\* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Creation of Head of Service Post	87
Variations in directorate and intra departmental recharges	26
Corporate support services bought in	14
Minor variance	(1)
	126
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>126</b>

## RESOURCES

### CONTENTS

	Page
DEPARTMENT OVERVIEW	REDS1
DEPARTMENT SUMMARY	REDS2
DEPARTMENT SUBJECTIVE SUMMARY	REDS3
DIVISION AND SERVICE REVENUE BUDGETS	
CUSTOMER AND CORPORATE SERVICES	RED 1.1
Customer Transformation And Communication Service Summary	RED 1.2
Facilities Management	RED 1.3
HR and Finance Service Centre	RED 1.4
Revenues and Benefits	RED 1.5
Contact Centre	RED 1.6
Transformation	RED 1.7
Information Communication Technology	RED 1.8
Business Support	RED 1.9
Customer Services Directorate	RED 1.10
Housing Benefits	RED 1.11
COMMISSIONING AND IMPROVEMENT	RED 2.1
Commissioning and Improvement Summary	RED 2.2
Resources Department Independent Travel Service	RED 2.3
C & I Directorate	RED 2.4
Corporate Planning	RED 2.5
C & I Performance and Insight	RED 2.6
C & I Corporate	RED 2.7
C & I Place and Resources	RED 2.8
Croydon Transport Service (CTS) Summary	RED 2.9
SCC Services Children Families and Learning	RED 2.10
C & I Adult Health and Housing	RED 2.11
Voluntary Sector	RED 2.12
HUMAN RESOURCES	RED 3.1
Human Resources Summary	RED 3.2
HR Consultancy Summary	RED 3.3
Health and Wellbeing	RED 3.4
Director of Human Resources	RED 3.5
Recruitment Resourcing	RED 3.6
RESOURCES DIRECTORATE SUMMARY	RED 4.1
Resources Directorate Summary	RED 4.2
FINANCE, INVESTMENT AND RISK	RED 5.1
Finance, Investment And Risk Summary	RED 5.2
Insurance, Risk and CPO Summary	RED 5.3
Treasury and Pensions	RED 5.4
Asset Management	RED 5.5
Coroners	RED 5.6
Financial Services	RED 5.7
GOVERNANCE	RED 6.1
Governance Summary	RED 6.2
Governance Team	RED 6.3
Democratic	RED 6.4
Electoral	RED 6.5
Civic Event Fund	RED 6.6
Corporate Anti-Fraud	RED 6.7
LEGAL	RED 7.1
Legal Summary	RED 7.2
Legal Business Management	RED 7.3
Litigation and Corporate Legal	RED 7.4
Commercial and Property Legal	RED 7.5
Social Care and Education Legal	RED 7.6



**KEY SERVICE TARGETS / PRIORITIES FOR 2018/19**

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2018/19 are;

- Continue to support the organisation to deliver VFM and manage its reducing budget
- Transform the back office services to continue to make them more efficient and effective
- The delivery of major ICT transformation projects around our financial platform and ICT delivery model
- Lead on reviewing our third party contracts to ensure they are delivering effectively and our model of contract management is effective
- Further improve collection rates on Council tax and Business rates so strive to be in the top quartile in London
- Embed the new in-house commercial legal support model
- Review our Governance processes to ensure we take a risk based approach to decision making
- Review of ICT sourcing model
- Replacement of Finance & Human Resources & Procurement system

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

DESCRIPTION	ACTUAL 2016/17 £000	ORIGINAL 2017/18 £000	FORECAST 2017/18 £000	BUDGET 2018/19 £000	% CHANGE %
Employees	48,560	36,567	34,262	<b>42,112</b>	23
Premises related expenditure	27,874	10,383	9,821	<b>12,257</b>	25
Supplies and Services	40,480	9,337	9,036	<b>9,856</b>	9
Third Party Payments	499	16,542	14,247	<b>14,828</b>	4
Transfer Payments	230,825	277,747	190,598	<b>277,747</b>	46
Transport related expenditure	9,196	5,949	9,505	<b>8,808</b>	(7)
Capital Charges	3,846	3,773	3,773	<b>3,187</b>	(16)
Intangible Charges	3,671	4,540	4,540	<b>2,682</b>	(41)
REFCUS	19,040	-	-	-	n/a
Corporate support services bought in	4,969	(37,806)	(37,806)	<b>(36,244)</b>	(4)
Recharges from other services	9,020	(263)	1,300	<b>336</b>	(74)
<b>TOTAL EXPENDITURE</b>	<b>397,980</b>	<b>326,769</b>	<b>239,276</b>	<b>335,569</b>	<b>40</b>
Government Grants	(230,189)	(279,642)	(191,807)	<b>(280,240)</b>	46
Other Grants, reimbursements and contributions	(13,706)	(6,230)	(5,354)	<b>(6,556)</b>	22
Customer and Client Receipts	(16,500)	(8,583)	(7,429)	<b>(9,214)</b>	24
Interest Receivable	-	(28)	(190)	<b>(28)</b>	(85)
Recharges to other services	(96,555)	(11,601)	(13,947)	<b>(14,001)</b>	0
<b>TOTAL INCOME</b>	<b>(356,950)</b>	<b>(306,084)</b>	<b>(218,727)</b>	<b>(310,039)</b>	<b>42</b>
<b>NET EXPENDITURE</b>	<b>41,030</b>	<b>5,087</b>	<b>20,549</b>	<b>25,530</b>	<b>24</b>
Contributions to / (from) Reserves	(10,261)	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>30,885</b>		<b>20,153</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(116)</b>		<b>396</b>		

**TOP FINANCIAL RISKS 2018/19**

1. Delivery of savings targets for 2018/20
2. Capacity to support change across the organisation
3. Demand for services such as SEN transport

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

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Manju Shahul-Hameed	Cabinet Member for Economy and Jobs
Councillor Hamida Ali	Cabinet Member for Communities Safety and Justice

**DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director of Resources and s151 Officer	61848
VACANT	Director of Customer and Corporate Services	
VACANT	Director of Commissioning and Improvement	
Sue Moorman	Director of Human Resources	60881
Lisa Taylor	Director of Finance, Investment and Risk (Deputy S151 Officer)	61438
Simon Maddocks	Director of Governance	65573
Jacqueline Harris-Baker	Director of Law and Monitoring Officer	62328

COST CENTRE	DIVISION
C1605P	Customer and Corporate Services
C1610P	Commissioning and Improvement
C1620P	Human Resources
C1625P	Resources Directorate
C1655P	Finance, Investment and Risk
C1670P	Governance
C1675P	Legal

**MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST 2017/18 £000's	DIVISION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,526	Customer and Corporate Services	3,929	523	(2,284)	2,168	(45)
14,799	Commissioning and Improvement	12,985	212	5,901	19,098	47
(139)	Human Resources	(36)	35	(40)	(41)	14
378	Resources Directorate	77	3	17	97	26
1,719	Finance, Investment and Risk	1,515	80	689	2,284	51
2,995	Governance	2,933	40	(56)	2,917	(1)
(1,729)	Legal	(718)	41	(316)	(993)	38
20,549	<b>TOTAL NET SPEND</b>	20,685	934	3,911	25,530	23

**STAFF ESTABLISHMENT NUMBERS**

DIVISION	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Customer and Corporate Services	600.1	589.6	(10.5)
Commissioning and Improvement	108.6	108.6	(0.0)
Human Resources	34.3	30.3	(4.0)
Resources Directorate	1.0	1.0	-
Finance, Investment and Risk	77.5	77.5	-
Governance	31.2	27.6	(3.6)
Legal	33.6	42.7	9.1
<b>TOTAL FTE STAFF</b>	886.2	877.2	(9.0)

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
34,262	Employees	36,567	734	4,811	42,112	15
9,821	Premises related expenditure	10,383	92	1,782	12,257	18
9,036	Supplies and Services	9,337	23	496	9,856	6
14,247	Third Party Payments	16,542	55	(1,769)	14,828	(10)
190,598	Transfer Payments	277,747	-	-	277,747	-
9,505	Transport related expenditure	5,949	61	2,798	8,808	48
1,300	Recharges from other services	(263)	-	599	336	(228)
268,769	<b>TOTAL EXPENDITURE</b>	356,262	965	8,717	365,944	3
(191,807)	Government Grants	(279,642)	-	(598)	(280,240)	0
(5,354)	Other Grants, reimbursements and contributions	(6,230)	-	(326)	(6,556)	5
(7,429)	Customer and Client Receipts	(8,583)	(31)	(600)	(9,214)	7
(190)	Interest Receivable	(28)	-	-	(28)	-
(13,947)	Recharges to other services	(11,601)	-	(2,400)	(14,001)	21
(218,727)	<b>TOTAL INCOME</b>	(306,084)	(31)	(3,924)	(310,039)	1
50,042	<b>NET CONTROLLABLE COST</b>	50,178	934	4,793	55,905	11
3,773	Capital Charges	3,773	-	(586)	3,187	(16)
4,540	Intangible Charges	4,540	-	(1,858)	2,682	(41)
-	REFCUS	-	-	-	-	n/a
(37,806)	Corporate support services bought in	(37,806)	-	1,562	(36,244)	(4)
(29,493)	<b>TOTAL UNCONTROLLABLE COST</b>	(29,493)	-	(882)	(30,375)	3
20,549	<b>NET COST OF SERVICE</b>	20,685	934	3,911	25,530	23
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
20,549	<b>TOTAL NET EXPENDITURE</b>	20,685	934	3,911	25,530	23
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						4,610
Strategic budget - agreed additional income / savings						(4,059)
Other resource changes						3,360
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,911</b>

**SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
		2017/18 (A) £000's	Inflation (B) £000's	Other (C) £000's	2018/19 (D) £000's	
C1600Q	Facilities Management	(38)	147	288	397	(1,145)
C1612Q	HR and Finance Service Centre	36	36	(72)	-	(100)
C1614Q	Revenue and Benefits	2,110	76	326	2,512	19
C1618Q	Contact Centre	448	60	(528)	(20)	(104)
C1620Q	Transformation	61	8	(367)	(298)	(589)
C1622Q	Information Communication Technology	968	61	(2,577)	(1,548)	(260)
C1624Q	Business Support	500	133	493	1,126	125
C1670Q	Customer Services Directorate	(156)	2	153	(1)	(99)
C1686Q	Housing Benefits	-	-	-	-	n/a
<b>TOTAL NET SPEND</b>		3,929	523	(2,284)	2,168	(45)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2017/18 FTE STAFF	2018/19 FTE STAFF	IN FTE STAFF
Facilities Management	76.4	76.4	-
HR and Finance Service Centre	45.3	42.5	(2.8)
Revenue and Benefits	144.9	138.3	(6.6)
Contact Centre	85.5	86.8	1.3
Transformation	7.0	6.0	(1.0)
Information Communication Technology	41.5	45.0	3.5
Business Support	198.4	193.6	(4.8)
Customer Services Directorate	1.0	1.0	-
Housing Benefits	-	-	-
<b>TOTAL FTE STAFF</b>	<b>600.1</b>	<b>589.6</b>	<b>(10.5)</b>

COST CENTRE: C1605P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
20,076	Employees	21,639	445	362	22,446	4
4,791	Premises related expenditure	5,393	92	1,690	7,175	33
5,782	Supplies and Services	7,018	12	302	7,332	4
6,539	Third Party Payments	7,633	2	(929)	6,706	(12)
190,420	Transfer Payments	277,476	-	-	277,476	-
255	Transport related expenditure	285	-	(2)	283	(1)
73	Recharges from other services	20	-	120	140	600
227,936	<b>TOTAL EXPENDITURE</b>	319,464	551	1,543	321,558	1
(188,500)	Government Grants	(276,691)	-	-	(276,691)	-
(4,258)	Other Grants, reimbursements and contributions	(5,191)	-	(170)	(5,361)	3
(2,954)	Customer and Client Receipts	(3,872)	(28)	(9)	(3,909)	1
-	Interest Receivable	-	-	-	-	n/a
(5,674)	Recharges to other services	(5,757)	-	(921)	(6,678)	16
(201,386)	<b>TOTAL INCOME</b>	(291,511)	(28)	(1,100)	(292,639)	0
26,550	<b>NET CONTROLLABLE COST</b>	27,953	523	443	28,919	3
2,603	Capital Charges	2,603	-	(561)	2,042	(22)
4,535	Intangible Charges	4,535	-	(1,853)	2,682	(41)
-	REFCUS	-	-	-	-	n/a
(31,162)	Corporate support services bought in	(31,162)	-	(313)	(31,475)	1
(24,024)	<b>TOTAL UNCONTROLLABLE COST</b>	(24,024)	-	(2,727)	(26,751)	11
2,526	<b>NET COST OF SERVICE</b>	3,929	523	(2,284)	2,168	(45)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,526	<b>TOTAL NET EXPENDITURE</b>	3,929	523	(2,284)	2,168	(45)

**COST CENTRE: C1600Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,066	Employees	2,919	55	(583)	2,391	(18)
4,791	Premises related expenditure	5,391	92	1,690	7,173	33
862	Supplies and Services	862	-	(90)	772	(10)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
273	Transport related expenditure	273	-	-	273	-
-	Recharges from other services	-	-	118	118	n/a
8,992	<b>TOTAL EXPENDITURE</b>	9,445	147	1,135	10,727	14
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(108)	Customer and Client Receipts	(88)	-	(3)	(91)	3
-	Interest Receivable	-	-	-	-	n/a
(2,234)	Recharges to other services	(1,479)	-	(376)	(1,855)	25
(2,342)	<b>TOTAL INCOME</b>	(1,567)	-	(379)	(1,946)	24
6,650	<b>NET CONTROLLABLE COST</b>	7,878	147	756	8,781	11
2,603	Capital Charges	2,603	-	(561)	2,042	(22)
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(10,519)	Corporate support services bought in	(10,519)	-	93	(10,426)	(1)
(7,916)	<b>TOTAL UNCONTROLLABLE COST</b>	(7,916)	-	(468)	(8,384)	6
(1,266)	<b>NET COST OF SERVICE</b>	(38)	147	288	397	(1,145)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,266)	<b>TOTAL NET EXPENDITURE</b>	(38)	147	288	397	(1,145)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Increase in Utilities Budget						1,000
						1,000
<u>Strategic budget - agreed additional income / savings</u>						
Reduced cleaning across corp estate including windows and general cleaning - to "low" but statutory standard met						(110)
Restructure of FM client team - including outsourcing data bureau						(49)
Develop commercial offer for FM schools traded services						(30)
						(189)
<u>Other resource changes</u>						
Budget virement to Safety in connection with CCTV restructure (PL 9.5)						(105)
Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 2.3, RED 5.3)						50
Decrease in Capital charges						(561)
Decrease in income received from Corporate support services bought in						93
						(523)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>288</b>

