

**CROYDON
COUNCIL**

**REVENUE BUDGET
AND CAPITAL PROGRAMME**

2026/27

REVENUE BUDGET SUMMARY

CONTENTS

	Page
REVENUE BUDGET SUMMARY	
General Fund Summary	RS1
Subjective Analysis	RS2
Departmental Gross Expenditure	RS3
Departmental Net Expenditure	RS4
Analysis of Income and Expenditure	RS5
ASSISTANT CHIEF EXECUTIVE	ACE 0 - ACE 6.3-C1582F
ADULT SOCIAL CARE AND HEALTH	ASCH 0 - ASCH 5.8-C1548F
CHILDREN, YOUNG PEOPLE AND EDUCATION	CYPE 0 - CYPE 8.2-C1280E
HOUSING	HOU 0 - HOU 5.4-C1326F
HOUSING REVENUE ACCOUNT (HRA)	HRA 0 - HRA 4.2-C2500D
RESOURCES	RES 0 - RES 8.3-C1650F
SUSTAINABLE COMMUNITIES, REGENERATION AND ECONOMIC RECOVERY	SCRER 0 - SCRER 4.10-C1198F
CAPITAL	CP0 - CP02

REVENUE BUDGET SUMMARY

GENERAL FUND SUMMARY

DESCRIPTION	ORIGINAL BUDGET 2025/26		ORIGINAL BUDGET 2026/27	% CHANGE
	£000's	Other £000's	£000's	
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	148,771	13,543	162,314	9%
ADULT SOCIAL CARE AND HEALTH	165,862	32,443	198,305	20%
HOUSING	38,245	23,790	62,035	62%
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY RESOURCES	75,037	(1,206)	73,831	-2%
ASSISTANT CHIEF EXECUTIVE	17,330	4,124	21,454	24%
	21,016	2,870	23,886	14%
NET COST OF SERVICES	466,261		541,825	16%
Contribution to Provision for Doubtful Debts	550	(550)	-	-100%
Core and Social Care Grants	(58,904)	53,306	(5,598)	-90%
Business Rates - Compensation grant	(15,832)	15,832	-	-100%
Corporately Held Service Budgets	73,909	(54,740)	19,169	-74%
Contingency	5,000	-	5,000	0%
Levies from Other Bodies				
Environment Agency	340	-	340	0%
Lee Valley Regional Park Authority	353	-	353	0%
London Boroughs Grants Committee	335	-	335	0%
London Pensions Fund Authority	489	-	489	0%
London Local Gold	31	-	31	0%
Interest and Investment Income	(3,053)	540	(2,513)	-18%
Interest Payable	48,122	7,757	55,879	16%
Sub Total	51,340	22,145	73,485	43%
NET OPERATING EXPENDITURE	517,601		615,310	
APPROPRIATIONS				
Contributions to / (from) Earmarked Reserves	(1,249)	(122)	(1,371)	10%
Provision for Repayment of External Loans	26,645	6,090	32,735	23%
Depreciation	(26,151)	(7,128)	(33,279)	27%
REFCUS		(5,962)	(5,962)	
Deferred / Intangible Charges Written Off	(5,090)	2,058	(3,032)	-40%
Capitalisation	(136,000)	17,000	(119,000)	-13%
Contribution to / (from) General Balances	-	-	-	-
Sub Total	(141,845)	11,936	(129,909)	-8%
BUDGET REQUIREMENT	375,755		485,401	
FINANCED BY				
Revenue Support Grant	18,208	71,819	90,027	394%
Collection Fund surplus / (deficit)	(1,249)	(59)	(1,308)	5%
Business Rates Top Up Grant	38,353	24,078	62,431	63%
Business Rates Income	45,013	294	45,307	1%
Council Tax - Band D Equivalent	275,430	13,514	288,944	5%
TOTAL FINANCING	375,755	109,646	485,401	29%
COUNCIL TAX SUMMARY	Total Council tax 2025/26 £000's	2026/27 Band D Equivalent £.pp	Total Council tax 2026/27 £000's	Change Band D Equivalent %
London Borough of Croydon	235,137	1,758.47	243,180	3.42%
Adult Social Care Levy	40,293	330.93	45,764	13.58%
Sub Total	275,430	2,089.40	288,944	4.91%
Greater London Authority	67,869	510.51	70,599	4.02%
TOTAL	343,299	2,599.91	359,543	4.73%

REVENUE BUDGET SUMMARY
SUBJECTIVE ANALYSIS

DESCRIPTION	ORIGINAL		ORIGINAL	% CHANGE
	BUDGET 2025/26	Other	BUDGET 2026/27	
	£000's	£000's	£000's	
EXPENDITURE				
Employees	221,674	9,012	230,686	4.1%
Premises related expenditure	27,235	792	28,027	2.9%
Supplies and Services	77,337	(13)	77,324	0.0%
Third Party Payments	276,311	(14,371)	261,940	-5.2%
Transfer Payments	426,524	20,362	446,886	4.8%
Childrens Social Care	-	63,959	63,959	100.0%
Transport related expenditure	23,105	1,659	24,764	7.2%
Capital Charges	26,151	7,128	33,279	27.3%
Intangible Charges	5,090	(2,058)	3,032	-40.4%
REFCUS	-	5,962	5,962	100.0%
Corporate support services bought in	(8,966)	(959)	(9,925)	10.7%
Recharges from other services	61,719	(3,785)	57,935	-6.1%
TOTAL EXPENDITURE	1,136,180	87,688	1,223,868	
INCOME				
Government Grants	(454,771)	1,113	(453,658)	-0.2%
Other Grants, reimbursements and contributions	(32,681)	(940)	(33,621)	2.9%
Customer and Client Receipts	(117,987)	(2,054)	(120,041)	1.7%
Interest Receivable	-	-	-	
Recharges to other services	(64,480)	(10,243)	(74,723)	15.9%
	-	-	-	
TOTAL INCOME	(669,919)	(12,124)	(682,043)	1.8%
NET EXPENDITURE	466,261	75,564	541,825	2.5%

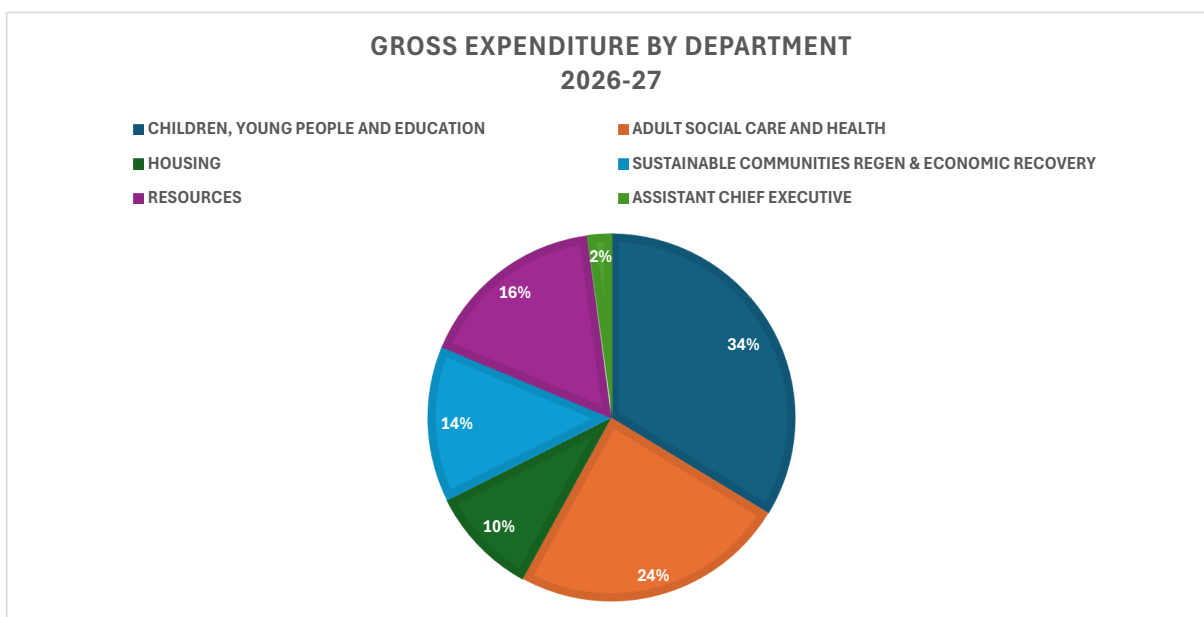
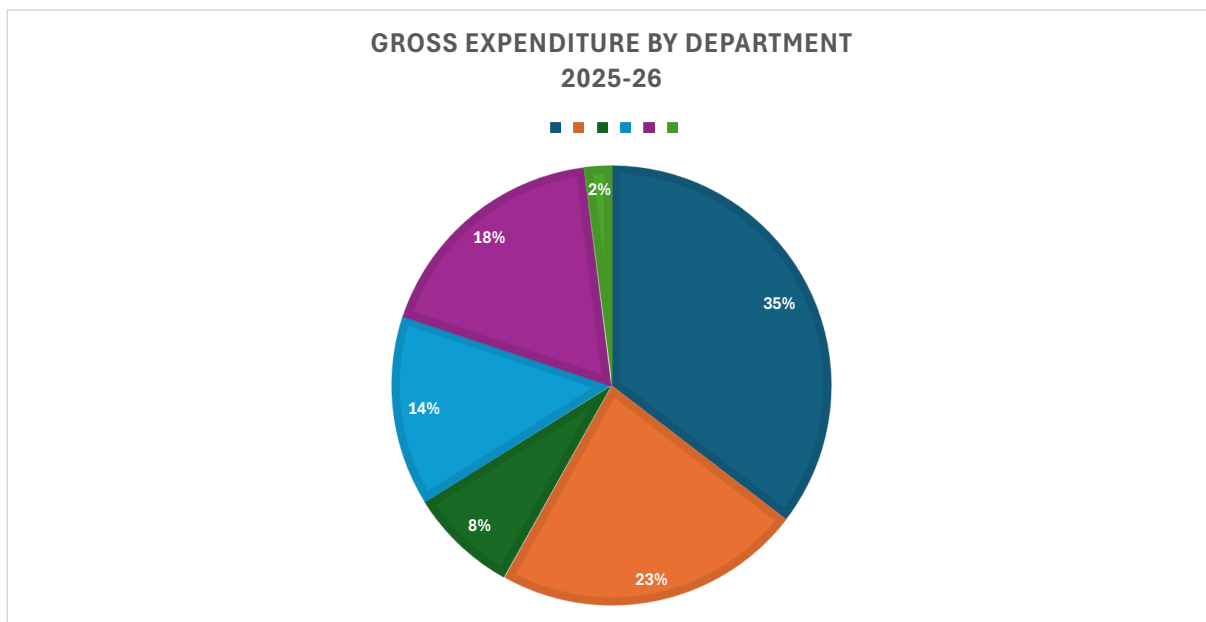
STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN 2026/27 FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION	1086.6	1086.1	-0.5
ADULT SOCIAL CARE AND HEALTH	737.0	734.2	-2.8
HOUSING	208.3	208.7	0.4
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	834.1	835.0	0.9
RESOURCES	447.0	443.2	-3.8
ASSISTANT CHIEF EXECUTIVE	285.2	287.1	1.9
TOTAL FTE STAFF	3598.2	3594.3	-3.9

REVENUE BUDGET SUMMARY

DEPARTMENTAL GROSS EXPENDITURE

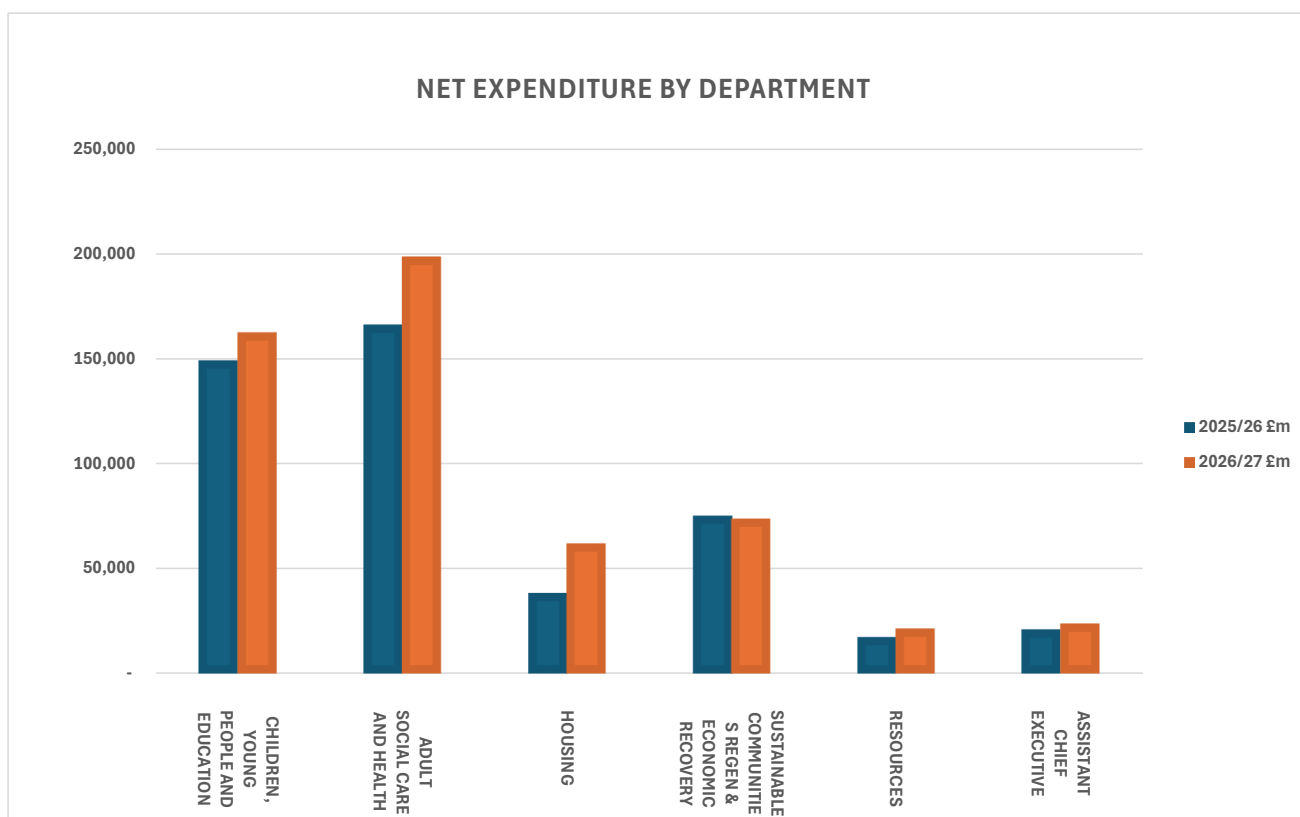
DESCRIPTION	ORIGINAL BUDGET 2025/26		ORIGINAL BUDGET 2026/27	% CHANGE
	£000's	Other £000's	£000's	
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	402,394	9,942	412,335	2
ADULT SOCIAL CARE AND HEALTH	257,906	39,702	297,608	15
HOUSING	90,797	26,697	117,494	29
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	159,146	8,440	167,586	5
RESOURCES	203,147	(217)	202,930	(0)
ASSISTANT CHIEF EXECUTIVE	22,790	3,124	25,914	14
GROSS DEPARTMENTAL COST OF SERVICE	1,136,180	87,688	1,223,868	8