COST CENTRE: C1612Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,832	Employees	1,886	37	(61)	1,862	(1)
-	Premises related expenditure	-	-	-	-	n/a
339	Supplies and Services	339	-	596	935	176
1,645	Third Party Payments	1,708	2	(612)	1,098	(36)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
(2)	Recharges from other services	(2)	-	2	-	(100)
3,814	<b>TOTAL EXPENDITURE</b>	3,931	39	(75)	3,895	(1)
-	Government Grants	-	-	-	-	n/a
(981)	Other Grants, reimbursements and contributions	(1,087)	-	12	(1,075)	(1)
(256)	Customer and Client Receipts	(256)	(3)	3	(256)	-
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,237)	<b>TOTAL INCOME</b>	(1,343)	(3)	15	(1,331)	(1)
2,577	<b>NET CONTROLLABLE COST</b>	2,588	36	(60)	2,564	(1)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,552)	Corporate support services bought in	(2,552)	-	(12)	(2,564)	0
(2,552)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,552)	-	(12)	(2,564)	0
25	<b>NET COST OF SERVICE</b>	36	36	(72)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
25	<b>TOTAL NET EXPENDITURE</b>	36	36	(72)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
Payroll insourcing						(30)
Introduction of Oracle Cloud and staff savings						(30)
						-
						-
						-
						-
						(60)
<u>Other resource changes</u>						-
Increase in income received from Corporate support services bought in						(12)
						-
						-
						-
						-
						(12)
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(72)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1614Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,832	Employees	4,528	100	235	4,863	7
-	Premises related expenditure	-	-	-	-	n/a
1,676	Supplies and Services	1,334	-	95	1,429	7
541	Third Party Payments	647	-	(152)	495	(23)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	(2)	-	(100)
(92)	Recharges from other services	22	-	-	22	-
5,958	<b>TOTAL EXPENDITURE</b>	6,533	100	176	6,809	4
-	Government Grants	-	-	-	-	n/a
(1,357)	Other Grants, reimbursements and contributions	(2,047)	-	(182)	(2,229)	9
(2,927)	Customer and Client Receipts	(3,527)	(24)	-	(3,551)	1
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(4,284)	<b>TOTAL INCOME</b>	(5,574)	(24)	(182)	(5,780)	4
1,674	<b>NET CONTROLLABLE COST</b>	959	76	(6)	1,029	7
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	18	18	n/a
-	REFCUS	-	-	-	-	n/a
1,151	Corporate support services bought in	1,151	-	314	1,465	27
1,151	<b>TOTAL UNCONTROLLABLE COST</b>	1,151	-	332	1,483	29
2,825	<b>NET COST OF SERVICE</b>	2,110	76	326	2,512	19
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,825	<b>TOTAL NET EXPENDITURE</b>	2,110	76	326	2,512	19
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Process review and introduction of automation technology						(44)
						(44)
<u>Other resource changes</u>						
Increase in expenditure on Corporate support services bought in						314
Increase in intangible charges						18
Transfer of Home Visits Officer to Resources from Gateway (PED 4.3)						32
Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2)						6
						370
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>326</b>

COST CENTRE: C1618Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,459	Employees	2,881	60	82	3,023	5
-	Premises related expenditure	2	-	-	2	-
2	Supplies and Services	104	-	(1)	103	(1)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,461	<b>TOTAL EXPENDITURE</b>	2,987	60	81	3,128	5
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(134)	Recharges to other services	(459)	-	(51)	(510)	11
(134)	<b>TOTAL INCOME</b>	(459)	-	(51)	(510)	11
2,327	<b>NET CONTROLLABLE COST</b>	2,528	60	30	2,618	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,080)	Corporate support services bought in	(2,080)	-	(558)	(2,638)	27
(2,080)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,080)	-	(558)	(2,638)	27
247	<b>NET COST OF SERVICE</b>	448	60	(528)	(20)	(104)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
247	<b>TOTAL NET EXPENDITURE</b>	448	60	(528)	(20)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Increase in income received from Corporate support services bought in						(558)
Increase in recharges to other services (RED 1.8)						(22)
Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2)						52
						(528)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(528)</b>

COST CENTRE: C1620Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
376	Employees	476	8	(117)	367	(23)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
377	<b>TOTAL EXPENDITURE</b>	477	8	(117)	368	(23)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(81)	Recharges to other services	(81)	-	(282)	(363)	348
(81)	<b>TOTAL INCOME</b>	(81)	-	(282)	(363)	348
296	<b>NET CONTROLLABLE COST</b>	396	8	(399)	5	(99)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(335)	Corporate support services bought in	(335)	-	32	(303)	(10)
(335)	<b>TOTAL UNCONTROLLABLE COST</b>	(335)	-	32	(303)	(10)
(39)	<b>NET COST OF SERVICE</b>	61	8	(367)	(298)	(589)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(39)	<b>TOTAL NET EXPENDITURE</b>	61	8	(367)	(298)	(589)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(299)
Capitalisation of client staff costs where supporting capital projects						(299)
<u>Other resource changes</u>						(100)
Transfer of post from Transformation to Chief Executive Department ( CED 1.5)						32
Decrease in income received from Corporate support services bought in						(68)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(367)</b>

**COST CENTRE: C1622Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,921	Employees	2,343	49	49	2,441	4
-	Premises related expenditure	-	-	-	-	n/a
3,043	Supplies and Services	2,718	12	(307)	2,423	(11)
4,446	Third Party Payments	5,278	-	(165)	5,113	(3)
-	Transfer Payments	-	-	-	-	n/a
(19)	Transport related expenditure	-	-	-	-	n/a
42	Recharges from other services	-	-	-	-	n/a
9,433	<b>TOTAL EXPENDITURE</b>	10,339	61	(423)	9,977	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(147)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(793)	Recharges to other services	(544)	-	(638)	(1,182)	117
(940)	<b>TOTAL INCOME</b>	(544)	-	(638)	(1,182)	117
8,493	<b>NET CONTROLLABLE COST</b>	9,795	61	(1,061)	8,795	(10)
-	Capital Charges	-	-	-	-	n/a
4,535	Intangible Charges	4,535	-	(1,871)	2,664	(41)
-	REFCUS	-	-	-	-	n/a
(13,362)	Corporate support services bought in	(13,362)	-	355	(13,007)	(3)
(8,827)	<b>TOTAL UNCONTROLLABLE COST</b>	(8,827)	-	(1,516)	(10,343)	17
(334)	<b>NET COST OF SERVICE</b>	968	61	(2,577)	(1,548)	(260)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(334)	<b>TOTAL NET EXPENDITURE</b>	968	61	(2,577)	(1,548)	(260)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
ICT - CRM support and Maintenance						210
ICT - laptops due to organisational growth						100
						310
<u>Strategic budget - agreed additional income / savings</u>						
Further channel shift across a number of services Investment in technology						(132)
ICT Services - consolidation and reduction in licencing and software costs.						(75)
Reduction in basic capita contract price due to rebaselining and service credit						(400)
Capitalisation of client staff costs where supporting capital projects						(536)
A review and reduction in the number of mobile phones provided to staff across organisation						(100)
Leasing of BWH data centre						(100)
Savings from ongoing review and renewal of systems and software contracts						(50)
						(1,393)
<u>Other resource changes</u>						
Decrease in recharges to other services (RED 1.6)						22
Decrease in income received from Corporate support services bought in						355
Decrease in intangible charges						(1,870)
Other minor variations						(1)
						(1,494)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2,577)</b>

**COST CENTRE: C1624Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,427	Employees	6,443	134	757	7,334	14
-	Premises related expenditure	-	-	-	-	n/a
(144)	Supplies and Services	385	-	9	394	2
(93)	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	10	-	-	10	-
125	Recharges from other services	-	-	-	-	n/a
6,315	<b>TOTAL EXPENDITURE</b>	6,838	134	766	7,738	13
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
478	Customer and Client Receipts	(102)	(1)	(3)	(106)	4
-	Interest Receivable	-	-	-	-	n/a
(2,174)	Recharges to other services	(2,936)	-	426	(2,510)	(15)
(1,696)	<b>TOTAL INCOME</b>	(3,038)	(1)	423	(2,616)	(14)

4,619	<b>NET CONTROLLABLE COST</b>	3,800	133	1,189	5,122	35
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(3,300)	Corporate support services bought in	(3,300)	-	(696)	(3,996)	21
(3,300)	<b>TOTAL UNCONTROLLABLE COST</b>	(3,300)	-	(696)	(3,996)	21

1,319	<b>NET COST OF SERVICE</b>	500	133	493	1,126	125
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,319	<b>TOTAL NET EXPENDITURE</b>	500	133	493	1,126	125
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Additional Business Support expenditure on providing children's services	500
	500
<u>Strategic budget - agreed additional income / savings</u>	
Further automation and reduction in service menu and self-serve, including improved business process reengineering	(145)
	(145)
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in	(696)
Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2)	208
Reduction in recharges of staffing costs	626
	138
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>493</b>

**COST CENTRE: C1670Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
163	Employees	163	2	-	165	1
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	3	-	-	3	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
166	<b>TOTAL EXPENDITURE</b>	166	2	-	168	1
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
6	Customer and Client Receipts	101	-	(6)	95	(6)
-	Interest Receivable	-	-	-	-	n/a
(258)	Recharges to other services	(258)	-	-	(258)	-
(252)	<b>TOTAL INCOME</b>	(157)	-	(6)	(163)	4
(86)	<b>NET CONTROLLABLE COST</b>	9	2	(6)	5	(44)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(165)	Corporate support services bought in	(165)	-	159	(6)	(96)
(165)	<b>TOTAL UNCONTROLLABLE COST</b>	(165)	-	159	(6)	(96)
(251)	<b>NET COST OF SERVICE</b>	(156)	2	153	(1)	(99)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(251)	<b>TOTAL NET EXPENDITURE</b>	(156)	2	153	(1)	(99)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2)						(6)
Decrease in income received from Corporate Services bought in						159
						153
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>153</b>

**COST CENTRE: C1686Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	1,272	-	-	1,272	-
-	Third Party Payments	-	-	-	-	n/a
190,420	Transfer Payments	277,476	-	-	277,476	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
190,420	<b>TOTAL EXPENDITURE</b>	278,748	-	-	278,748	-
(188,500)	Government Grants	(276,691)	-	-	(276,691)	-
(1,920)	Other Grants, reimbursements and contributions	(2,057)	-	-	(2,057)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(190,420)	<b>TOTAL INCOME</b>	(278,748)	-	-	(278,748)	-
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
-	<b>NET COST OF SERVICE</b>	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
-	<b>TOTAL NET EXPENDITURE</b>	-	-	-	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
						-
						-
<u>Other resource changes</u>						-
						-
						-
						-
						-
						-
						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-



**SERVICE DESCRIPTION**

The Commissioning and Improvement is a hub of support services that helps the rest of the Council, with partners to;

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19	% CHANGE (E)
		(A) £000's	Inflation (B) £000's	Other (C) £000's	(D) £000's	
C1245Q	Resources Department Independent Travel Service	8,147	71	1,975	10,193	25
C1626Q	C & I Directorate	86	3	(152)	(63)	(173)
C1632Q	Corporate Planning	(220)	-	228	8	(104)
C1672Q	C & I Performance and Insight	(78)	5	360	287	(468)
C1674Q	C & I Corporate	130	27	(552)	(395)	(404)
C1676Q	C & I Place and Resources	3,333	62	677	4,072	22
C1678Q	Croydon Transport Service (CTS) Summary	24	10	(35)	(1)	(104)
C1680Q	SCC Services Children Families and Learning	64	11	(163)	(88)	(238)
C1682Q	C & I Adult Health and Housing	39	23	3,672	3,734	9,474
C1684Q	Voluntary Sector	1,460	-	(109)	1,351	(7)
	<b>TOTAL NET SPEND</b>	12,985	212	5,901	19,098	47

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Resources Department Independent Travel Service	18.7	18.7	-
C & I Directorate	1.0	1.0	-
Corporate Planning	21.0	-	(21.0)
C & I Performance and Insight	4.0	17.3	13.3
C & I Corporate	14.0	13.5	(0.5)
C & I Place and Resources	7.0	14.0	7.0
Croydon Transport Service (CTS) Summary	12.0	12.0	-
SCC Services Children Families and Learning	8.4	8.4	-
C & I Adult Health and Housing	22.5	23.7	1.2
Voluntary Sector	-	-	-
<b>TOTAL FTE STAFF</b>	108.6	108.6	(0.0)

COST CENTRE: C1610P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,854	Employees	5,502	98	4,098	<b>9,698</b>	76
263	Premises related expenditure	165	-	67	<b>232</b>	41
(3,336)	Supplies and Services	(3,221)	-	218	<b>(3,003)</b>	(7)
7,290	Third Party Payments	8,460	53	(824)	<b>7,689</b>	(9)
178	Transfer Payments	271	-	-	<b>271</b>	-
9,243	Transport related expenditure	5,660	61	2,796	<b>8,517</b>	50
274	Recharges from other services	(229)	-	395	<b>166</b>	(172)
18,766	<b>TOTAL EXPENDITURE</b>	16,608	212	6,750	<b>23,570</b>	42
(2,869)	Government Grants	(2,869)	-	(680)	<b>(3,549)</b>	24
(239)	Other Grants, reimbursements and contributions	(229)	-	(164)	<b>(393)</b>	72
(135)	Customer and Client Receipts	(63)	-	(150)	<b>(213)</b>	238
(190)	Interest Receivable	(28)	-	-	<b>(28)</b>	-
(1,587)	Recharges to other services	(1,487)	-	(433)	<b>(1,920)</b>	29
(5,020)	<b>TOTAL INCOME</b>	(4,676)	-	(1,427)	<b>(6,103)</b>	31
13,746	<b>NET CONTROLLABLE COST</b>	11,932	212	5,323	<b>17,467</b>	46
783	Capital Charges	783	-	3	<b>786</b>	0
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
270	Corporate support services bought in	270	-	575	<b>845</b>	213
1,053	<b>TOTAL UNCONTROLLABLE COST</b>	1,053	-	578	<b>1,631</b>	55
14,799	<b>NET COST OF SERVICE</b>	12,985	212	5,901	<b>19,098</b>	47
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
14,799	<b>TOTAL NET EXPENDITURE</b>	12,985	212	5,901	<b>19,098</b>	47

**RESOURCES  
COMMISSIONING AND IMPROVEMENT  
RESOURCES DEPARTMENT INDEPENDENT TRAVEL SERVICE**

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1245Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
428	Employees	516	10	73	599	16
67	Premises related expenditure	-	-	67	67	n/a
21	Supplies and Services	79	-	(58)	21	(73)
23	Third Party Payments	873	-	(808)	65	(93)
178	Transfer Payments	271	-	-	271	-
9,232	Transport related expenditure	5,659	61	2,796	8,516	50
160	Recharges from other services	(244)	-	395	151	(162)
10,109	<b>TOTAL EXPENDITURE</b>	7,154	71	2,465	9,690	35
-	Government Grants	-	-	-	-	n/a
(239)	Other Grants, reimbursements and contributions	(229)	-	(164)	(393)	72
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(256)	Recharges to other services	-	-	(256)	(256)	n/a
(495)	<b>TOTAL INCOME</b>	(229)	-	(420)	(649)	183
9,614	<b>NET CONTROLLABLE COST</b>	6,925	71	2,045	9,041	31
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
1,222	Corporate support services bought in	1,222	-	(70)	1,152	(6)
1,222	<b>TOTAL UNCONTROLLABLE COST</b>	1,222	-	(70)	1,152	(6)
10,836	<b>NET COST OF SERVICE</b>	8,147	71	1,975	10,193	25
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
10,836	<b>TOTAL NET EXPENDITURE</b>	8,147	71	1,975	10,193	25
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Growth in transport service for SEN						2,500
						-
						-
						2,500
<u>Strategic budget - agreed additional income / savings</u>						
Review of the Travel Policy to maximise use of Personal Travel Budgets & Independent Travel Opportunities						(350)
Transport-Beckmead New model						(300)
						(650)
<u>Other resource changes</u>						
Increase in income received from Corporate support services bought in						(70)
Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 1.3, RED 5.3)						195
						125
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>1,975</b>

COST CENTRE: C1626Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
302	Employees	302	3	(63)	242	(20)
-	Premises related expenditure	-	-	-	-	n/a
(357)	Supplies and Services	(357)	-	-	(357)	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
15	Recharges from other services	15	-	-	15	-
(40)	<b>TOTAL EXPENDITURE</b>	(40)	3	(63)	(100)	150
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
(40)	<b>NET CONTROLLABLE COST</b>	(40)	3	(63)	(100)	150
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
126	Corporate support services bought in	126	-	(89)	37	(71)
126	<b>TOTAL UNCONTROLLABLE COST</b>	126	-	(89)	37	(71)
86	<b>NET COST OF SERVICE</b>	86	3	(152)	(63)	(173)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
86	<b>TOTAL NET EXPENDITURE</b>	86	3	(152)	(63)	(173)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Increase in income received from Corporate support services bought in						(89)
Transfer of staff training and development budget to Resources Directorate (RED 4.2)						(63)
						(152)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(152)</b>

COST CENTRE: C1632Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	-	-	-	-	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
-	<b>NET CONTROLLABLE COST</b>	-	-	-	-	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(220)	Corporate support services bought in	(220)	-	228	8	(104)
(220)	<b>TOTAL UNCONTROLLABLE COST</b>	(220)	-	228	8	(104)
(220)	<b>NET COST OF SERVICE</b>	(220)	-	228	8	(104)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(220)	<b>TOTAL NET EXPENDITURE</b>	(220)	-	228	8	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Decrease in income received from Corporate support services bought in						228
						228
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>228</b>

COST CENTRE: C1672Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
217	Employees	237	5	255	497	110
-	Premises related expenditure	-	-	-	-	n/a
21	Supplies and Services	21	-	32	53	152
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
238	<b>TOTAL EXPENDITURE</b>	258	5	287	550	113
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
(162)	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(162)	-	-	(162)	-
(162)	<b>TOTAL INCOME</b>	(162)	-	-	(162)	-
76	<b>NET CONTROLLABLE COST</b>	96	5	287	388	304
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(174)	Corporate support services bought in	(174)	-	73	(101)	(42)
(174)	<b>TOTAL UNCONTROLLABLE COST</b>	(174)	-	73	(101)	(42)
(98)	<b>NET COST OF SERVICE</b>	(78)	5	360	287	(468)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(98)	<b>TOTAL NET EXPENDITURE</b>	(78)	5	360	287	(468)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Decrease in income received from Corporate support services bought in						73
Staff transferred from C & I Adults Health and Housing (RED 2.12)						250
ICT Licenses budget transferred from C & I Adults Health and Housing (RED 2.12)						32
Other Minor Variations						5
						360
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>360</b>

COST CENTRE: C1674Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,287	Employees	1,776	27	(806)	997	(44)
-	Premises related expenditure	-	-	-	-	n/a
110	Supplies and Services	89	-	(1)	88	(1)
215	Third Party Payments	531	-	(316)	215	(60)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,612	<b>TOTAL EXPENDITURE</b>	2,396	27	(1,123)	1,300	(46)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(105)	Recharges to other services	(105)	-	-	(105)	-
(105)	<b>TOTAL INCOME</b>	(105)	-	-	(105)	-
1,507	<b>NET CONTROLLABLE COST</b>	2,291	27	(1,123)	1,195	(48)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(2,161)	Corporate support services bought in	(2,161)	-	571	(1,590)	(26)
(2,161)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,161)	-	571	(1,590)	(26)
(654)	<b>NET COST OF SERVICE</b>	130	27	(552)	(395)	(404)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(654)	<b>TOTAL NET EXPENDITURE</b>	130	27	(552)	(395)	(404)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Decrease in income received from Corporate support services bought in						571
Staff transferred to C & I Place and Resources (RED 2.9)						(394)
In-year transfer Communities & Policy budget to Chief Executive Department (CED 1.5) as part of the set up of the Department						(729)
						(552)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(552)</b>

COST CENTRE: C1676Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
415	Employees	415	9	394	818	97
196	Premises related expenditure	165	-	-	165	-
(3,173)	Supplies and Services	(3,095)	-	-	(3,095)	-
5,348	Third Party Payments	5,348	53	300	5,701	7
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	1	-	-	1	-
64	Recharges from other services	-	-	-	-	n/a
2,851	<b>TOTAL EXPENDITURE</b>	2,834	62	694	3,590	27
(2,869)	Government Grants	(2,869)	-	-	(2,869)	-
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(102)	Customer and Client Receipts	(63)	-	-	(63)	-
(28)	Interest Receivable	(28)	-	-	(28)	-
(228)	Recharges to other services	(222)	-	-	(222)	-
(3,227)	<b>TOTAL INCOME</b>	(3,182)	-	-	(3,182)	-

(376)	<b>NET CONTROLLABLE COST</b>	(348)	62	694	408	(217)
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783	Capital Charges	783	-	3	786	0
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
2,898	Corporate support services bought in	2,898	-	(20)	2,878	(1)
3,681	<b>TOTAL UNCONTROLLABLE COST</b>	3,681	-	(17)	3,664	(0)

3,305	<b>NET COST OF SERVICE</b>	3,333	62	677	4,072	22
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

3,305	<b>TOTAL NET EXPENDITURE</b>	3,333	62	677	4,072	22
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Caring for Croydon benchmarking contract increase	300
	300
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in	(20)
Staff transferred from C & I Corporate (RED 2.8)	394
Increase in Capital Charges	3
	377
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>677</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1678Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
532	Employees	536	10	-	546	2
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	3	-	-	3	-
-	Third Party Payments	4	-	-	4	-
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
543	<b>TOTAL EXPENDITURE</b>	543	10	-	553	2
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
543	<b>NET CONTROLLABLE COST</b>	543	10	-	553	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(519)	Corporate support services bought in	(519)	-	(35)	(554)	7
(519)	<b>TOTAL UNCONTROLLABLE COST</b>	(519)	-	(35)	(554)	7
24	<b>NET COST OF SERVICE</b>	24	10	(35)	(1)	(104)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
24	<b>TOTAL NET EXPENDITURE</b>	24	10	(35)	(1)	(104)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Decrease in income received from Corporate support services bought in						(35)
						(35)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(35)</b>

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

**SERVICE SUBJECTIVE SUMMARY**

**COST CENTRE: C1680Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
555	Employees	555	11	403	969	75
-	Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	6	-	277	283	4,617
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
561	<b>TOTAL EXPENDITURE</b>	561	11	680	1,252	123
-	Government Grants	-	-	(680)	(680)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	(150)	(150)	n/a
-	Interest Receivable	-	-	-	-	n/a
(191)	Recharges to other services	(191)	-	-	(191)	-
(191)	<b>TOTAL INCOME</b>	(191)	-	(830)	(1,021)	435
370	<b>NET CONTROLLABLE COST</b>	370	11	(150)	231	(38)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(306)	Corporate support services bought in	(306)	-	(13)	(319)	4
(306)	<b>TOTAL UNCONTROLLABLE COST</b>	(306)	-	(13)	(319)	4
64	<b>NET COST OF SERVICE</b>	64	11	(163)	(88)	(238)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
64	<b>TOTAL NET EXPENDITURE</b>	64	11	(163)	(88)	(238)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(150)
Additional income from trading - equipment services						(150)
<u>Other resource changes</u>						(13)
Decrease in income received from Corporate support services bought in						(13)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(163)</b>

COST CENTRE: C1682Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,118	Employees	1,165	23	3,842	5,030	332
-	Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	33	-	(32)	1	(97)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
35	Recharges from other services	-	-	-	-	n/a
1,188	<b>TOTAL EXPENDITURE</b>	1,198	23	3,810	5,031	320
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(33)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(427)	Recharges to other services	(427)	-	(77)	(504)	18
(460)	<b>TOTAL INCOME</b>	(427)	-	(77)	(504)	18
728	<b>NET CONTROLLABLE COST</b>	771	23	3,733	4,527	487
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(732)	Corporate support services bought in	(732)	-	(61)	(793)	8
(732)	<b>TOTAL UNCONTROLLABLE COST</b>	(732)	-	(61)	(793)	8
(4)	<b>NET COST OF SERVICE</b>	39	23	3,672	3,734	9,474
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(4)	<b>TOTAL NET EXPENDITURE</b>	39	23	3,672	3,734	9,474
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Decrease in income received from Corporate support services bought in						(61)
Centralisation of Commissioning Budgets from Disability Commissioning And Brokerage (PED 5.8)						4,015
Staff transferred to C & I Performance and Insight (RED 2.7)						(250)
ICT Licenses budget transferred to C & I Performance and Insight (RED 2.7)						(32)
						3,672
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>3,672</b>

COST CENTRE: C1684Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
1,704	Third Party Payments	1,704	-	-	1,704	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,704	<b>TOTAL EXPENDITURE</b>	1,704	-	-	1,704	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(380)	Recharges to other services	(380)	-	(100)	(480)	26
(380)	<b>TOTAL INCOME</b>	(380)	-	(100)	(480)	26
1,324	<b>NET CONTROLLABLE COST</b>	1,324	-	(100)	1,224	(8)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
136	Corporate support services bought in	136	-	(9)	127	(7)
136	<b>TOTAL UNCONTROLLABLE COST</b>	136	-	(9)	127	(7)
1,460	<b>NET COST OF SERVICE</b>	1,460	-	(109)	1,351	(7)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,460	<b>TOTAL NET EXPENDITURE</b>	1,460	-	(109)	1,351	(7)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Increase in income received from Corporate support services bought in						(9)
Community Fund transfer from Disability Commissioning and Brokerage (PED 5.8)						(100)
						(109)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(109)</b>

**SERVICE DESCRIPTION**

The Human Resources Division provides a range of services designed to support the organisation through supporting a workforce that is sustainable, skilled and well-led. The work of the division involves the determination of people strategy, HR policy, pay and reward, recruitment and selection, workforce monitoring and planning, organisational change and employee relations.