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

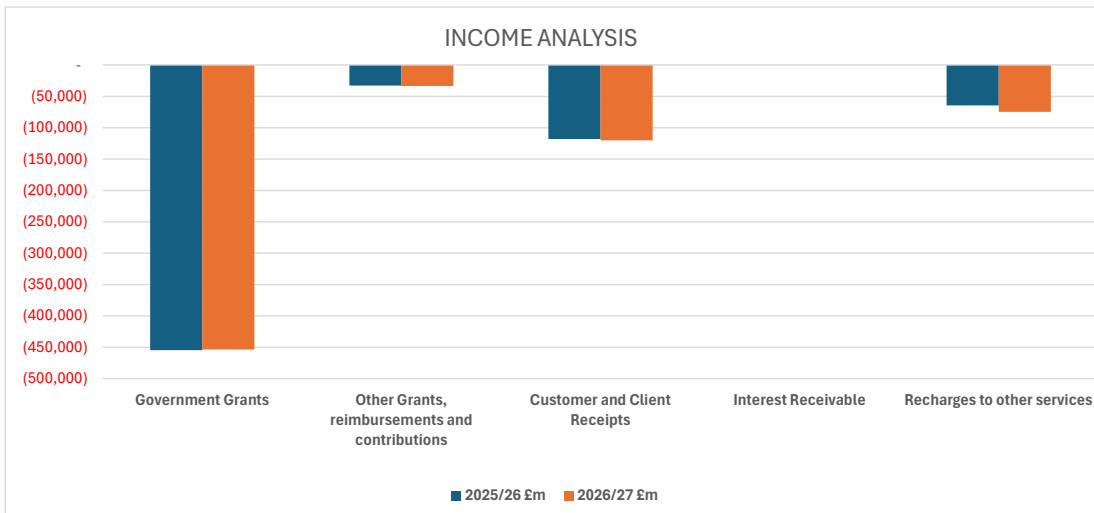
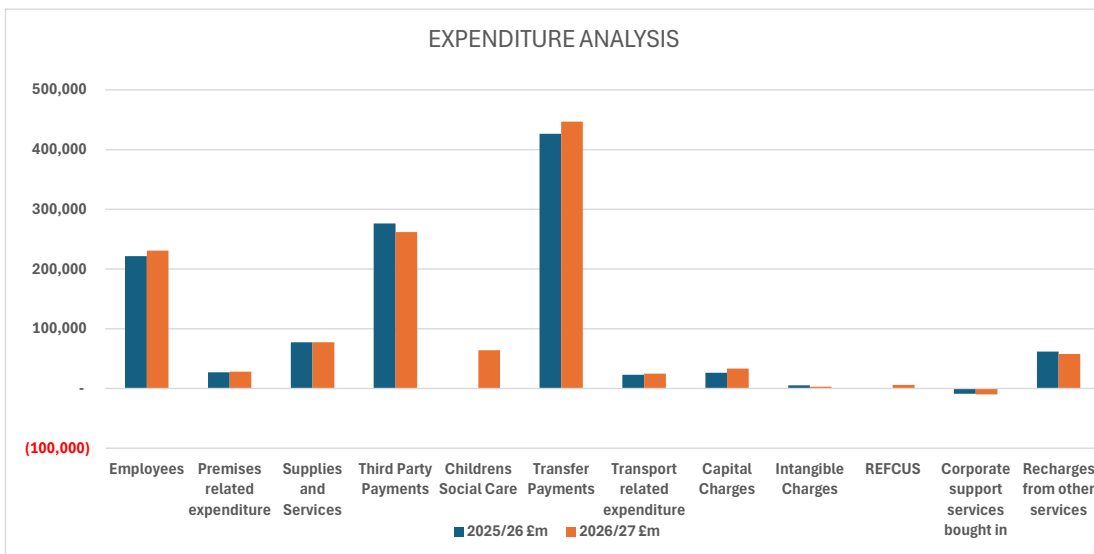
DESCRIPTION	ORIGINAL BUDGET 2025/26	Other	ORIGINAL BUDGET 2026/27	% CHANGE
	£000's	£000's	£000's	
SERVICE BUDGETS				
CHILDREN, YOUNG PEOPLE AND EDUCATION	148,771	13,543	162,314	9
ADULT SOCIAL CARE AND HEALTH	165,862	32,443	198,305	20
HOUSING	38,245	23,790	62,035	62
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY RESOURCES	75,037	(1,206)	73,831	(2)
ASSISTANT CHIEF EXECUTIVE	21,330	4,124	21,454	24
ASSISTANT CHIEF EXECUTIVE	21,016	2,870	23,886	14
NET COST OF SERVICES	466,261	75,564	541,825	16



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

DESCRIPTION	ORIGINAL BUDGET 2025/26	Other	ORIGINAL BUDGET 2026/27	% CHANGE
	£000's	£000's	£000's	
EXPENDITURE				
Employees	221,674	9,012	230,686	4
Premises related expenditure	27,235	792	28,027	3
Supplies and Services	77,337	(13)	77,324	(0)
Third Party Payments	276,311	(14,371)	261,940	(5)
Childrens Social Care	-	63,959	63,959	
Transfer Payments	426,524	20,362	446,886	n/a
Transport related expenditure	23,105	1,659	24,764	7
Capital Charges	26,151	7,128	33,279	27
Intangible Charges	5,090	(2,058)	3,032	(40)
REFCUS	-	5,962	5,962	n/a
Corporate support services bought in	(8,966)	(959)	(9,925)	11
Recharges from other services	61,719	(3,785)	57,935	(6)
TOTAL EXPENDITURE	1,136,180	87,688	1,223,868	8
INCOME				
Government Grants	(454,771)	1,113	(453,658)	(0)
Other Grants, reimbursements and contributions	(32,681)	(940)	(33,621)	3
Customer and Client Receipts	(117,987)	(2,054)	(120,041)	2
Interest Receivable	-	-	-	n/a
Recharges to other services	(64,480)	(10,243)	(74,723)	16
TOTAL INCOME	(669,919)	(12,124)	(682,043)	2
NET EXPENDITURE	466,261	75,564	541,825	16



TOTAL ASSISTANT CHIEF EXECUTIVE

CONTENTS

	Page
DIRECTORATE OVERVIEW	ACES1
DIRECTORATE SUMMARY	ACES2
DIRECTORATE SUBJECTIVE SUMMARY	ACES3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION: CHIEF PEOPLE OFFICER DIVISION	
DIVISION SUMMARY : CHIEF PEOPLE OFFICER DIVISION	ACE 1.1-C1520E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ACE 1.2-C1520E
SERVICE SUBJECTIVE SUMMARY : CHIEF PEOPLE OFFICER SUMMARY	ACE 1.3-C1528F
SERVICE SUBJECTIVE SUMMARY : HEAD OF BUSINESS PARTNERING	ACE 1.4-C1523F
SERVICE SUBJECTIVE SUMMARY : HEAD OF OPERATIONS	ACE 1.5-C1521F
SERVICE SUBJECTIVE SUMMARY : HEAD OF WORKFORCE	ACE 1.6-C1555F
DIVISION: POLICY, PROGRAMMES AND PERFORMANCE	ACE 2.1-C1530E
DIVISION SUMMARY : POLICY, PROGRAMMES AND PERFORMANCE	ACE 2.1-C1530E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ACE 2.2-C1530E
SERVICE SUBJECTIVE SUMMARY : PROGRAMMES AND PERFORMANCE	ACE 2.3-C1532F
SERVICE SUBJECTIVE SUMMARY : STRATEGY AND POLICY	ACE 2.4-C1534F
SERVICE SUBJECTIVE SUMMARY : COMMUNICATIONS AND ENGAGEMENT	ACE 2.5-C1552F
SERVICE SUBJECTIVE SUMMARY : ELECTIONS SERVICE	ACE 2.6-C1559F
DIVISION: ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	ACE 3.1-C1505E
DIVISION SUMMARY : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	ACE 3.1-C1505E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ACE 3.2-C1505E
SERVICE SUBJECTIVE SUMMARY : ASSISTANT CHIEF EXECUTIVE DIRECTORATE	ACE 3.3-C1510F
DIVISION: CROYDON TECHNOLOGY SERVICE	ACE 4.1-C1510E
DIVISION SUMMARY : CROYDON TECHNOLOGY SERVICE	ACE 4.1-C1510E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ACE 4.2-C1510E
SERVICE SUBJECTIVE SUMMARY : DIGITAL OPERATIONS	ACE 4.3-C1512F
SERVICE SUBJECTIVE SUMMARY : CROYDON TECHNOLOGY SERVICE LEADERSHIP TEAM	ACE 4.4-C1560F
SERVICE SUBJECTIVE SUMMARY : CYBER SECURITY	ACE 4.5-C1561F
SERVICE SUBJECTIVE SUMMARY : LIVE SERVICE	ACE 4.6-C1562F
SERVICE SUBJECTIVE SUMMARY : CHANGE AND OVERSIGHT	ACE 4.7-C1563F
SERVICE SUBJECTIVE SUMMARY : ARCHITECTURE	ACE 4.8-C1564F
SERVICE SUBJECTIVE SUMMARY : DIGITAL TRANSFORMATION	ACE 4.9-C1565F
DIVISION: LOCAL AND EXTERNAL ELECTIONS	ACE 5.1-C1535E
DIVISION SUMMARY : LOCAL EXTERNAL ELECTIONS SUMMARY	ACE 5.2-C1535E
SERVICE SUBJECTIVE SUMMARY : LOCAL EXTERNAL ELECTIONS SUMMARY	ACE 5.3-C1558F
DIVISION: TRANSFORMATION GENERAL FUND SERVICE	ACE 6.1-C1590E
DIVISION SUMMARY : TRANSFORMATION GENERAL FUND SERVICE	ACE 6.1-C1590E
SERVICE SUBJECTIVE SUMMARY : TRANSFORMATION GENERAL FUND SERVICE	ACE 6.2-C1590E
SERVICE SUBJECTIVE SUMMARY : RESIDENT CONTACT	ACE 6.3-C1518F
SERVICE SUBJECTIVE SUMMARY : CONCESSIONARY TRAVEL	ACE 6.4-C1516F

TOTAL ASSISTANT CHIEF EXECUTIVE

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

The Assistant Chief Executive (ACE) Directorate provides corporate enabling and support functions to services across the organisation. This includes management of elections and the council's policy, performance, communications and customer relationships as well as the organisation's overarching transformation strategies.

1. Policy, Performance and Programme
2. Transformation - Development and delivery of a new Transformation Strategy

The ACE Directorate leads and enables improvement and transformation across the organisation, with a particular focus on driving the delivery of the Mayor's Business Plan and the Council Transformation Plan. Services within ACE provide professional advice and expert capacity to services across the council as well as shaping the strategic direction of the organisation.

Key priorities for 26/27 include:

Oversee the delivery of elections and ensure appropriate arrangements are in place to support the successful candidate's transition into office.

Oversee the delivery of the Future Croydon Transformation Plan

Creating/managing the delivery and reporting of the Mayor's Business Plan

Development of new communication and data strategies

Drive the delivery of the Council's Equality Strategy commitments

Improve the council's customer service offer for residents

Continue the roll-out of new end user devices and enabling technology

Strengthen strategic engagement with the VCFS sector to support improved outcomes for residents.