Provision of HR management information, payroll services and establishment control, is provided within the Finance Service Centre but works closely with the HR team

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1648Q	HR Consultancy	(40)	23	47	30	(175)
C1650Q	Health and Wellbeing	3	1	(4)	-	(100)
C1652Q	Director of Human Resources	-	2	(52)	(50)	n/a
C1690Q	Recruitment Resourcing	1	9	(31)	(21)	(2,200)
<b>TOTAL NET SPEND</b>		<b>(36)</b>	<b>35</b>	<b>(40)</b>	<b>(41)</b>	<b>14</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
HR Consultancy	20.4	20.4	-
Health and Wellbeing	3.0	-	(3.0)
Director of Human Resources	1.0	1.0	-
Recruitment Resourcing	9.9	8.9	(1.0)
<b>TOTAL FTE STAFF</b>	<b>34.3</b>	<b>30.3</b>	<b>(4.0)</b>

**COST CENTRE: C1620P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,902	Employees	1,851	36	(182)	1,705	(8)
-	Premises related expenditure	-	-	-	-	n/a
435	Supplies and Services	394	-	82	476	21
11	Third Party Payments	11	-	(10)	1	(91)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
46	Recharges from other services	(1)	-	-	(1)	-
2,394	<b>TOTAL EXPENDITURE</b>	2,255	36	(110)	2,181	(3)
-	Government Grants	-	-	-	-	n/a
(48)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(216)	Customer and Client Receipts	(195)	(1)	(1)	(197)	1
-	Interest Receivable	-	-	-	-	n/a
(487)	Recharges to other services	(314)	-	-	(314)	-
(751)	<b>TOTAL INCOME</b>	(509)	(1)	(1)	(511)	0
1,643	<b>NET CONTROLLABLE COST</b>	1,746	35	(111)	1,670	(4)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,782)	Corporate support services bought in	(1,782)	-	71	(1,711)	(4)
(1,782)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,782)	-	71	(1,711)	(4)
(139)	<b>NET COST OF SERVICE</b>	(36)	35	(40)	(41)	14
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(139)	<b>TOTAL NET EXPENDITURE</b>	(36)	35	(40)	(41)	14

COST CENTRE: C1648Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,161	Employees	1,149	23	9	1,181	3
-	Premises related expenditure	-	-	-	-	n/a
156	Supplies and Services	45	-	-	45	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2	Recharges from other services	-	-	-	-	n/a
1,319	<b>TOTAL EXPENDITURE</b>	1,194	23	9	1,226	3
-	Government Grants	-	-	-	-	n/a
(48)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(150)	Customer and Client Receipts	(28)	-	-	(28)	-
-	Interest Receivable	-	-	-	-	n/a
(47)	Recharges to other services	(49)	-	-	(49)	-
(245)	<b>TOTAL INCOME</b>	(77)	-	-	(77)	-
1,074	<b>NET CONTROLLABLE COST</b>	1,117	23	9	1,149	3
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,157)	Corporate support services bought in	(1,157)	-	38	(1,119)	(3)
(1,157)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,157)	-	38	(1,119)	(3)
(83)	<b>NET COST OF SERVICE</b>	(40)	23	47	30	(175)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(83)	<b>TOTAL NET EXPENDITURE</b>	(40)	23	47	30	(175)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
Decrease in income received from Corporate support services bought in						38
Other minor variances						9
						47
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>47</b>

COST CENTRE: C1650Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
66	Employees	129	2	(131)	-	(100)
-	- Premises related expenditure	-	-	-	-	n/a
114	Supplies and Services	83	-	82	165	99
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
17	Recharges from other services	-	-	-	-	n/a
197	<b>TOTAL EXPENDITURE</b>	212	2	(49)	165	(22)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
(71)	Customer and Client Receipts	(97)	(1)	-	(98)	1
-	- Interest Receivable	-	-	-	-	n/a
(12)	Recharges to other services	-	-	-	-	n/a
(83)	<b>TOTAL INCOME</b>	(97)	(1)	-	(98)	1
114	<b>NET CONTROLLABLE COST</b>	115	1	(49)	67	(42)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(112)	Corporate support services bought in	(112)	-	45	(67)	(40)
(112)	<b>TOTAL UNCONTROLLABLE COST</b>	(112)	-	45	(67)	(40)
2	<b>NET COST OF SERVICE</b>	3	1	(4)	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2	<b>TOTAL NET EXPENDITURE</b>	3	1	(4)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings Redesign Occupational Health Services						(50)
Other resource changes						(50)
Decrease in income received from Corporate support services bought in						45
Other minor variances						1
						46
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(4)</b>

**COST CENTRE: C1652Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
120	Employees	174	2	(39)	137	(21)
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	-	1	-
11	Third Party Payments	11	-	(10)	1	(91)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
26	Recharges from other services	-	-	-	-	n/a
158	<b>TOTAL EXPENDITURE</b>	186	2	(49)	139	(25)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
158	<b>NET CONTROLLABLE COST</b>	186	2	(49)	139	(25)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(186)	Corporate support services bought in	(186)	-	(3)	(189)	2
(186)	<b>TOTAL UNCONTROLLABLE COST</b>	(186)	-	(3)	(189)	2
(28)	<b>NET COST OF SERVICE</b>	-	2	(52)	(50)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(28)	<b>TOTAL NET EXPENDITURE</b>	-	2	(52)	(50)	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Transfer of staff training and development budget to Resources Directorate (RED 4.2)						(40)
Increase in income received from Corporate support services bought in						(3)
Other minor variations						(9)
						(52)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(52)</b>

COST CENTRE: C1960Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
555	Employees	399	9	(21)	387	(3)
-	- Premises related expenditure	-	-	-	-	n/a
164	Supplies and Services	265	-	-	265	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	(1)	-	-	(1)	-
720	<b>TOTAL EXPENDITURE</b>	663	9	(21)	651	(2)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
5	Customer and Client Receipts	(70)	-	(1)	(71)	1
-	- Interest Receivable	-	-	-	-	n/a
(428)	Recharges to other services	(265)	-	-	(265)	-
(423)	<b>TOTAL INCOME</b>	(335)	-	(1)	(336)	0
297	<b>NET CONTROLLABLE COST</b>	328	9	(22)	315	(4)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(327)	Corporate support services bought in	(327)	-	(9)	(336)	3
(327)	<b>TOTAL UNCONTROLLABLE COST</b>	(327)	-	(9)	(336)	3
(30)	<b>NET COST OF SERVICE</b>	1	9	(31)	(21)	(2,200)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(30)	<b>TOTAL NET EXPENDITURE</b>	1	9	(31)	(21)	(2,200)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(21)
Vacancy deletion						(21)
Other resource changes						(9)
Increase in income received from Corporate support services bought in						(1)
Other minor variances						(10)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(31)</b>

**SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1655P	Resources Directorate Summary	77	3	17	97	26
	<b>TOTAL NET SPEND</b>	77	3	17	97	26

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Resources Directorate Summary	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	1.0	1.0	-

**COST CENTRE: C1655P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
457	Employees	156	3	160	319	104
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
457	<b>TOTAL EXPENDITURE</b>	156	3	160	319	104
-	Government Grants	-	-	-	-	n/a
(31)	Other Grants, reimbursements and contributions	(31)	-	(9)	(40)	29
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(48)	Recharges to other services	(48)	-	(12)	(60)	25
(79)	<b>TOTAL INCOME</b>	(79)	-	(21)	(100)	27
378	<b>NET CONTROLLABLE COST</b>	77	3	139	219	184
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(122)	(122)	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	(122)	(122)	n/a
378	<b>NET COST OF SERVICE</b>	77	3	17	97	26
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
378	<b>TOTAL NET EXPENDITURE</b>	77	3	17	97	26
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Budget realignment between Business Support (RED 1.9), Contact Centre (RED 1.6), Revenues and Benefits (RED 1.5), Customer Services Directorate (RED 1.10) and Resources Directorate (RED 4.2)						(260)
Allocation of additional National Insurance Contributions						296
Transfer of staff training and development budget to Resources Directorate (RED 2.4 and RED 3.5)						103
Increase in income received from Corporate support services bought in						(122)
						17
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>17</b>

**SERVICE DESCRIPTION**

The Finance, Investment and Risk Division consists of 4 service areas;  
Financial Services; Pensions and Treasury; Asset Management and Risk, Insurance and Business Continuity (including Coroners Services).

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

**Insurance, Risk and Business Continuity (including Coroners Services)**  
Support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
		2017/18 (A) £000's	Inflation (B) £000's	Other (C) £000's	2018/19 (D) £000's	
C1606Q	Insurance, Risk and Business Continuity	-	10	5	15	n/a
C1608Q	Treasury and Pensions	(7)	12	(5)	-	(100)
C1610Q	Asset Management	746	6	222	974	31
C1642Q	Coroners	393	-	(2)	391	(1)
C1910-14Q	Financial Services	383	52	469	904	136
	<b>TOTAL NET SPEND</b>	1,515	80	689	2,284	51

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Insurance, Risk and Business Continuity	9.0	9.0	-
Treasury and Pensions	8.7	9.7	1.0
Asset Management	6.0	6.0	-
Coroners	-	-	-
Financial Services	53.8	52.8	(1.0)
<b>TOTAL FTE STAFF</b>	77.5	77.5	-

COST CENTRE: C1665P

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,766	Employees	4,158	80	(171)	4,067	(2)
4,746	Premises related expenditure	4,820	-	23	4,843	0
3,088	Supplies and Services	2,979	2	(35)	2,946	(1)
384	Third Party Payments	383	-	(1)	382	(0)
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
193	Recharges from other services	-	-	-	-	n/a
12,178	<b>TOTAL EXPENDITURE</b>	12,342	82	(184)	12,240	(1)
-	Government Grants	-	-	-	-	n/a
(492)	Other Grants, reimbursements and contributions	(492)	-	(21)	(513)	4
(4,032)	Customer and Client Receipts	(4,365)	(2)	(358)	(4,725)	8
-	Interest Receivable	-	-	-	-	n/a
(1,437)	Recharges to other services	(1,472)	-	-	(1,472)	-
(5,961)	<b>TOTAL INCOME</b>	(6,329)	(2)	(379)	(6,710)	6
6,217	<b>NET CONTROLLABLE COST</b>	6,013	80	(563)	5,530	(8)
387	Capital Charges	387	-	(28)	359	(7)
5	Intangible Charges	5	-	(5)	-	(100)
-	REFCUS	-	-	-	-	n/a
(4,890)	Corporate support services bought in	(4,890)	-	1,285	(3,605)	(26)
(4,498)	<b>TOTAL UNCONTROLLABLE COST</b>	(4,498)	-	1,252	(3,246)	(28)
1,719	<b>NET COST OF SERVICE</b>	1,515	80	689	2,284	51
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,719	<b>TOTAL NET EXPENDITURE</b>	1,515	80	689	2,284	51

**COST CENTRE: C1606Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
551	Employees	536	10	(2)	544	1
30	Premises related expenditure	30	-	-	30	-
2,499	Supplies and Services	2,647	-	17	2,664	1
17	Third Party Payments	2	-	-	2	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	2	-	-	2	-
2	Recharges from other services	-	-	-	-	n/a
3,100	<b>TOTAL EXPENDITURE</b>	3,217	10	15	3,242	1
-	Government Grants	-	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(65)	-	-	(65)	-
(716)	Customer and Client Receipts	(835)	-	-	(835)	-
-	Interest Receivable	-	-	-	-	n/a
(1,201)	Recharges to other services	(1,206)	-	-	(1,206)	-
(1,982)	<b>TOTAL INCOME</b>	(2,106)	-	-	(2,106)	-
1,118	<b>NET CONTROLLABLE COST</b>	1,111	10	15	1,136	2
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,111)	Corporate support services bought in	(1,111)	-	(10)	(1,121)	1
(1,111)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,111)	-	(10)	(1,121)	1
7	<b>NET COST OF SERVICE</b>	-	10	5	15	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
7	<b>TOTAL NET EXPENDITURE</b>	-	10	5	15	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
Transfer of Local Authority Trading Company 4-month budget from People Department (PED 5.12, RED 1.3, RED 2.3)						15
Increase in income received from Corporate support services bought in						(10)
						5
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>5</b>

COST CENTRE: C1608Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
529	Employees	601	10	40	651	8
-	Premises related expenditure	-	-	-	-	n/a
104	Supplies and Services	72	2	-	74	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
633	<b>TOTAL EXPENDITURE</b>	673	12	40	725	8
-	Government Grants	-	-	-	-	n/a
(390)	Other Grants, reimbursements and contributions	(390)	-	(21)	(411)	5
(53)	Customer and Client Receipts	(30)	-	-	(30)	-
-	Interest Receivable	-	-	-	-	n/a
(16)	Recharges to other services	(16)	-	-	(16)	-
(459)	<b>TOTAL INCOME</b>	(436)	-	(21)	(457)	5
174	<b>NET CONTROLLABLE COST</b>	237	12	19	268	13
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(244)	Corporate support services bought in	(244)	-	(24)	(268)	10
(244)	<b>TOTAL UNCONTROLLABLE COST</b>	(244)	-	(24)	(268)	10
(70)	<b>NET COST OF SERVICE</b>	(7)	12	(5)	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(70)	<b>TOTAL NET EXPENDITURE</b>	(7)	12	(5)	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Transfer of finance officer's post (RED 5.7)						40
Contributions from Pension Fund to fund 0.5 FTE post						(21)
Increase in income received from Corporate support services bought in						(24)
						(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(5)</b>

**COST CENTRE: C1610Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
256	Employees	368	8	-	376	2
4,716	Premises related expenditure	4,790	-	23	4,813	0
198	Supplies and Services	182	-	(27)	155	(15)
16	Third Party Payments	30	-	-	30	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
73	Recharges from other services	-	-	-	-	n/a
5,259	<b>TOTAL EXPENDITURE</b>	5,370	8	(4)	5,374	0
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,263)	Customer and Client Receipts	(3,500)	(2)	(358)	(3,860)	10
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(30)	-	-	(30)	-
(3,263)	<b>TOTAL INCOME</b>	(3,530)	(2)	(358)	(3,890)	10
1,996	<b>NET CONTROLLABLE COST</b>	1,840	6	(362)	1,484	(19)
387	Capital Charges	387	-	(28)	359	(7)
5	Intangible Charges	5	-	(5)	-	(100)
-	REFCUS	-	-	-	-	n/a
(1,486)	Corporate support services bought in	(1,486)	-	617	(869)	(42)
(1,094)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,094)	-	584	(510)	(53)
902	<b>NET COST OF SERVICE</b>	746	6	222	974	31
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
902	<b>TOTAL NET EXPENDITURE</b>	746	6	222	974	31
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Management of estate - surrendering leases, lettings and different use of assets.						(362)
						(362)
<u>Other resource changes</u>						
Reduction in capital charges						(33)
Decrease in income received from Corporate support services bought in						617
						584
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>222</b>

COST CENTRE: C1642Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
(1)	Supplies and Services	(1)	-	1	-	(100)
351	Third Party Payments	351	-	(1)	350	(0)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
350	<b>TOTAL EXPENDITURE</b>	350	-	-	350	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	350	-	-	350	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
43	Corporate support services bought in	43	-	(2)	41	(5)
43	<b>TOTAL UNCONTROLLABLE COST</b>	43	-	(2)	41	(5)
393	<b>NET COST OF SERVICE</b>	393	-	(2)	391	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
393	<b>TOTAL NET EXPENDITURE</b>	393	-	(2)	391	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Decrease in expenditure on Corporate support services bought in						(2)
						(2)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(2)</b>

**COST CENTRE: C1910-14Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,430	Employees	2,653	52	(209)	2,496	(6)
-	- Premises related expenditure	-	-	-	-	n/a
288	Supplies and Services	79	-	(26)	53	(33)
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
118	Recharges from other services	-	-	-	-	n/a
2,836	<b>TOTAL EXPENDITURE</b>	2,732	52	(235)	2,549	(7)
-	- Government Grants	-	-	-	-	n/a
(37)	- Other Grants, reimbursements and contributions	(37)	-	-	(37)	-
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
(220)	- Recharges to other services	(220)	-	-	(220)	-
(257)	<b>TOTAL INCOME</b>	(257)	-	-	(257)	-
2,579	<b>NET CONTROLLABLE COST</b>	2,475	52	(235)	2,292	(7)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
(2,092)	- Corporate support services bought in	(2,092)	-	704	(1,388)	(34)
(2,092)	<b>TOTAL UNCONTROLLABLE COST</b>	(2,092)	-	704	(1,388)	(34)
487	<b>NET COST OF SERVICE</b>	383	52	469	904	136
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
487	<b>TOTAL NET EXPENDITURE</b>	383	52	469	904	136
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(216)
Further transformation of finance team and processes						(216)
<u>Other resource changes</u>						(19)
Transfer of finance officer's post (RED 5.4)						704
Decrease in income received from Corporate support services bought in						685
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>469</b>



**SERVICE DESCRIPTION**

The Governance Division consists of the following service areas;  
Corporate Anti-Fraud, Governance, Democratic Services & Scrutiny, Electoral Services.

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

The Governance Team provides advice and support to the organisation on matters of good governance. It includes the Council's internal audit service which gives assurance on the effectiveness of risk management, internal control and governance.

The Democratic Services and Scrutiny team provides support to Members and the democratic process, including the management of meetings and support for scrutiny.

The Electoral Services team maintains the register of electors and organises the running of elections and referenda and the Civic Event Fund.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1604Q	Governance Team	(248)	13	235	-	(100)
C1636Q	Democratic	2,439	12	30	2,481	2
C1638Q	Electoral	451	5	(58)	398	(12)
C1690Q	Civic Event Fund	38	-	-	38	-
C1920Q	Corporate Anti-Fraud	253	10	(263)	-	(100)
	<b>TOTAL NET SPEND</b>	2,933	40	(56)	2,917	(1)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Governance Team	16.1	2.0	(14.1)
Democratic	9.5	9.0	(0.5)
Electoral	5.5	5.3	(0.2)
Civic Event Fund	-	-	-
Corporate Anti-Fraud	-	11.3	11.3
<b>TOTAL FTE STAFF</b>	31.2	27.6	(3.6)

**COST CENTRE: C1670P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,532	Employees	1,417	31	10	1,458	3
21	Premises related expenditure	5	-	2	7	40
2,921	Supplies and Services	2,607	9	(271)	2,345	(10)
1	Third Party Payments	11	-	(5)	6	(45)
-	Transfer Payments	-	-	-	-	n/a
6	Transport related expenditure	2	-	4	6	200
118	Recharges from other services	(58)	-	84	26	(145)
4,599	<b>TOTAL EXPENDITURE</b>	3,984	40	(176)	3,848	(3)
(438)	Government Grants	(82)	-	82	-	(100)
(315)	Other Grants, reimbursements and contributions	(128)	-	38	(90)	(30)
(92)	Customer and Client Receipts	(88)	-	(82)	(170)	93
-	Interest Receivable	-	-	-	-	n/a
(232)	Recharges to other services	(226)	-	-	(226)	-
(1,077)	<b>TOTAL INCOME</b>	(524)	-	38	(486)	(7)
3,522	<b>NET CONTROLLABLE COST</b>	3,460	40	(138)	3,362	(3)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(527)	Corporate support services bought in	(527)	-	82	(445)	(16)
(527)	<b>TOTAL UNCONTROLLABLE COST</b>	(527)	-	82	(445)	(16)
2,995	<b>NET COST OF SERVICE</b>	2,933	40	(56)	2,917	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,995	<b>TOTAL NET EXPENDITURE</b>	2,933	40	(56)	2,917	(1)

COST CENTRE: C1604Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
748	Employees	205	4	(70)	139	(32)
-	Premises related expenditure	-	-	-	-	n/a
850	Supplies and Services	748	9	(105)	652	(13)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
1	Recharges from other services	-	-	-	-	n/a
1,600	<b>TOTAL EXPENDITURE</b>	953	13	(175)	791	(17)
(122)	Government Grants	-	-	-	-	n/a
(109)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(90)	Customer and Client Receipts	(83)	-	33	(50)	(40)
-	Interest Receivable	-	-	-	-	n/a
(100)	Recharges to other services	-	-	-	-	n/a
(421)	<b>TOTAL INCOME</b>	(83)	-	33	(50)	(40)
1,179	<b>NET CONTROLLABLE COST</b>	870	13	(142)	741	(15)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1,118)	Corporate support services bought in	(1,118)	-	377	(741)	(34)
(1,118)	<b>TOTAL UNCONTROLLABLE COST</b>	(1,118)	-	377	(741)	(34)
61	<b>NET COST OF SERVICE</b>	(248)	13	235	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
61	<b>TOTAL NET EXPENDITURE</b>	(248)	13	235	-	(100)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Restructure savings anticipated within the division						(75)
Savings arising from the new Internal Audit contract						(47)
Planned national efficiencies by the External Auditor						(20)
						(142)
<u>Other resource changes</u>						
Decrease in income received from Corporate support services bought in						377
						377
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>235</b>

COST CENTRE: C1636Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
570	Employees	469	12	97	578	23
3	Premises related expenditure	4	-	2	6	50
1,530	Supplies and Services	1,669	-	(130)	1,539	(8)
-	Third Party Payments	5	-	(5)	-	(100)
-	Transfer Payments	-	-	-	-	n/a
4	Transport related expenditure	2	-	4	6	200
7	Recharges from other services	(58)	-	84	26	(145)
2,114	<b>TOTAL EXPENDITURE</b>	2,091	12	52	2,155	3
-	Government Grants	-	-	-	-	n/a
(19)	Other Grants, reimbursements and contributions	(18)	-	18	-	(100)
-	Customer and Client Receipts	-	-	(13)	(13)	-
-	Interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	-	(132)	-
(151)	<b>TOTAL INCOME</b>	(150)	-	5	(145)	(3)

1,963	<b>NET CONTROLLABLE COST</b>	1,941	12	57	2,010	4
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
498	Corporate support services bought in	498	-	(27)	471	(5)
498	<b>TOTAL UNCONTROLLABLE COST</b>	498	-	(27)	471	(5)

2,461	<b>NET COST OF SERVICE</b>	2,439	12	30	2,481	2
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

2,461	<b>TOTAL NET EXPENDITURE</b>	2,439	12	30	2,481	2
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	
	-
Strategic budget - agreed additional income / savings	
	-
Other resource changes	
Realignment of Members National Insurance budget	126
Realignment of employees budget	(29)
Realignment of supplies and services budget	(130)
Realignment of recharges from other services	26
Realignment of fees, charges and other grants and contributions budgets	5
Reduction in historic recharges to other services	57
Decrease in corporate support services bought in	(27)
Other Minor Variations	2
	30
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>30</b>

COST CENTRE: C1638Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
214	Employees	233	5	(17)	221	(5)
18	Premises related expenditure	1	-	-	1	-
512	Supplies and Services	126	-	(36)	90	(29)
-	Third Party Payments	5	-	-	5	-
-	Transfer Payments	-	-	-	-	n/a
1	Transport related expenditure	-	-	-	-	n/a
110	Recharges from other services	-	-	-	-	n/a
855	<b>TOTAL EXPENDITURE</b>	365	5	(53)	317	(13)
(316)	Government Grants	-	-	-	-	n/a
(187)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(505)	<b>TOTAL INCOME</b>	-	-	-	-	n/a
350	<b>NET CONTROLLABLE COST</b>	365	5	(53)	317	(13)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
86	Corporate support services bought in	86	-	(5)	81	(6)
86	<b>TOTAL UNCONTROLLABLE COST</b>	86	-	(5)	81	(6)
436	<b>NET COST OF SERVICE</b>	451	5	(58)	398	(12)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
436	<b>TOTAL NET EXPENDITURE</b>	451	5	(58)	398	(12)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(38)
Reshaping election services						(38)
<u>Other resource changes</u>						
Transfer of 0.25 FTE management post from CEO department (CEO 1.4)						21
Reduction in historic recharges to other services (RED 6.4 and CED 1.4)						(36)
Decrease in expenditure on Corporate support services bought in						(5)
						(20)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(58)</b>

COST CENTRE: C1690Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
29	Supplies and Services	30	-	-	30	-
1	Third Party Payments	1	-	-	1	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
30	<b>TOTAL EXPENDITURE</b>	31	-	-	31	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
30	<b>NET CONTROLLABLE COST</b>	31	-	-	31	-
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
7	Corporate support services bought in	7	-	-	7	-
7	<b>TOTAL UNCONTROLLABLE COST</b>	7	-	-	7	-
37	<b>NET COST OF SERVICE</b>	38	-	-	38	-
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
37	<b>TOTAL NET EXPENDITURE</b>	38	-	-	38	-
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						-
<u>Other resource changes</u>						-
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						-

COST CENTRE: C1920Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	510	10	-	520	2
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	34	-	-	34	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
-	<b>TOTAL EXPENDITURE</b>	544	10	-	554	2
-	Government Grants	(82)	-	82	-	(100)
-	Other Grants, reimbursements and contributions	(110)	-	20	(90)	(18)
-	Customer and Client Receipts	(5)	-	(102)	(107)	2,040
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	(94)	-	-	(94)	-
-	<b>TOTAL INCOME</b>	(291)	-	-	(291)	-

-	<b>NET CONTROLLABLE COST</b>	253	10	-	263	4
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	(263)	(263)	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	(263)	(263)	n/a

-	<b>NET COST OF SERVICE</b>	253	10	(263)	-	(100)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

-	<b>TOTAL NET EXPENDITURE</b>	253	10	(263)	-	(100)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in	(263)
	(263)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(263)</b>



**SERVICE DESCRIPTION**

Croydon Legal Services ( CLS ) is structured across three main teams: Litigation and Corporate Legal dealing with litigation, housing and corporate governance. Commercial and Property Legal dealing with commercial, property, planning and internal legal support to major projects. Social Care and Education Legal dealing with child protection, adult social care and education.

A new contract for specified external services will commence on 1 January 2018 for five years, establishing a strategic partnering arrangement with a single legal provider. A legal business manager has contract management responsibility for the contract, providing dedicated support to instructing officers and a gatekeeping role to ensure the cost effectiveness of legal services from the strategic partner.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C1950Q	Legal Business Management Team	(44)	5	457	418	(1,050)
C1952Q	Litigation and Corporate Legal	(178)	11	(121)	(288)	62
C1954Q	Commercial and Property Legal	-	5	(83)	(78)	n/a
C1956Q	Social Care and Education Legal	(496)	20	(569)	(1,045)	111
	<b>TOTAL NET SPEND</b>	<b>(718)</b>	<b>41</b>	<b>(316)</b>	<b>(993)</b>	<b>(878)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal Business Management Team	33.6	8.0	(25.6)
Litigation and Corporate Legal	-	12.0	12.0
Commercial and Property Legal	-	6.2	6.2
Social Care and Education Legal	-	16.5	16.5
<b>TOTAL FTE STAFF</b>	<b>33.6</b>	<b>42.7</b>	<b>9.1</b>

**COST CENTRE: C1675P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,675	Employees	1,844	41	534	2,419	31
-	Premises related expenditure	-	-	-	-	n/a
146	Supplies and Services	(440)	-	200	(240)	(45)
22	Third Party Payments	44	-	-	44	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
596	Recharges from other services	5	-	-	5	-
2,439	<b>TOTAL EXPENDITURE</b>	1,453	41	734	2,228	53
-	Government Grants	-	-	-	-	n/a
29	Other Grants, reimbursements and contributions	(159)	-	-	(159)	-
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(4,482)	Recharges to other services	(2,297)	-	(1,034)	(3,331)	45
(4,453)	<b>TOTAL INCOME</b>	(2,456)	-	(1,034)	(3,490)	42
(2,014)	<b>NET CONTROLLABLE COST</b>	(1,003)	41	(300)	(1,262)	26
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
285	Corporate support services bought in	285	-	(16)	269	(6)
285	<b>TOTAL UNCONTROLLABLE COST</b>	285	-	(16)	269	(6)
(1,729)	<b>NET COST OF SERVICE</b>	(718)	41	(316)	(993)	38
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,729)	<b>TOTAL NET EXPENDITURE</b>	(718)	41	(316)	(993)	38