FINANCIAL PERFORMANCE

COST CENTRE: C1500D

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE %
Employees	21,191	23,183	22,433	6
Premises related expenditure	102	53	28	(73)
Supplies and Services	9,475	8,617	8,200	(13)
Third Party Payments	14,778	14,706	16,174	9
Transfer Payments	-	44	-	n/a
Transport related expenditure	23	24	23	-
Capital Charges	189	189	2,388	1,163
Intangible Charges	3,345	3,345	3,017	(10)
REFCUS	-	-	-	n/a
Corporate support services bought in	(26,369)	(26,369)	(26,413)	0
Recharges from other services	56	244	64	14
TOTAL EXPENDITURE	22,790	24,036	25,914	8
Government Grants	-	(136)	-	n/a
Other Grants, reimbursements and contributions	(104)	(283)	(178)	71
Customer and Client Receipts	(307)	(340)	(276)	(10)
Interest Receivable	-	-	-	n/a
Recharges to other services	(913)	(2,881)	(1,574)	72
TOTAL INCOME	(1,324)	(3,640)	(2,028)	(44)

TOTAL NET EXPENDITURE	21,466	20,396	23,886	17
------------------------------	---------------	---------------	---------------	-----------

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

CURRENT BUDGET 2025/26	22,693
-------------------------------	---------------

TOTAL VARIANCE FROM BUDGET- Over/(Under)	(2,297)
---	----------------

TOP FINANCIAL RISKS 2026/27

Key Risks for the Service Include:

1. Capacity and capability to deliver business as usual alongside transformation activity.
2. Delivering the business process improvements required to improve efficiency.
3. Staff welfare, wellbeing & resilience during sustained change.
4. Risk to the effective delivery of elections within statutory requirements, and the associated impact on organisational capacity, prioritisation and business-as-usual activity

TOTAL ASSISTANT CHIEF EXECUTIVE

DIRECTORATE SUMMARY

CABINET MEMBER	Cllr Andy Stranack, Cllr Jason Cummings
-----------------------	---

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jenny Rowlands	Interim Assistant Chief Executive	-
Dean Shoesmith	Chief People Officer	-
Carol Squires	Interim Director of Policy, Programmes & Performance	-
Chris Rawding	Interim Chief Digital Officer	-
Sharon Godman	Director of Transformation	-
		-

DIVISION CODE	DIVISION
C1505E	ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY
C1510E	CROYDON TECHNOLOGY SERVICE
C1520E	CHIEF PEOPLE OFFICER DIVISION
C1530E	POLICY, PROGRAMMES AND PERFORMANCE
C1535E	ELECTIONS
C1590E	TRANSFORMATION GENERAL FUND

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-32	C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	869	-869	0	(100)
2,690	C1510E : CROYDON TECHNOLOGY SERVICE	4,081	1,324	5,405	32
95	C1520E : CHIEF PEOPLE OFFICER DIVISION	-215	215	0	(100)
1,216	C1530E : POLICY, PROGRAMMES AND PERFORMANCE	1,461	407	1,868	28
350	C1535E : ELECTIONS	350	0	350	-
16,077	C1590E-TRANSFORMATION GENERAL FUND	14,920	1,343	16,263	9
20,396	TOTAL NET EXPENDITURE	21,466	2,420	23,886	11

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
	C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	44.9	46.4
C1510E : CROYDON TECHNOLOGY SERVICE	60.5	56.5	(4.0)
C1520E : CHIEF PEOPLE OFFICER DIVISION	44.9	46.4	1.5
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	60.5	56.5	(4.0)
C1535E : ELECTIONS	-	-	-
C1590E-TRANSFORMATION GENERAL FUND	74.4	81.3	6.8
TOTAL FTE STAFF	285.2	287.1	1.9

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

<p>C1510E : CROYDON DIGITAL AND RESIDENT ACCESS There is a year-on-year increase in FTEs due to the employee allowances budget, which was held centrally in 2025–26 and has now been fully allocated to services in 2026–27. The directorate is currently undergoing a restructure, which may impact FTE movements during the year.</p> <p>C1520E : CHIEF PEOPLE OFFICER DIVISION The underlying year-on-year increase is 0.53 FTE. The additional 1.00 FTE shown in 2026–27 should have already been reflected in the 2025–26 budgets. The remaining 0.53 FTE increase is linked to transfers from CYPE, which are partly offset by FTE reductions associated with MTFs savings in 2025–26.</p> <p>C1530E : POLICY, PROGRAMMES AND PERFORMANCE BUSINESS INTELLIGENCE & PERFORMANCE TEAM - the transfer of 5FTEs to the Transformation Team COMMUNICATIONS AND ENGAGEMENT TEAM - an addition of 1FTE new post to the Graphic Design Team.</p> <p>C1590E : TRANSFORMATION CONCESSIONARY TRAVEL SERVICES: Increase in 1FTE, transferred from Resident Contact. RESIDENT CONTACT: 1FTE transferred to Concessionary Travel Services and 3.17FTEs put forward as Access Saving 2026-30 (Stabilisation Plan)</p>

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
23,183	Employees	21,191	1,242	22,433	6
53	Premises related expenditure	102	(74)	28	(73)
8,617	Supplies and Services	9,475	(1,275)	8,200	(13)
14,706	Third Party Payments	14,778	1,396	16,174	9
44	Transfer Payments	-	-	-	n/a
24	Transport related expenditure	23	-	23	-
244	Recharges from other services	56	8	64	14
46,871	TOTAL CONTROLLABLE EXPENDITURE	45,625	1,297	46,922	3
(136)	Government Grants	-	-	-	n/a
(283)	Other Grants, reimbursements and contributions	(104)	(74)	(178)	71
(340)	Customer and Client Receipts	(307)	31	(276)	(10)
-	Interest Receivable	-	-	-	n/a
(2,881)	Recharges to other services	(913)	(661)	(1,574)	72
(3,640)	TOTAL CONTROLLABLE INCOME	(1,324)	(704)	(2,028)	53
43,231	NET CONTROLLABLE COST	44,301	593	44,894	1
189	Capital Charges	189	2,199	2,388	1,163
3,345	Intangible Charges	3,345	(328)	3,017	(10)
-	REFCUS	-	-	-	n/a
(26,369)	Corporate support services bought in	(26,369)	(44)	(26,413)	0
(22,835)	TOTAL NON-CONTROLLABLE EXPENDITURE	(22,835)	1,827	(21,008)	(8)
20,396	NET COST OF SERVICE	21,466	2,420	23,886	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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
20,396	TOTAL NET EXPENDITURE	21,466	2,420	23,886	11
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					854
Strategic budget - agreed additional income / savings					(888)
Other resource changes					2,454
TOTAL OTHER VARIATIONS IN RESOURCE					2,420

SERVICE DESCRIPTION

The Human Resources and Organisational Division, led by the Chief People Officer, provides a range of services designed to support the council through supporting a workforce that is sustainable, skilled and well-led, allowing talent to flourish.

The work of the division involves the implementation of the workforce elements of the Future Croydon transformation strategy). The work of the division includes workforce equality, diversity and inclusion, HR policy and procedures, pay and reward, recruitment and selection, workforce monitoring and planning, organisational change, organisational learning and development and employee relations.

The division also provides HR management information, payroll services and establishment control, provision of support to the Oracle Fusion system, and delivery of the Payroll service. There key focus for the coming year is to embed new Oracle Fusion improvements to promote efficiency and effectiveness in the service, and user friendly systems for managers and staff to use.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1528F	CHIEF PEOPLE OFFICER SUMMARY	(8)	8	-	(100)
C1523F	HEAD OF BUSINESS PARTNERING	(89)	89	-	(100)
C1521F	HEAD OF OPERATIONS	(174)	174	-	(100)
C1555F	HEAD OF WORKFORCE	56	(56)	-	(100)
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	(215)	215	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
CHIEF PEOPLE OFFICER SUMMARY	1.0	1.0	-
HEAD OF BUSINESS PARTNERING	16.0	17.0	1.0
HEAD OF OPERATIONS	19.9	20.4	0.5
HEAD OF WORKFORCE	8.0	8.0	-
TOTAL FTE STAFF	44.9	46.4	1.5

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,756	Employees	3,597	132	3,729	4
-	- Premises related expenditure	-	-	-	n/a
573	Supplies and Services	557	77	634	14
-	- Third Party Payments	-	-	-	n/a
44	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
39	Recharges from other services	-	4	4	n/a
4,413	TOTAL CONTROLLABLE EXPENDITURE	4,154	213	4,367	5
-	- Government Grants	-	-	-	n/a
(102)	Other Grants, reimbursements and contributions	(74)	(27)	(101)	36
(63)	Customer and Client Receipts	(164)	47	(117)	(29)
-	- Interest Receivable	-	-	-	n/a
(145)	Recharges to other services	(123)	4	(119)	(3)
(310)	TOTAL CONTROLLABLE INCOME	(361)	24	(337)	(7)
4,103	NET CONTROLLABLE COST	3,793	237	4,030	6
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(4,008)	Corporate support services bought in	(4,008)	(22)	(4,030)	1
(4,008)	TOTAL NON-CONTROLLABLE EXPENDITURE	(4,008)	(22)	(4,030)	1
95	NET COST OF SERVICE	(215)	215	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
95	TOTAL NET EXPENDITURE	(215)	215	-	(100)
* 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>					
2025/26 Pay Award					222
2025/26 Contract Inflation					30
Transfer of budget from Childrens					58
Pension Fund Reduced Employers Contribution					(73)
Change in Corporate Support Services Bought In					(22)
					215
TOTAL OTHER VARIATIONS IN RESOURCE					215

SERVICE: C1528F-CHIEF PEOPLE OFFICER SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
151	Employees	156	2	158	1
-	Premises related expenditure	-	-	-	n/a
30	Supplies and Services	-	30	30	n/a
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
181	TOTAL CONTROLLABLE EXPENDITURE	156	32	188	21
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
181	NET CONTROLLABLE COST	156	32	188	21
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(164)	Corporate support services bought in	(164)	(24)	(188)	15
(164)	TOTAL NON-CONTROLLABLE EXPENDITURE	(164)	(24)	(188)	15
17	NET COST OF SERVICE	(8)	8	-	(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
17	TOTAL NET EXPENDITURE	(8)	8	-	(100)
* 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>					
2025/26 Pay Award					6
2025/26 Contract Inflation					30
Pension Fund Reduced Employers Contribution					(4)
Change in Corporate Support Services Bought In					(24)
					8
TOTAL OTHER VARIATIONS IN RESOURCE					8

SERVICE: C1523F-HEAD OF BUSINESS PARTNERING

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,044	Employees	1,062	19	1,081	2
-	Premises related expenditure	-	-	-	n/a
74	Supplies and Services	128	(1)	127	(1)
-	Third Party Payments	-	-	-	n/a
44	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
34	Recharges from other services	-	4	4	n/a
1,196	TOTAL CONTROLLABLE EXPENDITURE	1,190	22	1,212	2
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(35)	Recharges to other services	(22)	(12)	(34)	55
(35)	TOTAL CONTROLLABLE INCOME	(22)	(12)	(34)	55
1,161	NET CONTROLLABLE COST	1,168	10	1,178	1
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,257)	Corporate support services bought in	(1,257)	79	(1,178)	(6)
(1,257)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,257)	79	(1,178)	(6)
(96)	NET COST OF SERVICE	(89)	89	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(96)	TOTAL NET EXPENDITURE	(89)	89	-	(100)
* 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>					
2025/26 Pay Award					35
Pension Fund Reduced Employers Contribution					(25)
Change in Corporate Support Services Bought In					79
					89
TOTAL OTHER VARIATIONS IN RESOURCE					89

SERVICE: C1521F-HEAD OF OPERATIONS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,352	Employees	1,178	103	1,281	9
-	Premises related expenditure	-	-	-	n/a
428	Supplies and Services	394	48	442	12
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
5	Recharges from other services	-	-	-	n/a
1,785	TOTAL CONTROLLABLE EXPENDITURE	1,572	151	1,723	1,041
-	Government Grants	-	-	-	n/a
(102)	Other Grants, reimbursements and contributions	(74)	(27)	(101)	36
(63)	Customer and Client Receipts	(164)	47	(117)	(29)
-	Interest Receivable	-	-	-	n/a
(76)	Recharges to other services	(101)	16	(85)	(16)
(241)	TOTAL CONTROLLABLE INCOME	(339)	36	(303)	(942)
1,544	NET CONTROLLABLE COST	1,233	187	1,420	659
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,407)	Corporate support services bought in	(1,407)	(13)	(1,420)	1
(1,407)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,407)	(13)	(1,420)	10,823
137	NET COST OF SERVICE	(174)	174	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
137	TOTAL NET EXPENDITURE	(174)	174	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					159
Transfer from Childrens Transfer 1 FTE Children's Recruitment Manager - see CYPE 2.5-C1234F					58
Pension Fund Reduced Employers Contribution					(30)
Change in Corporate Support Services Bought In					(13)
					174
TOTAL OTHER VARIATIONS IN RESOURCE					174

SERVICE: C1555F-HEAD OF WORKFORCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,209	Employees	1,201	8	1,209	1
	Premises related expenditure	-	-	-	n/a
41	Supplies and Services	35	-	35	-
	Third Party Payments	-	-	-	n/a
	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
1,251	TOTAL CONTROLLABLE EXPENDITURE	1,236	8	1,244	15,450
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(34)	Recharges to other services	-	-	-	n/a
(34)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
1,217	NET CONTROLLABLE COST	1,236	8	1,244	15,450
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,180)	Corporate support services bought in	(1,180)	(64)	(1,244)	5
(1,180)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,180)	(64)	(1,244)	1,844
37	NET COST OF SERVICE	56	(56)	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
37	TOTAL NET EXPENDITURE	56	(56)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					22
Pension Fund Reduced Employers Contribution					(14)
Change in Corporate Support Services Bought In					(64)
					(56)
TOTAL OTHER VARIATIONS IN RESOURCE					(56)

SERVICE DESCRIPTION

Policy, Programmes & Performance provides a range of key corporate functions and services. Our key focus is on improvement and coordination, to support the Council to deliver better outcomes.
 The Division provides the following services supporting residents:

Executive Mayor's Office
 Supports the Elected Mayor and their Cabinet in their roles, including engagement and case work, and coordinating briefings and facilitating effective political decision making.

Electoral Services
 Provides the statutory electoral registration service, ensuring that residents are able to exercise their democratic right to vote. The team is responsible for implementing significant changes as a result of the Elections Act 2022 and leads the delivery of GLA and General elections and local by-elections.

Civic Mayors Office
 Provides support to the Civic Mayor of Croydon, to deliver their civic duties and champion Croydon and its communities.

Policy, Programmes & Performance also provides a range of corporate services across the organisation:

Business Intelligence & Performance
 Capturing data from across the organisation and from external sources, analysing this to provide knowledge and insight that supports effective decision making and service delivery.

Communications & Engagement
 Coordinating and delivering communications activities and campaigns to a wide range of internal and external stakeholders, to secure Croydon's reputation both locally and nationally as a fantastic place to live, work, learn and visit.

Programme Management Office
 Developing, managing and delivering an organisational change programme, supporting the MTFS and Croydon renewal plan, and supporting effective project and programme delivery and assurance across the Council.