COST CENTRE: C1950Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
234	Employees	242	5	76	323	33
-	- Premises related expenditure	-	-	-	-	n/a
38	Supplies and Services	38	-	-	38	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
8	Recharges from other services	5	-	-	5	-
280	<b>TOTAL EXPENDITURE</b>	285	5	76	366	28
-	- Government Grants	-	-	-	-	n/a
29	- Other Grants, reimbursements and contributions	(159)	-	159	-	(100)
-	- Customer and Client Receipts	-	-	-	-	n/a
-	- Interest Receivable	-	-	-	-	n/a
-	- Recharges to other services	(225)	-	225	-	(100)
29	<b>TOTAL INCOME</b>	(384)	-	384	-	(100)
309	<b>NET CONTROLLABLE COST</b>	(99)	5	460	366	(470)
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
55	Corporate support services bought in	55	-	(3)	52	(5)
55	<b>TOTAL UNCONTROLLABLE COST</b>	55	-	(3)	52	(5)
364	<b>NET COST OF SERVICE</b>	(44)	5	457	418	(1,050)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
364	<b>TOTAL NET EXPENDITURE</b>	(44)	5	457	418	(1,050)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						
Realignment within Legal division to reflect new structure (RED 7.4, RED 7.5, RED 7.6)						418
Creation of 1FTE Legal Assistant post						33
Decrease in expenditure on Corporate support services bought in						(3)
Other minor variances						9
						457
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>457</b>

COST CENTRE: C1952Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
426	Employees	637	11	10	658	3
-	Premises related expenditure	-	-	-	-	n/a
65	Supplies and Services	(192)	-	100	(92)	(52)
17	Third Party Payments	33	-	(16)	17	(48)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
29	Recharges from other services	-	-	-	-	n/a
537	<b>TOTAL EXPENDITURE</b>	478	11	94	583	22
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(350)	Recharges to other services	(736)	-	(211)	(947)	29
(350)	<b>TOTAL INCOME</b>	(736)	-	(211)	(947)	29
187	<b>NET CONTROLLABLE COST</b>	(258)	11	(117)	(364)	41
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
80	Corporate support services bought in	80	-	(4)	76	(5)
80	<b>TOTAL UNCONTROLLABLE COST</b>	80	-	(4)	76	(5)
267	<b>NET COST OF SERVICE</b>	(178)	11	(121)	(288)	62
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
267	<b>TOTAL NET EXPENDITURE</b>	(178)	11	(121)	(288)	62
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Transfer of work to inhouse model						(100)
<u>Other resource changes</u>						(17)
Realignment within Legal division to reflect new structure (RED 7.3, RED 7.5, RED 7.6)						74
Creation of 1.17 FTE						(83)
Increase in recharge income						(4)
Decrease in expenditure on Corporate support services bought in						200
Transfer of previous years' savings from supplies and services to recharge income						(200)
Increase in recharge income to offset previous year's savings						9
Other minor variations						(21)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(121)</b>

COST CENTRE: C1954Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
313	Employees	-	5	394	399	n/a
-	Premises related expenditure	-	-	-	-	n/a
3	Supplies and Services	-	-	(100)	(100)	n/a
5	Third Party Payments	-	-	16	16	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
237	Recharges from other services	-	-	-	-	n/a
558	<b>TOTAL EXPENDITURE</b>	-	5	310	315	n/a
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,128)	Recharges to other services	-	-	(393)	(393)	n/a
(1,128)	<b>TOTAL INCOME</b>	-	-	(393)	(393)	n/a
(570)	<b>NET CONTROLLABLE COST</b>	-	5	(83)	(78)	n/a
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
(570)	<b>NET COST OF SERVICE</b>	-	5	(83)	(78)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(570)	<b>TOTAL NET EXPENDITURE</b>	-	5	(83)	(78)	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u>						(100)
Transfer of work to inhouse model						(100)
<u>Other resource changes</u>						17
Realignment within Legal division to reflect new structure (RED 7.3, RED 7.4, RED 7.6)						132
Creation of 2 FTE solicitor posts						(132)
Increase in recharge income						17
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(83)</b>

COST CENTRE: C1956Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
702	Employees	965	20	54	1,039	8
-	Premises related expenditure	-	-	-	-	n/a
40	Supplies and Services	(286)	-	200	(86)	(70)
-	Third Party Payments	11	-	-	11	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
322	Recharges from other services	-	-	-	-	n/a
1,064	<b>TOTAL EXPENDITURE</b>	690	20	254	964	40
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	(159)	(159)	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(3,004)	Recharges to other services	(1,336)	-	(655)	(1,991)	49
(3,004)	<b>TOTAL INCOME</b>	(1,336)	-	(814)	(2,150)	61
(1,940)	<b>NET CONTROLLABLE COST</b>	(646)	20	(560)	(1,186)	84
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
150	Corporate support services bought in	150	-	(9)	141	(6)
150	<b>TOTAL UNCONTROLLABLE COST</b>	150	-	(9)	141	(6)
(1,790)	<b>NET COST OF SERVICE</b>	(496)	20	(569)	(1,045)	111
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1,790)	<b>TOTAL NET EXPENDITURE</b>	(496)	20	(569)	(1,045)	111
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						(100)
Transfer of work to inhouse model						(100)
Other resource changes						(418)
Realignment within Legal division to reflect new structure (RED 7.3, RED 7.4, RED 7.5)						(42)
Increase in recharge income						300
Transfer of previous years' savings from supplies and services to recharge income						(300)
Increase in recharge income to offset previous year's savings						(9)
Decrease in expenditure on Corporate support services bought in						(469)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(569)</b>

# CHIEF EXECUTIVES DEPARTMENT

## CONTENTS

	Page
DEPARTMENT OVERVIEW	CEDS1
DEPARTMENT SUMMARY	CEDS2
DEPARTMENT SUBJECTIVE SUMMARY	CEDS3
DIVISION AND SERVICE REVENUE BUDGETS	
CHIEF EXECUTIVES DEPARTMENT - STRATEGY AND PARTNERSHIP	CED 1.1
Chief Executives Department - Strategy and Partnership Summary	CED 1.2
Communications and Engagement	CED 1.3
Leaders Office	CED 1.4
Communities and Policy	CED 1.5
Learning and Organisational Development	CED 1.6
Chief Executive	CED 1.7



**KEY SERVICE TARGETS / PRIORITIES FOR 2018/19**

The Chief Executive's Office is about positioning Croydon so that it can be a successful place for all its residents and businesses. The key priorities for the year ahead include:

- Creating a clear 3 year corporate plan for the organisation and supporting business plans
- Working closely with communities and individuals so that they can contribute positively to the borough and live independently
- Promoting a clean, safe and healthy borough
- Managing and improving the reputation and influence of Croydon
- Developing a leadership programme as part of a broader culture programme

**FINANCIAL PERFORMANCE****COST CENTRE: C1900N**

DESCRIPTION	ACTUAL 2016/17 £000	ORIGINAL 2017/18 £000	FORECAST 2017/18 £000	BUDGET 2018/19 £000	% CHANGE %
Employees	2,402	2,431	2,935	<b>2,829</b>	(4)
Premises related expenditure	5	1	5	<b>5</b>	-
Supplies and Services	887	344	301	<b>301</b>	-
Third Party Payments	375	588	849	<b>890</b>	5
Transfer Payments	-	122	122	<b>122</b>	-
Transport related expenditure	9	-	17	<b>17</b>	-
Capital Charges	-	-	-	-	n/a
Intangible Charges	-	-	-	-	n/a
REFCUS	8	-	-	-	n/a
Corporate support services bought in	167	(276)	(276)	<b>(1,600)</b>	480
Recharges from other services	444	75	21	-	(100)
<b>TOTAL EXPENDITURE</b>	<b>4,297</b>	<b>3,285</b>	<b>3,974</b>	<b>2,564</b>	<b>(35)</b>
Government Grants	(6)	-	-	-	n/a
Other Grants, reimbursements and contributions	-	-	-	-	n/a
Customer and Client Receipts	(103)	(908)	(76)	<b>(826)</b>	987
Interest Receivable	-	-	-	-	n/a
Recharges from other services	(2,443)	(1,196)	(1,180)	<b>(1,180)</b>	-
<b>TOTAL INCOME</b>	<b>(2,552)</b>	<b>(2,104)</b>	<b>(1,256)</b>	<b>(2,006)</b>	<b>60</b>
<b>NET EXPENDITURE</b>	<b>1,745</b>	<b>1,181</b>	<b>2,718</b>	<b>558</b>	<b>(79)</b>
Contributions to / (from) Reserves	(266)	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>1,481</b>		<b>1,968</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(2)</b>		<b>750</b>		

**TOP FINANCIAL RISKS 2018/19**

Implementation of department restructure in 2018-19  
 Delivery of income targets  
 Demand for development support within the organisation, and for support across the wider community

## CHIEF EXECUTIVES DEPARTMENT

## DEPARTMENT SUMMARY

## CABINET MEMBER

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Manju Shahul-Hameed	Cabinet Member for Economy and Jobs
Councillor Hamida Ali	Cabinet Member for Communities Safety and Justice

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Julian Ellerby	Director of Strategy and Partnerships	65488

COST CENTRE	DIVISION
C1900P	Chief Executives Department - Strategy and Partnership

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2017/18  £000's	DIVISION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,718	Chief Executives Department - Strategy and Partnership	1,181	60	(683)	558	(53)
2,718	<b>TOTAL NET SPEND</b>	1,181	60	(683)	558	(53)

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
	Chief Executives Department - Strategy and Partnership	43.9	53.4
<b>TOTAL FTE STAFF</b>	43.9	53.4	9.5

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,935	Employees	2,431	60	338	<b>2,829</b>	16
5	Premises related expenditure	1	-	4	<b>5</b>	400
301	Supplies and Services	344	-	(43)	<b>301</b>	(13)
849	Third Party Payments	588	-	302	<b>890</b>	51
122	Transfer Payments	122	-	-	<b>122</b>	-
17	Transport related expenditure	-	-	17	<b>17</b>	n/a
21	Recharges from other services	75	-	(75)	<b>-</b>	(100)
4,250	<b>TOTAL EXPENDITURE</b>	3,561	60	543	<b>4,164</b>	17
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(908)	-	82	<b>(826)</b>	(9)
-	Interest Receivable	-	-	-	-	n/a
(1,180)	Recharges to other services	(1,196)	-	16	<b>(1,180)</b>	(1)
(1,256)	<b>TOTAL INCOME</b>	(2,104)	-	98	<b>(2,006)</b>	(5)
2,994	<b>NET CONTROLLABLE COST</b>	1,457	60	641	<b>2,158</b>	48
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(276)	Corporate support services bought in	(276)	-	(1,324)	<b>(1,600)</b>	480
(276)	<b>TOTAL UNCONTROLLABLE COST</b>	(276)	-	(1,324)	<b>(1,600)</b>	480
2,718	<b>NET COST OF SERVICE</b>	1,181	60	(683)	<b>558</b>	(53)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,718	<b>TOTAL NET EXPENDITURE</b>	1,181	60	(683)	<b>558</b>	(53)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						129
Strategic budget - agreed additional income / savings						(275)
Other resource changes						(537)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(683)</b>

**SERVICE DESCRIPTION**

The Communications and Engagement service work to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit – where no one is left behind.

The Leaders, Mayors and Cabinet Office provides a full range of private office services to enable the most senior elected members to carry out and achieve their core duties and vision. This service includes time and diary management, providing information and coordinating briefings, correspondence handling, managing casework and community visits and supporting key meetings.

The Communities and Policy team support the council in achieving its vision - including its relationships with strategic partners and community groups – with strategic planning and policy development.

Learning and Organisational Development build the organisational and workforce capability so that the council is a collaborative, inclusive and creative environment which allows talent to flourish.

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
			C1616Q	Communications and Engagement		
C1646Q	Leaders Office, Mayor and Cabinet Office	446	5	(125)	326	(27)
C1900Q	Communities and Policy	448	10	(41)	417	(7)
C1902Q	Learning and Organisational Development	291	11	(214)	88	(70)
C1904Q	Chief Executive	(1)	6	(280)	(275)	27,400
<b>TOTAL NET SPEND</b>		1,181	60	(683)	558	(53)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18	ORIGINAL BUDGET 2018/19	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Communications and Engagement	25.6	25.6	-
Leaders Office, Mayor and Cabinet Office	7.3	6.8	(0.5)
Communities and Policy	-	10	10.0
Learning and Organisational Development	10.0	10.0	-
Chief Executive	1.0	1.0	-
<b>TOTAL FTE STAFF</b>	43.9	53.4	9.5

**COST CENTRE: C1900P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,935	Employees	2,431	60	338	<b>2,829</b>	16
5	Premises related expenditure	1	-	4	<b>5</b>	400
301	Supplies and Services	344	-	(43)	<b>301</b>	(13)
849	Third Party Payments	588	-	302	<b>890</b>	51
122	Transfer Payments	122	-	-	<b>122</b>	-
17	Transport related expenditure	-	-	17	<b>17</b>	n/a
21	Recharges from other services	75	-	(75)	-	(100)
4,250	<b>TOTAL EXPENDITURE</b>	3,561	60	543	<b>4,164</b>	17
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(908)	-	82	<b>(826)</b>	(9)
-	Interest Receivable	-	-	-	-	n/a
(1,180)	Recharges to other services	(1,196)	-	16	<b>(1,180)</b>	(1)
(1,256)	<b>TOTAL INCOME</b>	(2,104)	-	98	<b>(2,006)</b>	(5)
2,994	<b>NET CONTROLLABLE COST</b>	1,457	60	641	<b>2,158</b>	48
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(276)	Corporate support services bought in	(276)	-	(1,324)	<b>(1,600)</b>	480
(276)	<b>TOTAL UNCONTROLLABLE COST</b>	(276)	-	(1,324)	<b>(1,600)</b>	480
2,718	<b>NET COST OF SERVICE</b>	1,181	60	(683)	<b>558</b>	(53)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
2,718	<b>TOTAL NET EXPENDITURE</b>	1,181	60	(683)	<b>558</b>	(53)

COST CENTRE: C1616Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,305	Employees	1,277	28	28	1,333	4
-	Premises related expenditure	-	-	-	-	n/a
154	Supplies and Services	196	-	(42)	154	(21)
304	Third Party Payments	334	-	(30)	304	(9)
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	54	-	(54)	-	(100)
1,763	<b>TOTAL EXPENDITURE</b>	1,861	28	(98)	1,791	(4)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(76)	Customer and Client Receipts	(908)	-	832	(76)	(92)
-	Interest Receivable	-	-	-	-	n/a
(407)	Recharges to other services	(423)	-	16	(407)	(4)
(483)	<b>TOTAL INCOME</b>	(1,331)	-	848	(483)	(64)

1,280	<b>NET CONTROLLABLE COST</b>	530	28	750	1,308	147
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(533)	Corporate support services bought in	(533)	-	(773)	(1,306)	145
(533)	<b>TOTAL UNCONTROLLABLE COST</b>	(533)	-	(773)	(1,306)	145

747	<b>NET COST OF SERVICE</b>	(3)	28	(23)	2	(167)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

747	<b>TOTAL NET EXPENDITURE</b>	(3)	28	(23)	2	(167)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
	-
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in	(773)
Transfer of Digital advertising income budget to Chief Executive (CED 1.7)	750
	(23)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(23)</b>

**COST CENTRE: C1646Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
244	Employees	319	5	(54)	270	(15)
-	Premises related expenditure	1	-	(1)	-	(100)
39	Supplies and Services	22	-	17	39	77
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	-	-	17	17	n/a
21	Recharges from other services	21	-	(21)	-	(100)
321	<b>TOTAL EXPENDITURE</b>	363	5	(42)	326	(10)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

321	<b>NET CONTROLLABLE COST</b>	363	5	(42)	326	(10)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
83	Corporate support services bought in	83	-	(83)	-	(100)
83	<b>TOTAL UNCONTROLLABLE COST</b>	83	-	(83)	-	(100)

404	<b>NET COST OF SERVICE</b>	446	5	(125)	326	(27)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

404	<b>TOTAL NET EXPENDITURE</b>	446	5	(125)	326	(27)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
		-
<u>Other resource changes</u>		
Increase in income received from Corporate support services bought in		(83)
Transfer of 0.25 FTE management post from the Resource department (RED 6.5) - from the Governance team		(21)
Reduction in historic recharges to other services (RED 6.4 and 6.5)		(21)
		(125)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>		<b>(125)</b>

**COST CENTRE: C1900Q**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
537	Employees	-	10	537	547	n/a
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	-	-	1	1	n/a
545	Third Party Payments	254	-	332	586	131
122	Transfer Payments	122	-	-	122	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
1,205	<b>TOTAL EXPENDITURE</b>	376	10	870	1,256	234
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a

1,205	<b>NET CONTROLLABLE COST</b>	376	10	870	1,256	234
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
72	Corporate support services bought in	72	-	(911)	(839)	(1,265)
72	<b>TOTAL UNCONTROLLABLE COST</b>	72	-	(911)	(839)	(1,265)

1,277	<b>NET COST OF SERVICE</b>	448	10	(41)	417	(7)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

1,277	<b>TOTAL NET EXPENDITURE</b>	448	10	(41)	417	(7)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Additional funding to support policy development	41
	41
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in	(911)
Transfer of post from Transformation to Chief Executive Department (RED 1.7)	100
In-year transfer Communities & Policy budget from Resources Department (RED 2.8) as part of the set up of the Department	729
	(82)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(41)</b>

COST CENTRE: C1902Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
609	Employees	595	11	102	708	19
5	Premises related expenditure	-	-	5	5	n/a
72	Supplies and Services	91	-	(19)	72	(21)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
686	<b>TOTAL EXPENDITURE</b>	686	11	88	785	14
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(36)	Recharges to other services	(36)	-	-	(36)	-
(36)	<b>TOTAL INCOME</b>	(36)	-	-	(36)	-

650	<b>NET CONTROLLABLE COST</b>	650	11	88	749	15
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(359)	Corporate support services bought in	(359)	-	(302)	(661)	84
(359)	<b>TOTAL UNCONTROLLABLE COST</b>	(359)	-	(302)	(661)	84

291	<b>NET COST OF SERVICE</b>	291	11	(214)	88	(70)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

291	<b>TOTAL NET EXPENDITURE</b>	291	11	(214)	88	(70)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
Additional funding to support organisational learning and development	88
	88
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
Increase in income received from Corporate support services bought in (i.e. recharges)	(302)
	(302)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>	<b>(214)</b>

COST CENTRE: C1904Q

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
240	Employees	240	6	(275)	(29)	(112)
-	- Premises related expenditure	-	-	-	-	n/a
35	Supplies and Services	35	-	-	35	-
-	- Third Party Payments	-	-	-	-	n/a
-	- Transfer Payments	-	-	-	-	n/a
-	- Transport related expenditure	-	-	-	-	n/a
-	- Recharges from other services	-	-	-	-	n/a
275	<b>TOTAL EXPENDITURE</b>	275	6	(275)	6	(98)
-	- Government Grants	-	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	- Customer and Client Receipts	-	-	(750)	(750)	n/a
-	- Interest Receivable	-	-	-	-	n/a
(737)	Recharges to other services	(737)	-	-	(737)	-
(737)	<b>TOTAL INCOME</b>	(737)	-	(750)	(1,487)	102
(462)	<b>NET CONTROLLABLE COST</b>	(462)	6	(1,025)	(1,481)	221
-	- Capital Charges	-	-	-	-	n/a
-	- Intangible Charges	-	-	-	-	n/a
-	- REFCUS	-	-	-	-	n/a
461	Corporate support services bought in	461	-	745	1,206	162
461	<b>TOTAL UNCONTROLLABLE COST</b>	461	-	745	1,206	162
(1)	<b>NET COST OF SERVICE</b>	(1)	6	(280)	(275)	27,400
-	- Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(1)	<b>TOTAL NET EXPENDITURE</b>	(1)	6	(280)	(275)	27,400
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
<u>Strategic budget - agreed additional income / savings</u> To carry out a review of the department, to ensure it is aligned to priorities and to identify efficiencies and further income opportunities.						(275)
<u>Other resource changes</u> Increase in recharge from Corporate support services bought in						745
Transfer of Digital advertising income budget from Communications and Engagement (CED 1.3)						(750)
						(5)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						(280)

## HOUSING REVENUE ACCOUNT

### CONTENTS

	Page
DEPARTMENT OVERVIEW	HRAS1
DEPARTMENT SUMMARY	HRAS2
DEPARTMENT SUBJECTIVE SUMMARY	HRAS3
DIVISION AND SERVICE REVENUE BUDGETS	
HOUSING REVENUE ACCOUNT - People	HRA 1.1
Housing Need	HRA 1.2
HOUSING REVENUE ACCOUNT - Place	HRA 2.1
Housing Revenue Account - Place Summary	HRA 2.2
District Centres & Regeneration	HRA 2.3
Safety	HRA 2.4
HOUSING REVENUE ACCOUNT - Directorate & Central Costs	HRA 3.1
Directorate & Central Costs	HRA 3.2



## KEY SERVICE TARGETS / PRIORITIES FOR 2018/19

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

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

## FINANCIAL PERFORMANCE

## COST CENTRE: C2000M

DESCRIPTION	ACTUAL 2016/17 £000	ORIGINAL 2017/18 £000	FORECAST 2017/18 £000	BUDGET 2018/19 £000	% CHANGE %
Employees	9,522	14,628	13,695	14,095	3
Premises related expenditure	29,840	26,524	23,188	26,148	13
Supplies and Services	3,739	7,717	7,699	2,834	(63)
Third Party Payments	424	698	558	437	(22)
Transfer Payments	634	175	601	175	(71)
Transport related expenditure	14	149	59	117	98
Capital Charges	32,249	32,249	32,249	36,811	14
Intangible Charges	46	49	49	47	(4)
REFCUS	-	992	992	522	(47)
Corporate support services bought in	6,705	6,705	6,704	6,705	0
Recharges from other services	7,905	5,409	6,183	6,223	1
<b>TOTAL EXPENDITURE</b>	<b>91,078</b>	<b>95,295</b>	<b>91,977</b>	<b>94,114</b>	<b>2</b>
Government Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(151)	(209)	(179)	(209)	17
Customer and Client Receipts	(91,807)	(93,259)	(90,820)	(92,078)	1
Interest Receivable	-	(20)	-	(20)	n/a
Recharges to other services	(1,866)	(1,807)	(1,716)	(1,807)	5
<b>TOTAL INCOME</b>	<b>(93,824)</b>	<b>(95,295)</b>	<b>(92,715)</b>	<b>(94,114)</b>	<b>2</b>
<b>NET EXPENDITURE</b>	<b>(2,746)</b>	<b>-</b>	<b>(738)</b>	<b>-</b>	<b>(100)</b>
Contributions to / (from) Reserves	-	-	-	-	n/a
<b>CURRENT BUDGET</b>	<b>-</b>		<b>-</b>		
<b>TOTAL VARIANCE FROM BUDGET- Over/(Under)</b>	<b>(2,746)</b>		<b>(738)</b>		

## TOP FINANCIAL RISKS 2018/19

- 1) 1% rent reduction - Year 3 of the government's 4-year policy to reduce social rents
- 2) Risk of increased bad debt (owing partly to the implementation of universal credit)
- 3) Anticipated impact of the High Value Voids (HVV) government manifesto commitment

CABINET MEMBER

Councillor Butler

Cabinet Member for Homes and Regeneration

## DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director Of Resources and S151 Officer	61848
Shifa Mustafa	Executive Director of Place	47575
Stephen Tate	Director - District Centres and Regeneration	47446
Andy Opie	Director - Safety	65686
Mark Meehan	Director - Housing Needs & Gateway	65474
Julia Pitt	Interim Director - Gateway and Welfare	62173

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

## MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2017/18 £000's	DIVISION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
(68,395)	People - HRA	(68,031)	127	732	(67,172)	1
17,486	Place - HRA	17,860	114	(446)	17,528	(2)
50,171	Directorate & Centralised Costs - HRA	50,171	4	(531)	49,644	(1)
(738)	<b>TOTAL NET SPEND</b>	-	245	(245)	-	-

## STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE FTE STAFF
People - HRA	197.2	179.8	(17.4)
Place - HRA	128.4	116.3	(12.1)
Directorate & Centralised Costs - HRA	2.6	2.6	-
<b>TOTAL FTE STAFF</b>	328.2	298.7	(29.5)

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,695	Employees	14,628	245	(778)	14,095	(4)
23,188	Premises related expenditure	26,524	-	(376)	26,148	(1)
7,699	Supplies and Services	7,717	-	(4,883)	2,834	(63)
558	Third Party Payments	698	-	(261)	437	(37)
601	Transfer Payments	175	-	-	175	-
59	Transport related expenditure	149	-	(32)	117	(21)
6,183	Recharges from other services	5,409	-	814	6,223	15
51,983	<b>TOTAL EXPENDITURE</b>	55,300	245	(5,516)	50,029	(10)
-	Government Grants	-	-	-	-	n/a
(179)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(90,820)	Customer and Client Receipts	(93,259)	-	1,181	(92,078)	(1)
-	Interest Receivable	(20)	-	-	(20)	-
(1,716)	Recharges to other services	(1,807)	-	-	(1,807)	-
(92,715)	<b>TOTAL INCOME</b>	(95,295)	-	1,181	(94,114)	(1)
(40,732)	<b>NET CONTROLLABLE COST</b>	(39,995)	245	(4,335)	(44,085)	10
32,249	Capital Charges	32,249	-	4,562	36,811	14
49	Intangible Charges	49	-	(2)	47	(4)
992	REFCUS	992	-	(470)	522	(47)
6,704	Corporate support services bought in	6,705	-	-	6,705	-
39,994	<b>TOTAL UNCONTROLLABLE COST</b>	39,995	-	4,090	44,085	10
(738)	<b>NET COST OF SERVICE</b>	-	245	(245)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
(738)	<b>TOTAL NET EXPENDITURE</b>	-	245	(245)	-	n/a
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
Strategic budget - agreed pressures / service demands						224
Strategic budget - agreed additional income / savings						(1,702)
Other resource changes						1,233
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(245)</b>



**SERVICE DESCRIPTION**

The HRA Housing Needs Service is made up of the following sections: Service Development , Income and Lettings, Tenancy and Neighbourhood Services, Housing Solutions and Housing Renewals.

**Income to the Housing Revenue Account**

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

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

For 2018-19 there is a reduction of 1% on dwellings rents which is estimated to have an impact of £1.437m.

**Service Development**

A leaseholder service is responsible for collecting service charges and payments for major works from leaseholders. Collates performance management information on all housing management services and reports regularly to resident scrutiny panel.