Strategy & Policy
 Developing and coordinating the organisation's corporate strategy and policy, ensuring that there is clarity and focus on key priorities and deliverables aligned to our statutory duties and the democratic mandate of the Administration. Supporting work on equality, diversity and inclusion and coordinating the delivery of the Council's Equality Strategy. The service also provides expert advice, insight and partnership working with the voluntary, community & faith sector, including supporting VCS funding and commissioning and community asset issues.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1534F	STRATEGY AND POLICY	883	199	1,082	23
C1532F	PROGRAMMES AND PERFORMANCE	(125)	125	-	(100)
C1552F	COMMUNICATIONS AND ENGAGEMENT	(87)	87	-	(100)
C1559F	ELECTIONS SERVICE	790	(4)	786	(1)
TOTAL NET EXPENDITURE		1,461	407	1,868	28

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
STRATEGY AND POLICY	17.5	17.5	-
PROGRAMMES AND PERFORMANCE	23.5	18.5	(5.0)
COMMUNICATIONS AND ENGAGEMENT	13.5	14.5	1.0
ELECTIONS SERVICE	6.0	6.0	-
TOTAL FTE STAFF	60.5	56.5	(4.0)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
4,187	Employees	4,394	(156)	4,238	(4)
53	Premises related expenditure	2	(2)	-	(100)
547	Supplies and Services	289	-	289	-
805	Third Party Payments	719	7	726	1
-	Transfer Payments	-	-	-	n/a
6	Transport related expenditure	5	-	5	-
67	Recharges from other services	45	2	47	4
5,665	TOTAL CONTROLLABLE EXPENDITURE	5,454	(149)	5,305	(3,660)
(136)	Government Grants	-	-	-	n/a
(81)	Other Grants, reimbursements and contributions	-	(47)	(47)	n/a
(98)	Customer and Client Receipts	(26)	(16)	(42)	62
-	Interest Receivable	-	-	-	n/a
(492)	Recharges to other services	(325)	-	(325)	-
(807)	TOTAL CONTROLLABLE INCOME	(351)	(63)	(414)	557
4,858	NET CONTROLLABLE COST	5,103	(212)	4,891	(2,407)
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(3,642)	Corporate support services bought in	(3,642)	619	(3,023)	(17)
(3,642)	TOTAL NON-CONTROLLABLE EXPENDITURE	(3,642)	619	(3,023)	(588)
1,216	NET COST OF SERVICE	1,461	407	1,868	359
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,216	TOTAL NET EXPENDITURE	1,461	407	1,868	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ACE 001- 2024-25 Fees and charges including film office income generation					-16
					(16)
<u>Other resource changes</u>					
2025/26 Pay Award					257
Pension Fund Reduced Employers Contribution					(97)
Transfer of budget to Transformation - see ACE6.5-C1592F					(356)
Change in Corporate Support Services Bought In					619
					423
TOTAL OTHER VARIATIONS IN RESOURCE					407

SERVICE: C1532F-PROGRAMMES AND PERFORMANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,375	Employees	1,734	(341)	1,393	(20)
-	- Premises related expenditure	-	-	-	n/a
62	Supplies and Services	63	-	63	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
6	Recharges from other services	-	-	-	n/a
1,443	TOTAL CONTROLLABLE EXPENDITURE	1,797	(341)	1,456	(527)
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(106)	Recharges to other services	-	-	-	n/a
(106)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
1,337	NET CONTROLLABLE COST	1,797	(341)	1,456	(527)
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(1,922)	Corporate support services bought in	(1,922)	466	(1,456)	(24)
(1,922)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,922)	466	(1,456)	(412)
(585)	NET COST OF SERVICE	(125)	125	-	(100)
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(585)	TOTAL NET EXPENDITURE	(125)	125	-	(100)
* 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>					
2025/26 Pay Award					46
Transfer of budget to Transformation - see ACE6.5-C1592F					(356)
Pension Fund Reduced Employers Contribution					(31)
Change in Corporate Support Services Bought In					466
					125
TOTAL OTHER VARIATIONS IN RESOURCE					125

SERVICE: C1534F-STRATEGY AND POLICY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,422	Employees	1,243	81	1,324	7
-	Premises related expenditure	-	-	-	n/a
57	Supplies and Services	25	-	25	-
805	Third Party Payments	719	7	726	1
-	Transfer Payments	-	-	-	n/a
5	Transport related expenditure	5	-	5	-
1	Recharges from other services	1	-	1	-
2,290	TOTAL CONTROLLABLE EXPENDITURE	1,993	88	2,081	2,265
-	Government Grants	-	-	-	n/a
(80)	Other Grants, reimbursements and contributions	-	(47)	(47)	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(372)	Recharges to other services	(325)	-	(325)	-
(452)	TOTAL CONTROLLABLE INCOME	(325)	(47)	(372)	691
1,838	NET CONTROLLABLE COST	1,668	41	1,709	4,068
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(785)	Corporate support services bought in	(785)	158	(627)	(20)
(785)	TOTAL NON-CONTROLLABLE EXPENDITURE	(785)	158	(627)	(497)
1,053	NET COST OF SERVICE	883	199	1,082	444
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,053	TOTAL NET EXPENDITURE	883	199	1,082	23
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					89
Pension Fund Reduced Employers Contribution					(31)
Transfer of budget to Elections Service - see ACE2.6-C1559F					(17)
Change in Corporate Support Services Bought In					158
					199
TOTAL OTHER VARIATIONS IN RESOURCE					199

DIRECTORATE: **C1500D : ASSISTANT CHIEF EXECUTIVE** **SERVICE SUBJECTIVE SUMMARY**
 DIVISION: **C1530E : POLICY, PROGRAMMES AND PERFORMANCE**

SERVICE: C1552F-COMMUNICATIONS AND ENGAGEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
903	Employees	975	83	1,058	9
-	- Premises related expenditure	-	-	-	n/a
225	Supplies and Services	30	-	30	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
1	Transport related expenditure	-	-	-	n/a
1	Recharges from other services	-	-	-	n/a
1,130	TOTAL CONTROLLABLE EXPENDITURE	1,005	83	1,088	1,211
(44)	Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(98)	Customer and Client Receipts	(26)	(16)	(42)	62
-	- Interest Receivable	-	-	-	n/a
(14)	Recharges to other services	-	-	-	n/a
(156)	TOTAL CONTROLLABLE INCOME	(26)	(16)	(42)	163
974	NET CONTROLLABLE COST	979	67	1,046	1,461
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(1,066)	Corporate support services bought in	(1,066)	20	(1,046)	(2)
(1,066)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,066)	20	(1,046)	(5,330)
(92)	NET COST OF SERVICE	(87)	87	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(92)	TOTAL NET EXPENDITURE	(87)	87	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ACE 001- 2024-25 Fees and charges including film office income generation					(16)
					(16)
<u>Other resource changes</u>					
2025/26 Pay Award					109
Pension Fund Reduced Employers Contribution					(26)
Change in Corporate Support Services Bought In					20
					103
TOTAL OTHER VARIATIONS IN RESOURCE					87

SERVICE: C1559F-ELECTIONS SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
487	Employees	442	21	463	5
53	Premises related expenditure	2	(2)	-	(100)
203	Supplies and Services	171	-	171	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
59	Recharges from other services	44	2	46	5
802	TOTAL CONTROLLABLE EXPENDITURE	659	21	680	3,138
(92)	Government Grants	-	-	-	n/a
(1)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(93)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
709	NET CONTROLLABLE COST	659	21	680	3,138
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
131	Corporate support services bought in	131	(25)	106	(19)
131	TOTAL NON-CONTROLLABLE EXPENDITURE	131	(25)	106	(524)
840	NET COST OF SERVICE	790	(4)	786	(19,750)
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
840	TOTAL NET EXPENDITURE	790	(4)	786	(1)
* 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>					
2025/26 Pay Award					13
Pension Fund Reduced Employers Contribution					(9)
Transfer of budget from Strategy and Policy - see ACE2.4-C1534F					17
Change in Corporate Support Services Bought In					(25)
					(4)
TOTAL OTHER VARIATIONS IN RESOURCE					(4)

SERVICE DESCRIPTION

Central Management team for the Directorate which consists of Budgets for the Assistant Chief Executive and their support team. The Budget allows the Assistant Chief Executive to deliver on their key Directorate Priorities.

The Structure of the Directorate Divisions is made up of the following responsibilities

1. Concessionary Travel
2. Resident Contact
3. Transformation - Development and delivery of a new Transformation Strategy

Concessionary Travel
 Disabled persons Freedom Passes
 Blue Badges
 Taxi cards

Resident Access
 Council Call Centre – The central first point of contact all for all Customer access to Council services via telephone.
 Customer Complaints - Responsible for the corporate oversight of complaints, Ombudsman cases, MP and Mayoral enquiries.

Transformation Management Office
 The TMO oversees the delivery of the Future Croydon Transformation Plan. The TMO is focusing on ensuring delivery of the Croydon Target Operating Model initiatives and realisation of the expected benefits from these initiatives. It also has oversight and supports and all other Future Croydon initiatives The service will be supported by an external delivery partner

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1510F	ASSISTANT CHIEF EXECUTIVE DIRECTORATE	869	(869)	-	(100)
				-	
				-	
				-	
				-	
				-	
				-	
				-	
	TOTAL NET EXPENDITURE	869	(869)	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
ACE DIRECTORATE	6.0	6.0	-
TOTAL FTE STAFF	6.0	6.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
975	Employees	1,861	(1,108)	753	(60)
-	Premises related expenditure	-	-	-	n/a
10	Supplies and Services	30	(811)	(781)	(2,703)
(180)	Third Party Payments	(180)	180	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
7	Recharges from other services	2	2	4	100
812	TOTAL CONTROLLABLE EXPENDITURE	1,713	(1,737)	(24)	(99)
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
812	NET CONTROLLABLE COST	1,713	(1,737)	(24)	(99)
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(844)	Corporate support services bought in	(844)	868	24	(103)
(844)	TOTAL NON-CONTROLLABLE EXPENDITURE	(844)	868	24	(97)
(32)	NET COST OF SERVICE	869	(869)	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(32)	TOTAL NET EXPENDITURE	869	(869)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(348)
TOM - Unified Front Door (including Info, Advice & Guidance)					(153)
TOM - Simpler Organisation					(45)
TOM - Shared Services					(135)
TOM - Commercial Excellence					(30)
2025-29 SAV ACE 004 TOM - Impact of Oracle improvements					(50)
					(761)
<u>Other resource changes</u>					
2025/26 Pay Award					12
Transfer of budget to Transformation Team - see					(1,100)
Transfer of budget to Digital Operations - see					180
Pension Fund Reduced Employers Contribution					(18)
TOM Digital Savings					(30)
TOM Layers and Spans					(20)
Change in Corporate Support Services Bought In					868
					(108)
TOTAL OTHER VARIATIONS IN RESOURCE					(869)

SERVICE: C1510F-ASSISTANT CHIEF EXECUTIVE DIRECTORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
975	Employees	1,861	(1,108)	753	(60)
-	Premises related expenditure	-	-	-	n/a
10	Supplies and Services	30	(811)	(781)	(2,703)
(180)	Third Party Payments	(180)	180	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
7	Recharges from other services	2	2	4	100
812	TOTAL CONTROLLABLE EXPENDITURE	1,713	(1,737)	(24)	(99)
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
812	NET CONTROLLABLE COST	1,713	(1,737)	(24)	(99)
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(844)	Corporate support services bought in	(844)	868	24	(103)
(844)	TOTAL NON-CONTROLLABLE EXPENDITURE	(844)	868	24	(97)
(32)	NET COST OF SERVICE	869	(869)	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(32)	TOTAL NET EXPENDITURE	869	(869)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(348)
TOM - Unified Front Door (including Info, Advice & Guidance)					(153)
TOM - Simpler Organisation					(45)
TOM - Shared Services					(135)
TOM - Commercial Excellence					(30)
2025-29 SAV ACE 004 TOM - Impact of Oracle improvements					(50)
					(761)
<u>Other resource changes</u>					
2025/26 Pay Award					12
Transfer of budget to Transformation Team - see ACE 6.5-C1592F					(1,100)
Transfer of budget to Digital Operations - see					180
Pension Fund Reduced Employers Contribution					(18)
TOM Digital Savings					(30)
TOM Layers and Spans					(20)
Change in Corporate Support Services Bought In					868
					(108)
TOTAL OTHER VARIATIONS IN RESOURCE					(869)

SERVICE DESCRIPTION

Service Overview
 CTS provides the essential digital infrastructure, security, and business applications that power Croydon Council. As the Council moves towards financial sustainability under the "Future Croydon" plan, this division is currently transforming a traditional IT support function into a capability-led DDaT service to fully support that ambition.
 Our strategic focus is on "Asset Maximisation", leveraging our core investment in the Microsoft ecosystem to deliver simpler, cheaper, and better services. The division facilitates the Digital Operating Model (DOM), which aims to automate routine administrative workflows, release workforce capacity, and improve resident interactions through digital-native channels.

Key Service Areas
 The division's budget covers the following core service areas:
Technology & Security (Infrastructure & Operations)
 Core Infrastructure: Management of data centres, cloud hosting (prioritising a "Cloud First" and Azure-based approach), and the council's compute and storage capabilities.
 Connectivity: Provision of voice and data networking, including the upgrade of internet bearers, Wide Area Network (WAN), Local Area Network (LAN), and unified communications via Microsoft Teams Phone.
 Cyber Security: Operational security monitoring, threat detection (using Microsoft Defender and Sentinel), and ensuring compliance with the National Cyber Security Centre (NCSC) frameworks to protect the Council's data and assets.
 Live Services & End User Computing: Delivery of the IT Service Desk, field support, and the management of staff devices (laptops/desktops) and the Microsoft 365 productivity suite.
Product & Delivery (Digital Services)
 Digital Platforms: Development and maintenance of the Council website and resident-facing digital services, ensuring accessibility and ease of use.
 Automation & Customer Access: Management of the low-code environment (Microsoft Power Platform & Netcall) and CRM systems that enable resident self-service forms, automated booking systems, and internal workflow automation to improve productivity.
Application Management (Corporate Applications)
 Line of Business Support: Technical support, maintenance, and vendor management for the Council's critical business applications, including Social Care (Adults and Children's), Housing, Finance, Education, and Sustainable Communities (Planning, Waste, Highways).
 Application Lifecycle: Managing the "invest, tolerate, migrate, retire" lifecycle of software assets to reduce technical debt and duplicative licensing costs.
Data & Information Management
 Information Governance: Management of Freedom of Information (FOI) requests, Subject Access Requests (SARs), and General Data Protection Regulation (GDPR) compliance.
 Data & Insight: Developing the "Hub-and-Spoke" data architecture to break down silos, improve data quality, and provide business intelligence (BI) that supports evidence-based decision-making.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1512F	DIGITAL OPERATIONS	4,081	1,324	5,405	32
C1560F	CROYDON TECHNOLOGY SERVICE LEADERSHIP TEAM	-	-	-	n/a
C1561F	CYBER SECURITY	-	-	-	n/a
C1562F	LIVE SERVICE	-	-	-	n/a
C1563F	CHANGE AND OVERSIGHT	-	-	-	n/a
C1564F	ARCHITECTURE	-	-	-	n/a
C1565F	DIGITAL TRANSFORMATION	-	-	-	n/a
TOTAL NET EXPENDITURE		4,081	1,324	5,405	32

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
DIGITAL OPERATIONS	109.0	-	(109.0)
CROYDON TECHNOLOGY SERVICE LEADERSHIP TEAM	-	5.0	5.0
CYBER SECURITY	-	4.0	4.0
LIVE SERVICE	-	55.0	55.0
CHANGE AND OVERSIGHT	-	22.0	22.0
ARCHITECTURE	-	2.0	2.0
DIGITAL TRANSFORMATION	-	27.0	27.0
TOTAL FTE STAFF	109.0	115.0	6.0

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
8,605	Employees	7,874	361	8,235	5
-	Premises related expenditure	100	(72)	28	(72)
7,412	Supplies and Services	8,582	(594)	7,988	(7)
63	Third Party Payments	(200)	200	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
121	Recharges from other services	-	-	-	n/a
16,201	TOTAL CONTROLLABLE EXPENDITURE	16,356	(105)	16,251	(15,577)
-	Government Grants	-	-	-	n/a
(100)	Other Grants, reimbursements and contributions	(30)	-	(30)	-
(119)	Customer and Client Receipts	(72)	-	(72)	-
-	Interest Receivable	-	-	-	n/a
(1,434)	Recharges to other services	(315)	(50)	(365)	16
(1,653)	TOTAL CONTROLLABLE INCOME	(417)	(50)	(467)	834

14,548	NET CONTROLLABLE COST	15,939	(155)	15,784	(10,283)
--------	------------------------------	--------	-------	--------	----------

189	Capital Charges	189	2,199	2,388	1,163
3,345	Intangible Charges	3,345	(328)	3,017	(10)
-	REFCUS	-	-	-	n/a
(15,392)	Corporate support services bought in	(15,392)	(392)	(15,784)	3
(11,858)	TOTAL NON-CONTROLLABLE EXPENDITURE	(11,858)	1,479	(10,379)	(802)

2,690	NET COST OF SERVICE	4,081	1,324	5,405	308
-------	----------------------------	-------	-------	-------	-----

-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a

2,690	TOTAL NET EXPENDITURE	4,081	1,324	5,405	32
-------	------------------------------	-------	-------	-------	----

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
2025-29 GRO ACE 001- 2025-26 Oracle finance system improvements	(140)
2025-29 GRO ACE 003- 2025-26 Design and deploy file transfer platform	(15)
	(155)
<u>Strategic budget - agreed additional income / savings</u>	
	-
<u>Other resource changes</u>	
2025/26 Pay Award	258
2025/26 Contract Inflation	87
Transfer of budget from Directorate - see ACE 3.3 C1510F	(180)
Pension Fund Reduced Employers Contribution	(165)
Change in Capital Charges	2,199
Change in Intangible Charges	(328)
Change in Corporate Support Services Bought In	(392)
	1,479
TOTAL OTHER VARIATIONS IN RESOURCE	1,324

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
8,548	Employees	7,874	(6,686)	1,188	(85)
-	Premises related expenditure	100	(72)	28	(72)
7,412	Supplies and Services	8,582	(594)	7,988	(7)
63	Third Party Payments	(200)	200	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
121	Recharges from other services	-	-	-	n/a
16,144	TOTAL CONTROLLABLE EXPENDITURE	16,356	(7,152)	9,204	(229)
-	Government Grants	-	-	-	n/a
(100)	Other Grants, reimbursements and contributions	(30)	-	(30)	-
(119)	Customer and Client Receipts	(72)	-	(72)	-
-	Interest Receivable	-	-	-	n/a
(1,434)	Recharges to other services	(315)	(50)	(365)	16
(1,653)	TOTAL CONTROLLABLE INCOME	(417)	(50)	(467)	834
14,491	NET CONTROLLABLE COST	15,939	(7,202)	8,737	(221)
189	Capital Charges	189	2,199	2,388	1,163
3,345	Intangible Charges	3,345	(328)	3,017	(10)
-	REFCUS	-	-	-	n/a
(15,392)	Corporate support services bought in	(15,392)	6,655	(8,737)	(43)
(11,858)	TOTAL NON-CONTROLLABLE EXPENDITURE	(11,858)	8,526	(3,332)	(139)
2,633	NET COST OF SERVICE	4,081	1,324	5,405	308
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,633	TOTAL NET EXPENDITURE	4,081	1,324	5,405	32
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO ACE 001- 2025-26 Oracle finance system improvements					(140)
2025-29 GRO ACE 003- 2025-26 Design and deploy file transfer platform					(15)
					(155)
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2025/26 Pay Award					258
2025/26 Contract Inflation					87
Transfer of budget from Directorate - see ACE 3.3 C1510F					(180)
Pension Fund Reduced Employers Contribution					(165)
Transfer of budget within division - see ACE4.4, ACE4.5, ACE4.6, ACE4.7, ACE4.8 and ACE4.9					(7,047)
Change in Capital Charges					2,199
Change in Intangible Charges					(328)
Change in Corporate Support Services Bought In					6,655
					1,479
TOTAL OTHER VARIATIONS IN RESOURCE					1,324

SERVICE: C1560F-CROYDON TECHNOLOGY SERVICE LEADERSHIP TEAM

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
57	Employees	-	657	657	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
57	TOTAL CONTROLLABLE EXPENDITURE	-	657	657	-
-	- 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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
57	NET CONTROLLABLE COST	-	657	657	-
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
-	- Corporate support services bought in	-	(657)	(657)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(657)	(657)	-
57	NET COST OF SERVICE	-	-	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
57	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Transfer of budget from Digital Operations - see ACE 4.3-C1512F					657
Change in Corporate Support Services Bought In					(657)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1561F-CYBER SECURITY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	278	278	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	278	278	-
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	278	278	-
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	(278)	(278)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(278)	(278)	-
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Transfer of budget from Digital Operations - see ACE 4.3-C1512F					278
Change in Corporate Support Services Bought In					(278)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1562F-LIVE SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	3,101	3,101	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	3,101	3,101	-
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	3,101	3,101	-
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	(3,101)	(3,101)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(3,101)	(3,101)	-
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Transfer of budget from Digital Operations - see ACE 4.3-C1512F					3,101
Change in Corporate Support Services Bought In					(3,101)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1563F-CHANGE AND OVERSIGHT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	926	926	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	926	926	-
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	926	926	-
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	(926)	(926)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(926)	(926)	-
-	NET COST OF SERVICE	-	-	-	n/a
	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* 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 budget from Digital Operations - see ACE 4.3-C1512F					926
Change in Corporate Support Services Bought In					(926)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1564F-ARCHITECTURE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	148	148	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	148	148	-
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	148	148	-
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	(148)	(148)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(148)	(148)	-
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Transfer of budget from Digital Operations - see ACE 4.3-C1512F					148
Change in Corporate Support Services Bought In					(148)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1565F-DIGITAL TRANSFORMATION

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	1,937	1,937	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	1,937	1,937	-
-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	1,937	1,937	-
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	(1,937)	(1,937)	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	(1,937)	(1,937)	-
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Transfer of budget from Digital Operations - see ACE 4.3-C1512F					1,937
Change in Corporate Support Services Bought In					(1,937)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE DESCRIPTION

<p>Local Elections This budget funds the preparation and delivery of local elections and by-elections</p> <p>External Elections Nil budget as the council reclaims spend from Central Government relating to external elections</p>

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1558F	LOCAL AND EXTERNAL ELECTIONS SUMMARY	350	-	350	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
	TOTAL NET EXPENDITURE	350	-	350	-

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
TOTAL FTE STAFF	-	-	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
350	Third Party Payments	350	-	350	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
350	TOTAL CONTROLLABLE EXPENDITURE	350	-	350	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
350	NET CONTROLLABLE COST	350	-	350	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
350	NET COST OF SERVICE	350	-	350	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
350	TOTAL NET EXPENDITURE	350	-	350	-
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1558F-LOCAL EXTERNAL ELECTIONS SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
350	Third Party Payments	350	-	350	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
350	TOTAL CONTROLLABLE EXPENDITURE	350	-	350	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
350	NET CONTROLLABLE COST	350	-	350	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
350	NET COST OF SERVICE	350	-	350	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
350	TOTAL NET EXPENDITURE	350	-	350	-
* 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>					
					-
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE DESCRIPTION

The Transformation General Fund Service drives the Council's Future Croydon Transformation Plan and oversees the Resident Access Service.

Resident Access Access Croydon
 This service provides customer access to Council services via the Council Call Centre which is the central first point of contact for all Customer access to Council services via telephone. The service also manages the Customer Complaints team.

Transformation Management Office (TMO)
 The TMO oversees the delivery of the Future Croydon Transformation Plan. The TMO is focusing on ensuring delivery of the Croydon Target Operating Model initiatives and realisation of the expected benefits from these initiatives. It also has oversight and supports and all other Future Croydon initiatives The service will be supported by an external delivery partner

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
		C1516F	CONCESSIONARY TRAVEL	14,679	1,065
C1518F	RESIDENT CONTACT	(209)	209	-	(100)
C1592F	TRANSFORMATION GENERAL FUND SERVICE	450	69	519	15
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	14,920	1,343	16,263	9

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
CONCESSIONARY FARES	9.0	10.0	1.0
RESIDENT CONTACT	54.9	50.8	(4.2)
TRANSFORMATION	10.5	20.5	10.0
TOTAL FTE STAFF	74.4	81.3	6.8

SERVICE: C1590E : TRANSFORMATION GENERAL FUND SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
5,660	Employees	3,465	2,013	5,478	58
-	Premises related expenditure	-	-	-	n/a
75	Supplies and Services	17	53	70	312
13,668	Third Party Payments	14,089	1,009	15,098	7
-	Transfer Payments	-	-	-	n/a
17	Transport related expenditure	18	-	18	-
10	Recharges from other services	9	-	9	-
19,430	TOTAL CONTROLLABLE EXPENDITURE	17,598	3,075	20,673	572
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(60)	Customer and Client Receipts	(45)	-	(45)	-
-	Interest Receivable	-	-	-	n/a
(810)	Recharges to other services	(150)	(615)	(765)	410
(870)	TOTAL CONTROLLABLE INCOME	(195)	(615)	(810)	32
18,560	NET CONTROLLABLE COST	17,403	2,460	19,863	707
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(2,483)	Corporate support services bought in	(2,483)	(1,117)	(3,600)	45
(2,483)	TOTAL NON-CONTROLLABLE EXPENDITURE	(2,483)	(1,117)	(3,600)	222
16,077	NET COST OF SERVICE	14,920	1,343	16,263	1,111
-	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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
16,077	TOTAL NET EXPENDITURE	14,920	1,343	16,263	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2023 MTFS (revised)-2025-26 Increase in the Croydon contribution to the TfL freedom pass scheme					1,009
					1,009
<u>Strategic budget - agreed additional income / savings</u>					
2026-30 SAV ACE 001-2026-27 Stabilisation Plan - Remodelling of Access Croydon					(111)
					(111)
<u>Other resource changes</u>					
2025/26 Pay Award					135
Pension Fund Reduced Employers Contribution					(103)
Transfer of budget from Directorate - see ACE3.3-C1510F					1,100
Transfer of budget from Childrens					74
Transfer of budget from Programmes and Performance - see ACE 2.3-C1532F					356
Change in Corporate Support Services Bought In					(1,117)
					445
TOTAL OTHER VARIATIONS IN RESOURCE					1,343

SERVICE: C1516F-CONCESSIONARY TRAVEL

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
500	Employees	475	53	528	11
-	Premises related expenditure	-	-	-	n/a
6	Supplies and Services	6	-	6	-
13,668	Third Party Payments	14,089	1,009	15,098	7
-	Transfer Payments	-	-	-	n/a
17	Transport related expenditure	18	-	18	-
6	Recharges from other services	6	-	6	-
14,197	TOTAL CONTROLLABLE EXPENDITURE	14,594	1,062	15,656	1,374
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(60)	Customer and Client Receipts	(45)	-	(45)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(60)	TOTAL CONTROLLABLE INCOME	(45)	-	(45)	n/a
14,137	NET CONTROLLABLE COST	14,549	1,062	15,611	1,370
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
130	Corporate support services bought in	130	3	133	2
130	TOTAL NON-CONTROLLABLE EXPENDITURE	130	3	133	4,333
14,267	NET COST OF SERVICE	14,679	1,065	15,744	1,378
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
14,267	TOTAL NET EXPENDITURE	14,679	1,065	15,744	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2023 MTFS (revised)-2025-26 Increase in the Croydon contribution to the TfL freedom pass scheme					1,009
					1,009
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2025/26 Pay Award					17
Pension Fund Reduced Employers Contribution					(12)
Transfer of budget from Resident Contact - see ACE 6.4-C1518f					48
Change in Corporate Support Services Bought In					3
					56
TOTAL OTHER VARIATIONS IN RESOURCE					1,065