The Legal team take legal proceedings for tenancy breaches including: rent arrears, anti-social behaviour, disrepair and unauthorised occupants. Housing standards undertake occupancy checks and tenancy audits. Sustainable communities promote youth involvement, access to work, digital inclusion, money management, outreach work and community development. It collates performance management information on all housing management services and reports regular to resident scrutiny panel

**Income and Lettings**

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

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

**Tenancy and Neighbourhood Services**

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

**Housing Solutions**

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

**Housing Renewal**

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2420P	Housing Need - HRA	(68,031)	127	732	(67,172)	(1)
	<b>TOTAL NET SPEND</b>	<b>(68,031)</b>	<b>127</b>	<b>732</b>	<b>(67,172)</b>	<b>(1)</b>

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
	Housing Need - HRA	197.2	179.8
<b>TOTAL FTE STAFF</b>	<b>197.2</b>	<b>179.8</b>	<b>(17.4)</b>

**COST CENTRE: C2420P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,837	Employees	7,361	127	(413)	7,075	(4)
9,808	Premises related expenditure	13,142	-	(114)	13,028	(1)
1,417	Supplies and Services	1,350	-	175	1,525	13
454	Third Party Payments	570	-	(261)	309	(46)
601	Transfer Payments	175	-	-	175	-
19	Transport related expenditure	96	-	(1)	95	(1)
3,518	Recharges from other services	2,807	-	165	2,972	6
22,654	<b>TOTAL EXPENDITURE</b>	25,501	127	(449)	25,179	(1)
-	Government Grants	-	-	-	-	n/a
(179)	Other Grants, reimbursements and contributions	(209)	-	-	(209)	-
(90,805)	Customer and Client Receipts	(93,259)	-	1,181	(92,078)	(1)
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(91,048)	<b>TOTAL INCOME</b>	(93,532)	-	1,181	(92,351)	(1)

(68,394)	<b>NET CONTROLLABLE COST</b>	(68,031)	127	732	(67,172)	(1)
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-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
(1)	Corporate support services bought in	-	-	-	-	n/a
(1)	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a

(68,395)	<b>NET COST OF SERVICE</b>	(68,031)	127	732	(67,172)	(1)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a

(68,395)	<b>TOTAL NET EXPENDITURE</b>	(68,031)	127	732	(67,172)	(1)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
		-
<u>Strategic budget - agreed additional income / savings</u>		
Standardise staffing across Housing Needs to drive implementation of common standards.		(399)
Reduce budget in areas with historic underspends, reduce running costs and explore additional funding opportunities.		(306)
		(705)
<u>Other resource changes</u>		
1% Rent Reduction		1,437
		1,437

**SERVICE DESCRIPTION**

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

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

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

The Home and School Improvement service focuses on major capital improvements to HRA properties such as energy efficiency, kitchen and bathroom and security programmes. The above services are contained within the Service category District Centres and Regeneration - HRA

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
C2125P C2130P	District Centres & Regeneration - HRA	16,478	91	(480)	16,089	(2)
	Safety - HRA	1,382	23	34	1,439	4
	<b>TOTAL NET SPEND</b>	17,860	114	(446)	17,528	2

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
District Centres & Regeneration - HRA	99.9	96.2	(3.7)
Safety - HRA	28.5	20.1	(8.4)
<b>TOTAL FTE STAFF</b>	128.4	116.3	(12.1)

## COST CENTRE: C2100N

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,449	Employees	5,858	114	(321)	5,651	(4)
12,315	Premises related expenditure	12,317	-	(258)	12,059	(2)
831	Supplies and Services	916	-	(3)	913	(0)
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
40	Transport related expenditure	53	-	(31)	22	(58)
475	Recharges from other services	412	-	167	579	41
19,110	<b>TOTAL EXPENDITURE</b>	19,580	114	(446)	19,248	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(15)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,609)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,624)	<b>TOTAL INCOME</b>	(1,720)	-	-	(1,720)	-
17,486	<b>NET CONTROLLABLE COST</b>	17,860	114	(446)	17,528	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
17,486	<b>NET COST OF SERVICE</b>	17,860	114	(446)	17,528	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
17,486	<b>TOTAL NET EXPENDITURE</b>	17,860	114	(446)	17,528	(2)

**COST CENTRE: C2125P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,292	Employees	4,702	91	(93)	4,700	(0)
12,313	Premises related expenditure	12,315	-	(256)	12,059	(2)
777	Supplies and Services	862	-	32	894	4
-	Third Party Payments	24	-	-	24	-
-	Transfer Payments	-	-	-	-	n/a
23	Transport related expenditure	36	-	(23)	13	(64)
322	Recharges from other services	259	-	(140)	119	(54)
17,727	<b>TOTAL EXPENDITURE</b>	18,198	91	(480)	17,809	(2)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(15)	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	(20)	-	-	(20)	-
(1,609)	Recharges to other services	(1,700)	-	-	(1,700)	-
(1,624)	<b>TOTAL INCOME</b>	(1,720)	-	-	(1,720)	-
16,103	<b>NET CONTROLLABLE COST</b>	16,478	91	(480)	16,089	(2)
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
16,103	<b>NET COST OF SERVICE</b>	16,478	91	(480)	16,089	(2)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
16,103	<b>TOTAL NET EXPENDITURE</b>	16,478	91	(480)	16,089	(2)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
A new team of four employees to address contract compliance in safety process and systems						224
						-
						-
						224
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in responsive repairs budget relating to void periods.						(200)
Savings on Home and School Improvement Services in gas servicing and efficiency savings on running costs						(80)
Projects are ending in Asset Management & Involvement allowing reduction in staff costs						(68)
The work of the Strategic Projects Team has been reduced and absorbed into Asset Management & Involvement						(268)
						-
						-
						(616)
<u>Other resource changes</u>						
Other budget realignment with centralised budget and minor variations including scale point salary increases						(88)
						-
						-
						-
						-
						(88)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(480)</b>

**COST CENTRE: C2130P**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,157	Employees	1,156	23	(228)	951	(18)
2	Premises related expenditure	2	-	(2)	-	(100)
54	Supplies and Services	54	-	(35)	19	(65)
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
17	Transport related expenditure	17	-	(8)	9	(47)
153	Recharges from other services	153	-	307	460	201
1,383	<b>TOTAL EXPENDITURE</b>	1,382	23	34	1,439	4
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	<b>TOTAL INCOME</b>	-	-	-	-	n/a
1,383	<b>NET CONTROLLABLE COST</b>	1,382	23	34	1,439	4
-	Capital Charges	-	-	-	-	n/a
-	Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	<b>TOTAL UNCONTROLLABLE COST</b>	-	-	-	-	n/a
1,383	<b>NET COST OF SERVICE</b>	1,382	23	34	1,439	4
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
1,383	<b>TOTAL NET EXPENDITURE</b>	1,382	23	34	1,439	4
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
						-
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						-
						-
						-
						-
						-
						-
<u>Other resource changes</u>						-
Other budget realignment with centralised budget and minor variations including scale point salary increases						34
						-
						-
						34
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>34</b>

**SERVICE DESCRIPTION**

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

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

**MOVEMENT IN NET EXPENDITURE**

COST CENTRE	SERVICE	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
<b>C2400N</b>	Directorate & Centralised Costs	50,171	4	(531)	<b>49,644</b>	(1)
	<b>TOTAL NET SPEND</b>	50,171	4	(531)	<b>49,644</b>	(1)

**STAFF ESTABLISHMENT NUMBERS**

SERVICE	ORIGINAL BUDGET 2017/18 FTE STAFF	ORIGINAL BUDGET 2018/19 FTE STAFF	CHANGE IN FTE STAFF
Directorate & Centralised Costs	2.6	2.6	-
<b>TOTAL FTE STAFF</b>	2.6	2.6	-

**COST CENTRE: C2400N**

FORECAST 2017/18 £000's	DESCRIPTION	ORIGINAL BUDGET 2017/18 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2018/19 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,409	Employees	1,409	4	(44)	1,369	(3)
1,065	Premises related expenditure	1,065	-	(4)	1,061	(0)
5,451	Supplies and Services	5,451	-	(5,055)	396	(93)
104	Third Party Payments	104	-	-	104	-
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
2,190	Recharges from other services	2,190	-	482	2,672	22
10,219	<b>TOTAL EXPENDITURE</b>	10,219	4	(4,621)	5,602	(45)
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	<b>TOTAL INCOME</b>	(43)	-	-	(43)	-
10,176	<b>NET CONTROLLABLE COST</b>	10,176	4	(4,621)	5,559	(45)
32,249	Capital Charges	32,249	-	4,562	36,811	14
49	Intangible Charges	49	-	(2)	47	(4)
992	REFCUS	992	-	(470)	522	(47)
6,705	Corporate support services bought in	6,705	-	-	6,705	-
39,995	<b>TOTAL UNCONTROLLABLE COST</b>	39,995	-	4,090	44,085	10
50,171	<b>NET COST OF SERVICE</b>	50,171	4	(531)	49,644	(1)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	<b>TOTAL APPROPRIATIONS</b>	-	-	-	-	n/a
50,171	<b>TOTAL NET EXPENDITURE</b>	50,171	4	(531)	49,644	(1)
<b>* OTHER VARIATIONS IN LEVEL OF EXPENDITURE</b>						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
Rationalisation of budget lines related to historic working practices						(381)
						(381)
<u>Other resource changes</u>						
Use of contingency to fund minor realignments of budget and scale points.						(150)
						(150)
<b>TOTAL OTHER VARIATIONS IN RESOURCE</b>						<b>(531)</b>

# CAPITAL PROGRAMME

## CONTENTS

	Page
FUNDING	CP1
DETAILED PROGRAMME	CP2



**Capital Programme Resourcing 2018/19 to 2020/21**

<b>Funding</b>	<b>Budget 2018/19 £000's</b>	<b>Budget 2019/20 £000's</b>	<b>Budget 2020/21 £000's</b>	<b>Total 2018/19 to 2020/21 £000's</b>
Capital receipts		2,500		2,500
School Condition Funding (Education)	3,770			3,770
Basic Needs (Education)		6,833		6,833
EFA Invest to Save (Education)	969	969	969	2,907
TFL LIP and other funding*	2,663	2,462	2,000	7,125
NHS		5,000		5,000
CIL*	6,800	6,800	6,800	20,400
CIL local meaningful proportion	1,200	1,200	1,200	3,600
Disabled Facilities Grants	2,400	2,400		4,800
Borrowing - (RIF)	194,929	37,273	20,000	252,202
Growth Zone*	4,000	27,000	90,000	121,000
s106	260			260
Borrowing	96,475	22,992	24,932	144,399
<b>GENERAL FUND</b>	<b>313,466</b>	<b>115,429</b>	<b>145,901</b>	<b>574,796</b>
Major Repairs Allowance	21,209	21,209	21,209	63,627
HRA - Revenue Contribution	3,718	3,718	3,718	11,154
HRA - Use Of Reserves	7,458	7,024	2,024	16,506
<b>HRA FUNDING</b>	<b>32,385</b>	<b>31,951</b>	<b>26,951</b>	<b>91,287</b>
<b>TOTAL FUNDING</b>	<b>345,851</b>	<b>147,380</b>	<b>172,852</b>	<b>666,083</b>
<b>UNDER/OVER FUNDING OF PROGRAMME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**CAPITAL PROGRAMME 2018/19 to 2020/21**

These pages show details of the proposed capital programme for 2018/21

Description	Budget 2018/19	Budget 2019/20	Budget 2020/21	Total 2018/19 to 2020/21
	£000's	£000's	£000's	£000's
Disabled Facilities Grant	2,400	2,400	2,400	7,200
Education - Major Maintenance	3,020	2,000	2,000	7,020
Education - Fire Safety Works	2,000	1,000		3,000
Education - Other education schemes	2,118	6,833		8,951
Education - Primary Perm Expansion	11,639	896		12,535
Education - SEN	16,750	8,612	969	26,331
Bereavement services	1,250			1,250
Bereavement services	110			110
<b>People sub total</b>	<b>39,287</b>	<b>21,741</b>	<b>5,369</b>	<b>66,397</b>
Fiveways junction		3,000	2,000	5,000
Highways - bridges and highways structures	793	223	8,110	9,126
Highways - flood water management	410	414	175	999
Highways - Tree works	179	179	179	537
Leisure centres equipment upgrade	1,315	1,004		2,319
South Norwood regeneration	500			500
Libraries investment - South Norwood library	555			555
Libraries investment - general	130			130
New Addington wellbeing centre - borrowing element	200	6,500	6,500	13,200
Walking and cycling strategy	1,381	750	750	2,881
Parking investment	400	153		553
Parking investment	200			200
Safety - digital upgrade of CCTV	500	500		1,000
Fieldway Cluster	4,000			4,000
Signage	25			25
Highways - general maintenance programme	5,000	5,000	5,000	15,000
Affordable Housing LLP	30,090	7,273		37,363
Brick by Brick programme	164,839	30,000	20,000	214,839
Feasibility - district centres and regeneration	330	330	330	990
New waste contract - vehicles	7,106			7,106
Waste and recycling	2,660			2,660
Blackhorse Rd Bridge	1,755			1,755
New Addington Leisure Centre	24,386		-	24,386
Growth Zone Programme	4,000	27,000	90,000	121,000
TFL - LIP	2,462	2,462	2,000	6,924
Community ward budgets	576	576	576	1,728
Devolution initiatives	782	912	912	2,606
Empty Homes Grants	500	500	500	1,500
<b>Place sub total</b>	<b>255,074</b>	<b>86,776</b>	<b>137,032</b>	<b>478,882</b>
Asset strategy - Cavendish House	100			100
Asset strategy - Stubbs Mead	1,650			1,650
Asset strategy - BWH	50			50
Asset strategy - Family Justice Centre	200			200
Asset strategy - Capita Davis House relocation	50			50
Asset strategy - Heathfield House	100			100
Corporate Property Maintenance Programme	2,000	2,000	2,000	6,000
ICT - People	3,400			3,400
ICT - Infrastructure and transformation	7,500	4,500	1,500	13,500
ICT - Finance and HR system	4,055	412		4,467
<b>Resources sub - total</b>	<b>19,105</b>	<b>6,912</b>	<b>3,500</b>	<b>29,517</b>
<b>General Fund Total</b>	<b>313,466</b>	<b>115,429</b>	<b>145,901</b>	<b>574,796</b>

Description	Budget 2018/19	Budget 2019/20	Budget 2020/21	Total 2018/19 to 2020/21
	£000's	£000's	£000's	£000's
Special Transfer Payments	180	180	180	540
Asset management ICT database	434			434
Fire safety programme	5,000	5,000		10,000
Repair and Improvements	26,771	26,771	26,771	80,313
<b>HRA Total</b>	<b>32,385</b>	<b>31,951</b>	<b>26,951</b>	<b>91,287</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>345,851</b>	<b>147,380</b>	<b>172,852</b>	<b>666,083</b>