SERVICE: C1518F-RESIDENT CONTACT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,697	Employees	2,657	(141)	2,516	(5)
-	- Premises related expenditure	-	-	-	n/a
12	Supplies and Services	8	(1)	7	(13)
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
4	Recharges from other services	3	-	3	-
2,713	TOTAL CONTROLLABLE EXPENDITURE	2,668	(142)	2,526	(1,879)
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(195)	Recharges to other services	(150)	-	(150)	-
(195)	TOTAL CONTROLLABLE INCOME	(150)	-	(150)	n/a
2,518	NET CONTROLLABLE COST	2,518	(142)	2,376	(1,773)
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(2,727)	Corporate support services bought in	(2,727)	351	(2,376)	(13)
(2,727)	TOTAL NON-CONTROLLABLE EXPENDITURE	(2,727)	351	(2,376)	(777)
(209)	NET COST OF SERVICE	(209)	209	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(209)	TOTAL NET EXPENDITURE	(209)	209	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2026-30 SAV ACE 001-2026-27 Stabilisation Plan - Remodelling of Access Croydon					(111)
					(111)
<u>Other resource changes</u>					
2025/26 Pay Award					79
Pension Fund Reduced Employers Contribution					(62)
Transfer of budget to Concessionary Fares - see ACE 6.3-C1516F					(48)
Change in Corporate Support Services Bought In					351
					320
TOTAL OTHER VARIATIONS IN RESOURCE					209

SERVICE: C1592F-TRANSFORMATION GENERAL FUND SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,463	Employees	333	2,101	2,434	631
-	Premises related expenditure	-	-	-	n/a
57	Supplies and Services	3	54	57	1,800
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
2,520	TOTAL CONTROLLABLE EXPENDITURE	336	2,155	2,491	16
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(615)	Recharges to other services	-	(615)	(615)	n/a
(615)	TOTAL CONTROLLABLE INCOME	-	(615)	(615)	-
1,905	NET CONTROLLABLE COST	336	1,540	1,876	22
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
114	Corporate support services bought in	114	(1,471)	(1,357)	(1,290)
114	TOTAL NON-CONTROLLABLE EXPENDITURE	114	(1,471)	(1,357)	(8)
2,019	NET COST OF SERVICE	450	69	519	652
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,019	TOTAL NET EXPENDITURE	450	69	519	15
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					39
Transfer of budget from Directorate - see ACE3.3-C1510F					1,100
Transfer of budget from Childrens					74
Transfer of budget from Programmes and Performance - see ACE 2.3-C1532F					356
Pension Fund Reduced Employers Contribution					(29)
Change in Corporate Support Services Bought In					(1,471)
					69
TOTAL OTHER VARIATIONS IN RESOURCE					69

TOTAL ADULT SOCIAL CARE AND HEALTH

CONTENTS

	Page
DEPARTMENT OVERVIEW	ASCHS1
DEPARTMENT SUMMARY	ASCHS2
DEPARTMENT SUBJECTIVE SUMMARY	ASCHS3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION: TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	
SERVICE SUBJECTIVE SUMMARY : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	ASCH 1.1-C1405E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 1.2-C1405E
SERVICE SUBJECTIVE SUMMARY : ADULT SOCIAL CARE AND HEALTH DIRECTORATE	ASCH 1.3-C1410F
SERVICE SUBJECTIVE SUMMARY : CENTRAL LEARNING AND DEVELOPMENT	ASCH 1.4-C1412F
DIVISION: ADULT SOCIAL CARE OPERATIONS	
DIVISION SUMMARY : ADULT SOCIAL CARE OPERATIONS	ASCH 2.1-C1410E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 2.2-C1410E
SERVICE SUBJECTIVE SUMMARY : 18-25 DISABILITY TRANSITIONS	ASCH 2.3-C1419F
SERVICE SUBJECTIVE SUMMARY : 18-65 DISABILITY	ASCH 2.4-C1414F
SERVICE SUBJECTIVE SUMMARY : ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	ASCH 2.5-C1415F
SERVICE SUBJECTIVE SUMMARY : PROVIDER SERVICES	ASCH 2.6-C1416F
SERVICE SUBJECTIVE SUMMARY : LOCALITIES	ASCH 2.7-C1418F
SERVICE SUBJECTIVE SUMMARY : BUSINESS COMPLIANCE & EARLY INTERVENTION	ASCH 2.8-C1422F
SERVICE SUBJECTIVE SUMMARY : ADULT SAFEGUARDING AND QUALITY ASSURANCE	ASCH 2.9-C1426F
SERVICE SUBJECTIVE SUMMARY : LIFE SERVICES	ASCH 2.10-C1440F
DIVISION: ASCH COMMISSIONING POLICY AND IMPROVEMENT	
DIVISION SUMMARY : ASCH COMMISSIONING POLICY AND IMPROVEMENT	ASCH 3.1-C1420E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 3.2-C1420E
SERVICE SUBJECTIVE SUMMARY : INTEGRATED CONTRACTS AND PERFORMANCE	ASCH 3.3-C1432F
SERVICE SUBJECTIVE SUMMARY : COMMUNITY EQUIPMENT SERVICE	ASCH 3.4-C1424F
SERVICE SUBJECTIVE SUMMARY: ADULT SOCIAL CARE IMPROVEMENT	ASCH 3.5-C1430F
SERVICE SUBJECTIVE SUMMARY : OBC COMMISSIONING	ASCH 3.6-C1417F
SERVICE SUBJECTIVE SUMMARY : ADULTS PLACEMENT, BROKERAGE & MARKET MANAGEMENT	ASCH 3.7-C1421F
DIVISION: ADULT SOCIAL CARE AND HEALTH OBSOLETE CODES	
DIVISION SUMMARY : ADULT SOCIAL CARE AND HEALTH OBSOLETE CODES	ASCH 4.1-C1450E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 4.2-C1450E
DIVISION: PUBLIC HEALTH	
DIVISION SUMMARY : PUBLIC HEALTH	ASCH 5.1-C1540E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	ASCH 5.2-C1540E
SERVICE SUBJECTIVE SUMMARY : SEXUAL HEALTH - PUBLIC HEALTH	ASCH 5.3-C1545F
SERVICE SUBJECTIVE SUMMARY : HEALTHY BEHAVIOURS - PUBLIC HEALTH	ASCH 5.4-C1546F
SERVICE SUBJECTIVE SUMMARY : CHILDREN'S - PUBLIC HEALTH	ASCH 5.5-C1543F
SERVICE SUBJECTIVE SUMMARY : SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH	ASCH 5.6-C1544F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	ASCH 5.7-C1547F
SERVICE SUBJECTIVE SUMMARY : PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	ASCH 5.8-C1548F

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

The Adult Social Care and Health Directorate comprises of the Adult Social Care Operational Division, the Commissioning, Policy and Improvement Division and Public Health.

Our biggest asset is our committed workforce; we will continue to invest in them to deliver high quality services.

Our 2026-30 Adult Social Care and Health Strategy has six core priorities informed by data and insights from the community. They set out our vision, building on our Adults Living Independently Programme.

- **Support people as early as possible:** we want to be proactive, before social workers are involved, to deliver more local and preventative services, including the use of technology-enabled care.
- **Help people live more independently:** we want to focus on helping people be more independent, such as through therapy or developing life skills, so they don't need to rely on long-term support.
- **Identify and reduce inequities through high quality services:** Croydon is diverse, so we need to make sure our residents receive the best quality service, regardless of their background.
- **Improve the range and accessibility of accommodation:** we want people to live in their own homes, or in more independent settings when they need to.
- **Use ideas from the community to shape our work:** we want to ensure that residents and partners actively influence our decisions, so services in Croydon meet their needs.
- **Work closely with health and community partners to provide more joined-up services:** we want the health and care services residents receive to be as easy to access and navigate as possible.

The Directorate has delivered the transformation element of the Adults Living Independently programme and is committed to delivering the Directorate's responsibilities in the Future Croydon Transformation. The Directorate has well developed plans for delivering its responsibilities within the Medium-Term Financial Strategy, to put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

The Directorate is prepared for the next phase of Care Quality Commission inspections expected during 2026.

Our market position statement will be refreshed in 2026, to continue our established relationship with the provider market, including developing the provider opportunities for the voluntary and community sector.

The Directorate, along with its South-West London Integrated Care System partners, remain aligned to the principles of integration and the NHS 10 Year Plan.

FINANCIAL PERFORMANCE**COST CENTRE: C1400D**

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE %
Employees	46,095	45,882	50,541	10
Premises related expenditure	3	62	3	-
Supplies and Services	2,705	4,136	4,046	50
Third Party Payments	162,356	205,841	193,401	19
Transfer Payments	10,094	14,310	14,603	45
Transport related expenditure	88	134	151	72
Capital Charges	170	170	135	(21)
Intangible Charges	-	-	-	n/a
REFCUS	-	(23)	-	n/a
Corporate support services bought in	11,335	11,335	12,177	7
Recharges from other services	25,060	32,010	22,552	(10)
TOTAL EXPENDITURE	257,906	313,856	297,608	(5)
Government Grants	(34,617)	(35,319)	(29,905)	(14)
Other Grants, reimbursements and contributions	(22,030)	(23,366)	(21,012)	(5)
Customer and Client Receipts	(27,839)	(42,154)	(30,132)	8
Interest Receivable	-	-	-	n/a
Recharges to other services	(11,814)	(25,243)	(18,254)	55
TOTAL INCOME	(96,300)	(126,083)	(99,303)	(21)

TOTAL NET EXPENDITURE	161,606	187,773	198,305	6
------------------------------	----------------	----------------	----------------	----------

Contributions to / (from) Reserves	-	(466)	-	(100)
------------------------------------	---	-------	---	-------

CURRENT BUDGET 2025/26	191,399
-------------------------------	----------------

TOTAL 2025/26 VARIANCE FROM BUDGET- Over/(Under)	(4,092)
---	----------------

TOP FINANCIAL RISKS 2026/27**Budget**

- Hospital discharge pressures on the social care budget, health and social care workforce, and provider market.
- Increasing costs of new placements due to market pressures
- Increased costs for re-provision of services following provider withdrawal from the market or provider failure.

Demand

- Continued increasing demand led pressures for home care.
- Increase in demand for services by people previously funded by the NHS for Continuing Health Care or Transforming Care, and the short-term winter pressure.
- Increase of people funding their own care with depleting resources and coming under national thresholds.

TOTAL ADULT SOCIAL CARE AND HEALTH

DIRECTORATE SUMMARY

CABINET MEMBER

Cllr Yvette Hopley	
Cllr Margaret Bird	

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Annette McPartland	Corporate Director Adult Social Care and Health	21285
Simon Robson	Director - Operations	21299
Bianca Byrne	Director of Adult Social Care Commissioning, Policy & Improvement	21181
Ruth Hutchinson	Director of Public Health	21277

DIVISION CODE	DIVISION
C1405E	TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY
C1410E	ADULT SOCIAL CARE OPERATIONS
C1420E	ASCH COMMISSIONING POLICY AND IMPROVEMENT
C1540E	PUBLIC HEALTH

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,052	C1405E : TOTAL ADULT SOCIAL CARE AND	2,590	347	2,937	13
171,883	C1410E : ADULT SOCIAL CARE OPERATIONS	144,982	35,728	180,710	25
13,372	C1420E : ASCH COMMISSIONING POLICY AND	14,034	624	14,658	4
-	C1540E : PUBLIC HEALTH	0	0	0	n/a
187,307	TOTAL NET EXPENDITURE	161,606	36,699	198,305	22.71

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMM	10.0	10.9	0.9
C1410E : ADULT SOCIAL CARE OPERATIONS	631.3	654.5	23.2
C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT	67.0	67.0	-
C1540E : PUBLIC HEALTH	28.7	41.7	13.0
TOTAL FTE STAFF	737.0	774.2	37.2

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Adult Social Care & Health Directorate 0.9 FTE new post created to support Principal Social Worker.

Operations staffing shows a net increase of 23.2 FTEs. This reflects 37.1 FTEs made permanent following the transfer of the Adults Social Care Discharge Fund and the Market Sustainability Improvement Fund grants funded posts into the Revenue Support Grant, partially offset by the release of 13.87 vacant FTEs within Provider Services as budgets were realigned to support packages of care in Localities.

Overall movement in Public Health reflects 4.0 new FTE posts to meet service demand, a 2.0 FTE adjustment to correctly attribute Public Health-funded staff previously shown under Assistant Chief Executive, and the conversion of 7.0 FTE temporary posts to permanent roles.

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
45,882	Employees	46,095	4,446	50,541	10
62	Premises related expenditure	3	-	3	-
4,136	Supplies and Services	2,705	1,341	4,046	50
205,841	Third Party Payments	162,356	31,045	193,401	19
14,310	Transfer Payments	10,094	4,509	14,603	45
134	Transport related expenditure	88	63	151	72
32,010	Recharges from other services	25,060	(2,509)	22,552	(10)
302,374	TOTAL CONTROLLABLE EXPENDITURE	246,401	38,895	285,296	16
(35,319)	Government Grants	(34,617)	4,712	(29,905)	(14)
(23,366)	Other Grants, reimbursements and contributions	(22,030)	1,018	(21,012)	(5)
(42,154)	Customer and Client Receipts	(27,839)	(2,293)	(30,132)	8
-	Interest Receivable	-	-	-	n/a
(25,243)	Recharges to other services	(11,814)	(6,440)	(18,254)	55
(126,083)	TOTAL CONTROLLABLE INCOME	(96,300)	(3,003)	(99,303)	3
176,290	NET CONTROLLABLE COST	150,101	35,892	185,993	24
170	Capital Charges	170	(35)	135	(21)
-	Intangible Charges	-	-	0	n/a
(23)	REFCUS	-	-	0	n/a
11,335	Corporate support services bought in	11,335	842	12,177	7
11,482	TOTAL NON-CONTROLLABLE EXPENDITURE	11,505	807	12,312	7
187,772	NET COST OF SERVICE	161,606	36,699	198,305	23
(466)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
(466)	TOTAL APPROPRIATIONS	-	-	-	n/a
187,306	TOTAL NET EXPENDITURE	161,606	36,699	198,305	23
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					7,300
Strategic budget - agreed additional income / savings					(8,337)
Other resource changes					37,736
TOTAL OTHER VARIATIONS IN RESOURCE					36,699

SERVICE DESCRIPTION

The Adult Social Care and Health Directorate 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 their carers. 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 Directorate also works closely with other parts of the Council such as Children's and Housing as well as partners such as the NHS to deliver integrated care and support where possible.

As part of the Mayors Business Plan and 2026/30 Medium Term Financial Strategy, a key objective will be to deliver, alongside a strategic delivery partner, the Adults Living Independently programme which enables Adult Social Care in Croydon to be on a sustainable footing whilst ensuring that people who need services receive them.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1410F	C1410F-ADULT SOCIAL CARE AND HEALTH DIRECTORATE	2,371	156	2,527	7
C1412F	C1412F-CENTRAL LEARNING AND DEVELOPMENT	219	191	410	87
				-	
				-	
				-	
				-	
				-	
				-	
	TOTAL NET EXPENDITURE	2,590	347	2,937	13

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
C1410F-ADULT SOCIAL CARE AND HEALTH DIRECTORATE	7.0	7.0	-
C1412F-CENTRAL LEARNING AND DEVELOPMENT	3.0	3.9	0.9
TOTAL FTE STAFF	10.0	10.9	0.9

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,625	Employees	1,255	183	1,438	15
0	Premises related expenditure	-	-	-	n/a
50	Supplies and Services	107	819	926	765
-	- Third Party Payments	630	(570)	60	(90)
-	- Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
113	Recharges from other services	267	(90)	177	(34)
1,789	TOTAL CONTROLLABLE EXPENDITURE	2,259	342	2,601	n/a
0	Government Grants	-	-	-	n/a
(45)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(45)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
1,744	NET CONTROLLABLE COST	2,259	342	2,601	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
(23)	REFCUS	-	-	-	n/a
331	Corporate support services bought in	331	5	336	2
308	TOTAL NON-CONTROLLABLE EXPENDITURE	331	5	336	n/a
2,052	NET COST OF SERVICE	2,590	347	2,937	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,052	TOTAL NET EXPENDITURE	2,590	347	2,937	13
* 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>					(1,487)
					1,834
TOTAL OTHER VARIATIONS IN RESOURCE					347

SERVICE: C1410F-ADULT SOCIAL CARE AND HEALTH DIRECTORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,275	Employees	1,079	26	1,105	2
-	Premises related expenditure	-	-	-	n/a
49	Supplies and Services	104	819	923	788
-	Third Party Payments	630	(570)	60	(90)
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
113	Recharges from other services	267	(90)	177	(34)
1,437	TOTAL CONTROLLABLE EXPENDITURE	2,080	185	2,265	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
1,437	NET CONTROLLABLE COST	2,080	185	2,265	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
291	Corporate support services bought in	291	(29)	262	(10)
291	TOTAL NON-CONTROLLABLE EXPENDITURE	291	(29)	262	n/a
1,728	NET COST OF SERVICE	2,371	156	2,527	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,728	TOTAL NET EXPENDITURE	2,371	156	2,527	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(884)
TOM - Improving Payments Transformation					(236)
TOM - Unified Front Door (including Info, Advice & Guidance)					(153)
TOM - Community Partnerships					(90)
TOM - Simpler Organisation					(84)
TOM - Commercial Excellence					(40)
					(1,487)
<u>Other resource changes</u>					
2025-26 Pay Award					116
2025-26 Contract Inflation					5
2026-27 Pension Fund Reduced Employers Contribution					(6)
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					1,998
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					484
Pay award realignment to correct misallocation (ASCH 3.4)					2
Realignment of budgets to meet demand pressures in Localities (ASCH 2.7)					(406)
Resource realignment to meet demand pressures in Localities (ASCH 2.7)					(181)
Reallocation of legal budgets to operational service (ASCH 2.4)					(72)
TOM - Digital Savings					(70)
Resource realignment to meet demand pressures in 18-65 Disabilities (ASCH 2.4)					(56)
Reallocation of legal budgets to operational service (ASCH 2.5)					(46)
TOM - Layers and Spans					(40)
Reallocation of legal budgets to operational service (ASCH 2.7)					(30)
Reallocation of legal budgets to operational service (ASCH 2.9)					(18)
Reallocation of legal budgets to operational service (ASCH 2.6)					(4)
Reallocation of legal budgets to operational service (ASCH 2.10)					(2)
Reallocation of legal budgets to Commissioning (ASCH 3.6)					(2)
Movement in Corporate Recharges					(29)
					1,643
TOTAL OTHER VARIATIONS IN RESOURCE					156

SERVICE: C1412F-CENTRAL LEARNING AND DEVELOPMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
350	Employees	176	157	333	89
0	Premises related expenditure	-	-	-	n/a
1	Supplies and Services	3	-	3	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
0	Recharges from other services	-	-	-	n/a
351	TOTAL CONTROLLABLE EXPENDITURE	179	157	336	n/a
0	Government Grants	-	-	-	n/a
(45)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(45)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
306	NET CONTROLLABLE COST	179	157	336	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
(23)	REFCUS	-	-	-	n/a
40	Corporate support services bought in	40	34	74	85
17	TOTAL NON-CONTROLLABLE EXPENDITURE	40	34	74	n/a
323	NET COST OF SERVICE	219	191	410	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
323	TOTAL NET EXPENDITURE	219	191	410	87
* 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>					
2025-26 Pay Award					5
2026-27 Pension Fund Reduced Employers Contribution					(4)
Resource realignment from Provider Services (ASCH 2.6)					156
Movement in Corporate Recharges					34
					191
TOTAL OTHER VARIATIONS IN RESOURCE					191

SERVICE DESCRIPTION

Social Care is an essential part of the fabric of our society and is a statutory duty of the council.

Social Care at its best enables and transforms peoples' lives whether they need support with mental health, because of physical disabilities, learning disabilities, or because they are becoming older and in need of additional support.

Social Care supports people to work, to socialise, to care and support family members and to play an active role in their communities and, when necessary, protects people to keep them safe from harm. To achieve this, we must target our offer and be precise in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence. Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1419F	C1419F-18-25 DISABILITY TRANSITIONS	12,467	(338)	12,129	(3)
C1414F	C1414F-18-65 DISABILITY	58,721	14,830	73,551	25
C1415F	C1415F-ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	10,722	1,885	12,607	18
C1416F	C1416F-PROVIDER SERVICES	12,083	689	12,772	6
C1418F	C1418F-LOCALITIES	38,316	17,479	55,795	46
C1422F	C1422F-BUSINESS COMPLIANCE & EARLY INTERVENTION	5,379	93	5,472	2
C1426F	C1426F-ADULT SAFEGUARDING AND QUALITY ASSURANCE	3,649	301	3,950	8
C1440F	C1440F-LIFE SERVICES	3,645	789	4,434	22
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	144,982	35,728	180,710	25

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1419F-18-25 DISABILITY TRANSITIONS	17.0	21.0	4.0
C1414F-18-65 DISABILITY	64.0	64.0	-
C1415F-ADULT MENTAL HEALTH AND SUBSTANCE MISUSE	67.2	68.5	1.3
C1416F-PROVIDER SERVICES	222.0	208.1	(13.9)
C1418F-LOCALITIES	72.4	93.0	20.6
C1422F-BUSINESS COMPLIANCE & EARLY INTERVENTION	90.6	82.5	(8.1)
C1426F-ADULT SAFEGUARDING AND QUALITY ASSURANCE	39.4	40.6	1.2
C1440F-LIFE SERVICES	58.7	76.8	18.1
TOTAL FTE STAFF	631.3	654.5	23.2

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
36,483	Employees	37,192	3,412	40,604	9
59	Premises related expenditure	3	-	3	-
3,614	Supplies and Services	2,323	447	2,770	19
165,110	Third Party Payments	130,587	30,857	161,444	24
14,310	Transfer Payments	10,094	4,509	14,603	45
130	Transport related expenditure	85	63	148	74
394	Recharges from other services	599	149	748	25
220,101	TOTAL CONTROLLABLE EXPENDITURE	180,883	39,436	220,319	n/a
(106)	Government Grants	(69)	69	-	(100)
(9,803)	Other Grants, reimbursements and contributions	(9,051)	1,254	(7,797)	(14)
(26,786)	Customer and Client Receipts	(25,031)	(2,293)	(27,324)	9
-	Interest Receivable	-	-	-	n/a
(20,866)	Recharges to other services	(11,094)	(3,456)	(14,550)	31
(57,562)	TOTAL CONTROLLABLE INCOME	(45,245)	(4,426)	(49,671)	n/a
162,539	NET CONTROLLABLE COST	135,638	35,010	170,648	n/a
170	Capital Charges	170	(35)	135	(21)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
9,174	Corporate support services bought in	9,174	753	9,927	8
9,344	TOTAL NON-CONTROLLABLE EXPENDITURE	9,344	718	10,062	n/a
171,883	NET COST OF SERVICE	144,982	35,728	180,710	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
171,883	TOTAL NET EXPENDITURE	144,982	35,728	180,710	25
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					7,300
<u>Strategic budget - agreed additional income / savings</u>					(6,656)
<u>Other resource changes</u>					35,084
TOTAL OTHER VARIATIONS IN RESOURCE					35,728

SERVICE: C1419F-18-25 DISABILITY TRANSITIONS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,530	Employees	1,100	423	1,523	38
2	Premises related expenditure	-	-	-	n/a
20	Supplies and Services	-	-	-	n/a
8,398	Third Party Payments	9,137	(897)	8,240	(10)
2,007	Transfer Payments	2,204	12	2,216	1
14	Transport related expenditure	34	-	34	-
65	Recharges from other services	-	-	-	n/a
12,036	TOTAL CONTROLLABLE EXPENDITURE	12,475	(462)	12,013	n/a
-	Government Grants	-	-	-	n/a
(187)	Other Grants, reimbursements and contributions	-	-	-	n/a
(322)	Customer and Client Receipts	(239)	(40)	(279)	17
-	Interest Receivable	-	-	-	n/a
(364)	Recharges to other services	(94)	94	-	(100)
(873)	TOTAL CONTROLLABLE INCOME	(333)	54	(279)	n/a
11,163	NET CONTROLLABLE COST	12,142	(408)	11,734	n/a
9	Capital Charges	9	2	11	22
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
316	Corporate support services bought in	316	68	384	22
325	TOTAL NON-CONTROLLABLE EXPENDITURE	325	70	395	n/a
11,488	NET COST OF SERVICE	12,467	(338)	12,129	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
11,488	TOTAL NET EXPENDITURE	12,467	(338)	12,129	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO ASCH 001 - Demographic and Activity Growth					207
					207
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(116)
2026-30 SAV ASCH 001 - Stabilisation Plan - Adults Living Independently Programme					(16)
					(132)
<u>Other resource changes</u>					
2025-26 Pay Award					48
2026-27 Pension Fund Reduced Employers Contribution					45
Budget realignment between 18-65 Disability Services and Disability Transitions (ASCH 2.4)					(1,000)
Movement in Corporate Recharges					70
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					424
					(413)
TOTAL OTHER VARIATIONS IN RESOURCE					(338)

SERVICE: C1414F-18-65 DISABILITY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
4,325	Employees	4,266	(54)	4,212	(1)
-	Premises related expenditure	-	-	-	n/a
355	Supplies and Services	11	122	133	1,109
70,519	Third Party Payments	59,162	9,543	68,705	16
9,084	Transfer Payments	5,580	3,500	9,080	63
89	Transport related expenditure	11	62	73	564
8	Recharges from other services	26	-	26	-
84,380	TOTAL CONTROLLABLE EXPENDITURE	69,056	13,173	82,229	n/a
-	Government Grants	-	-	-	n/a
(100)	Other Grants, reimbursements and contributions	-	-	-	n/a
(5,902)	Customer and Client Receipts	(6,454)	492	(5,962)	(8)
-	Interest Receivable	-	-	-	n/a
(5,477)	Recharges to other services	(5,109)	1,328	(3,781)	(26)
(11,479)	TOTAL CONTROLLABLE INCOME	(11,563)	1,820	(9,743)	n/a
72,901	NET CONTROLLABLE COST	57,493	14,993	72,486	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,228	Corporate support services bought in	1,228	(163)	1,065	(13)
1,228	TOTAL NON-CONTROLLABLE EXPENDITURE	1,228	(163)	1,065	n/a
74,129	NET COST OF SERVICE	58,721	14,830	73,551	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
74,129	TOTAL NET EXPENDITURE	58,721	14,830	73,551	25
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO ASCH 001 - Demographic and Activity Growth					1,209
					1,209
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(2,084)
2026-30 SAV ASCH 001 - Stabilisation Plan - Adults Living Independently Programme					(288)
2024-28 SAV HSG 003 - No Recourse to Public Funds					(100)
					(2,472)
<u>Other resource changes</u>					
2025-26 Pay Award					140
2025-26 Contract Inflation					12,025
2026-27 Pension Fund Reduced Employers Contribution					(150)
2025-26 Demographic and Market Pressure Growth					1,510
Budget realignment between 18–65 Disability Services and Disability Transitions (ASCH 2.3)					1,000
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					1,371
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					202
Resource realignment from Directorate (ASCH 1.3)					56
Transfer of the Sensory Impairment service from Provider Services to 18–65 Disability Services (ASCH 2.6)					30
Reallocation of legal budgets from Directorate (ASCH 1.3)					72
Movement in Corporate Recharges					(163)
					16,093
TOTAL OTHER VARIATIONS IN RESOURCE					14,830

SERVICE: C1415F-ADULT MENTAL HEALTH AND SUBSTANCE MISUSE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
4,524	Employees	3,852	722	4,574	19
-	Premises related expenditure	-	-	-	n/a
79	Supplies and Services	16	(2)	14	(13)
15,592	Third Party Payments	11,292	3,350	14,642	30
51	Transfer Payments	142	(37)	105	(26)
-	Transport related expenditure	28	-	28	-
57	Recharges from other services	12	48	60	400
20,302	TOTAL CONTROLLABLE EXPENDITURE	15,342	4,081	19,423	n/a
(50)	Government Grants	(54)	54	-	(100)
(7,468)	Other Grants, reimbursements and contributions	(3,969)	(2,583)	(6,552)	65
(601)	Customer and Client Receipts	(808)	210	(598)	(26)
-	Interest Receivable	-	-	-	n/a
(1,142)	Recharges to other services	(733)	62	(671)	(8)
(9,260)	TOTAL CONTROLLABLE INCOME	(5,564)	(2,257)	(7,821)	n/a
11,042	NET CONTROLLABLE COST	9,778	1,824	11,602	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
944	Corporate support services bought in	944	61	1,005	6
944	TOTAL NON-CONTROLLABLE EXPENDITURE	944	61	1,005	n/a
11,986	NET COST OF SERVICE	10,722	1,885	12,607	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
11,986	TOTAL NET EXPENDITURE	10,722	1,885	12,607	18
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO ASCH 001 - Demographic and Activity Growth					169
					169
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(705)
2026-30 SAV ASCH 001 - Stabilisation Plan - Adults Living Independently Programme					(96)
					(801)
<u>Other resource changes</u>					
2025-26 Pay Award					182
2025-26 Contract Inflation					1,867
2026-27 Pension Fund Reduced Employers Contribution					(154)
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					466
Revenue Support Grant Adjustment – Local Reform & Community Voices					49
Reallocation of legal budgets from Directorate (ASCH 1.3)					46
Movement in Corporate Recharges					61
					2,517
TOTAL OTHER VARIATIONS IN RESOURCE					1,885

SERVICE: C1416F-PROVIDER SERVICES

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
8,373	Employees	11,611	(194)	11,417	(2)
53	Premises related expenditure	2	-	2	-
52	Supplies and Services	10	82	92	820
3,909	Third Party Payments	2,761	56	2,817	2
105	Transfer Payments	114	-	114	-
0	Transport related expenditure	1	-	1	-
244	Recharges from other services	353	(1)	352	(0)
12,736	TOTAL CONTROLLABLE EXPENDITURE	14,852	(57)	14,795	n/a
-	Government Grants	-	-	-	n/a
(65)	Other Grants, reimbursements and contributions	(155)	-	(155)	-
(2,781)	Customer and Client Receipts	(3,404)	-	(3,404)	-
-	Interest Receivable	-	-	-	n/a
(2,181)	Recharges to other services	(1,922)	448	(1,474)	(23)
(5,027)	TOTAL CONTROLLABLE INCOME	(5,481)	448	(5,033)	n/a
7,709	NET CONTROLLABLE COST	9,371	391	9,762	n/a
159	Capital Charges	159	(35)	124	(22)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,553	Corporate support services bought in	2,553	333	2,886	13
2,712	TOTAL NON-CONTROLLABLE EXPENDITURE	2,712	298	3,010	n/a
10,421	NET COST OF SERVICE	12,083	689	12,772	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
10,421	TOTAL NET EXPENDITURE	12,083	689	12,772	6
* 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>					
2025-26 Pay Award					437
2025-26 Contract Inflation					98
2026-27 Pension Fund Reduced Employers Contribution					(300)
Realignment of budgets to meet demand pressures within Localities (ASCH 2.7)					(172)
Resource realignment to Central Learning & Development (ASCH 1.4)					(156)
Transfer of the Sensory Impairment service from Provider Services to Localities (ASCH 2.7)					(35)
Transfer of the Sensory Impairment service from Provider Services to 18-65 Disability Services (ASCH 2.4)					(30)
Reallocation of legal budgets from Directorate (ASCH 1.3)					4
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					545
Movement in Corporate Recharges					298
					689
TOTAL OTHER VARIATIONS IN RESOURCE					689

SERVICE: C1418F-LOCALITIES

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
6,176	Employees	5,927	894	6,821	15
0	Premises related expenditure	-	-	-	n/a
2,006	Supplies and Services	1,479	255	1,734	17
66,532	Third Party Payments	48,084	18,954	67,038	39
2,945	Transfer Payments	2,054	910	2,964	44
12	Transport related expenditure	8	1	9	13
29	Recharges from other services	4	1	5	25
77,700	TOTAL CONTROLLABLE EXPENDITURE	57,556	21,015	78,571	n/a
(12)	Government Grants	(15)	15	-	(100)
(1,835)	Other Grants, reimbursements and contributions	(4,177)	3,177	(1,000)	(76)
(16,776)	Customer and Client Receipts	(13,839)	(2,955)	(16,794)	21
-	Interest Receivable	-	-	-	n/a
(8,759)	Recharges to other services	(2,708)	(3,818)	(6,526)	141
(27,382)	TOTAL CONTROLLABLE INCOME	(20,739)	(3,581)	(24,320)	n/a
50,318	NET CONTROLLABLE COST	36,817	17,434	54,251	n/a
2	Capital Charges	2	(2)	-	(100)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,497	Corporate support services bought in	1,497	47	1,544	3
1,499	TOTAL NON-CONTROLLABLE EXPENDITURE	1,499	45	1,544	n/a
51,817	NET COST OF SERVICE	38,316	17,479	55,795	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
51,817	TOTAL NET EXPENDITURE	38,316	17,479	55,795	46
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024-28 GRO ASCH 001 - Demographic and Activity Growth					5,715
					5,715
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV ASCH 001 - Adults Living Independently Programme					(3,251)
					(3,251)
<u>Other resource changes</u>					
2025-26 Pay Award					238
2025-26 Contract Inflation					9,737
2026-27 Pension Fund Reduced Employers Contribution					(243)
2025-26 Demographic and Market Pressure Growth					2,490
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					1,207
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					704
Realignment of budgets from Directorate to meet demand pressures (ASCH 1.3)					406
Resource realignment from Directorate to meet demand pressures (ASCH 1.3)					181
Realignment of budgets from Provider Services to meet demand pressures (ASCH 2.6)					172
Transfer of the Sensory Impairment service from Provider Services (ASCH 2.6)					35
Reallocation of legal budgets from Directorate (ASCH 1.3)					30
Revenue Support Grant Adjustment – War Pensions					13
Movement in Corporate Recharges					45
					15,015
TOTAL OTHER VARIATIONS IN RESOURCE					17,479

SERVICE: C1422F-BUSINESS COMPLIANCE & EARLY INTERVENTION

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
5,014	Employees	4,645	(84)	4,561	(2)
1	Premises related expenditure	-	-	-	n/a
491	Supplies and Services	403	(30)	373	(7)
155	Third Party Payments	149	(149)	-	(100)
119	Transfer Payments	-	124	124	n/a
1	Transport related expenditure	-	-	-	n/a
(166)	Recharges from other services	5	56	61	1,110
5,615	TOTAL CONTROLLABLE EXPENDITURE	5,202	(84)	5,118	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(404)	Customer and Client Receipts	(287)	-	(287)	-
-	Interest Receivable	-	-	-	n/a
(986)	Recharges to other services	(510)	-	(510)	-
(1,390)	TOTAL CONTROLLABLE INCOME	(797)	-	(797)	n/a
4,225	NET CONTROLLABLE COST	4,405	(84)	4,321	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
974	Corporate support services bought in	974	177	1,151	18
974	TOTAL NON-CONTROLLABLE EXPENDITURE	974	177	1,151	n/a
5,199	NET COST OF SERVICE	5,379	93	5,472	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
5,199	TOTAL NET EXPENDITURE	5,379	93	5,472	2
* 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>					
2025-26 Pay Award					187
2026-27 Pension Fund Reduced Employers Contribution					(271)
Movement in Corporate Recharges					177
					93
TOTAL OTHER VARIATIONS IN RESOURCE					93

SERVICE: C1426F-ADULT SAFEGUARDING AND QUALITY ASSURANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,605	Employees	2,542	261	2,803	10
-	Premises related expenditure	1	-	1	-
563	Supplies and Services	404	18	422	4
2	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	3	-	3	-
15	Recharges from other services	58	45	103	78
3,187	TOTAL CONTROLLABLE EXPENDITURE	3,008	324	3,332	n/a
(44)	Government Grants	-	-	-	n/a
(63)	Other Grants, reimbursements and contributions	(90)	-	(90)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(191)	Recharges to other services	-	-	-	n/a
(298)	TOTAL CONTROLLABLE INCOME	(90)	-	(90)	n/a
2,889	NET CONTROLLABLE COST	2,918	324	3,242	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
731	Corporate support services bought in	731	(23)	708	(3)
731	TOTAL NON-CONTROLLABLE EXPENDITURE	731	(23)	708	n/a
3,620	NET COST OF SERVICE	3,649	301	3,950	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,620	TOTAL NET EXPENDITURE	3,649	301	3,950	8
* 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>					
2025-26 Pay Award					83
2026-27 Pension Fund Reduced Employers Contribution					(13)
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					191
Revenue Support Grant Adjustment – Local Reform & Community Voices					45
Reallocation of legal budgets from Directorate (ASCH 1.3)					18
Movement in Corporate Recharges					(23)
					301
TOTAL OTHER VARIATIONS IN RESOURCE					301

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,937	Employees	3,249	1,444	4,693	44
3	Premises related expenditure	-	-	-	n/a
49	Supplies and Services	-	2	2	n/a
4	Third Party Payments	2	-	2	-
-	Transfer Payments	-	-	-	n/a
11	Transport related expenditure	-	-	-	n/a
142	Recharges from other services	141	-	141	-
4,145	TOTAL CONTROLLABLE EXPENDITURE	3,392	1,446	4,838	n/a
-	Government Grants	-	-	-	n/a
(86)	Other Grants, reimbursements and contributions	(660)	660	-	(100)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,767)	Recharges to other services	(18)	(1,570)	(1,588)	8,722
(1,852)	TOTAL CONTROLLABLE INCOME	(678)	(910)	(1,588)	n/a
2,293	NET CONTROLLABLE COST	2,714	536	3,250	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
931	Corporate support services bought in	931	253	1,184	27
931	TOTAL NON-CONTROLLABLE EXPENDITURE	931	253	1,184	n/a
3,224	NET COST OF SERVICE	3,645	789	4,434	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,224	TOTAL NET EXPENDITURE	3,645	789	4,434	22
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025-26 Pay Award					146
2026-27 Pension Fund Reduced Employers Contribution					(167)
Reallocation of legal budgets from Directorate (ASCH 1.3)					2
Movement in Corporate Recharges					253
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					555
					789
TOTAL OTHER VARIATIONS IN RESOURCE					789

SERVICE DESCRIPTION

The Commissioning, Policy & Improvement Division is responsible for:

- Commissioning good quality and best value outcomes for residents requiring support.
- Designing and embedding pathways for residents requiring support to ensure we are maximising their independence with every intervention.
- Supporting the market in Croydon to deliver high quality care and support to our residents.
- Developing strategies and policies that enable the Directorate and its partners to deliver on our strategic ambitions.
- Providing high quality project and programme management to deliver our transformation and improvement plans.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)		ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	Other (C) £000's	£000's	
C1432F	C1432F-INTEGRATED CONTRACTS AND PERFORMANCE	4,408	669	5,077	15
C1417F	C1417F-OBC COMMISSIONING	5,339	43	5,382	1
C1424F	C1424F-COMMUNITY EQUIPMENT SERVICE	305	(67)	238	(22)
C1430F	C1430F-ADULT SOCIAL CARE IMPROVEMENT	1,578	(141)	1,437	(9)
C1421F	C1421F-ADULTS PLACEMENT, BROKERAGE & MARKET MANAGEMENT	2,404	120	2,524	5
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	14,034	624	14,658	4

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1432F-INTEGRATED CONTRACTS AND PERFORMANCE	20.0	21.0	1.0
C1417F-OBC COMMISSIONING	30.0	-	(30.0)
C1424F-COMMUNITY EQUIPMENT SERVICE	-	-	-
C1430F-ADULT SOCIAL CARE IMPROVEMENT	17.0	15.0	(2.0)
C1421F-ADULTS PLACEMENT, BROKERAGE & MARKET MANAGEMENT	-	31.0	31.0
TOTAL FTE STAFF	67.0	67.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
4,713	Employees	5,032	(342)	4,690	(7)
4	Premises related expenditure	-	-	-	n/a
371	Supplies and Services	175	(92)	83	(53)
24,468	Third Party Payments	14,095	(1,812)	12,283	(13)
-	Transfer Payments	-	-	-	n/a
3	Transport related expenditure	3	-	3	-
24,555	Recharges from other services	18,719	(4,193)	14,526	(22)
54,114	TOTAL CONTROLLABLE EXPENDITURE	38,024	(6,439)	31,585	n/a
(8,569)	Government Grants	(8,569)	8,569	-	(100)
(13,518)	Other Grants, reimbursements and contributions	(12,979)	(236)	(13,215)	2
(15,368)	Customer and Client Receipts	(2,808)	-	(2,808)	-
-	Interest Receivable	-	-	-	n/a
(4,372)	Recharges to other services	(720)	(1,343)	(2,063)	187
(41,828)	TOTAL CONTROLLABLE INCOME	(25,076)	6,990	(18,086)	n/a
12,286	NET CONTROLLABLE COST	12,948	551	13,499	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,086	Corporate support services bought in	1,086	73	1,159	7
1,086	TOTAL NON-CONTROLLABLE EXPENDITURE	1,086	73	1,159	n/a
13,372	NET COST OF SERVICE	14,034	624	14,658	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
13,372	TOTAL NET EXPENDITURE	14,034	624	14,658	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
<u>Strategic budget - agreed additional income / savings</u>					(194)
<u>Other resource changes</u>					818
TOTAL OTHER VARIATIONS IN RESOURCE					624

DIRECTORATE: **C1400D : ADULT SOCIAL CARE AND HEALTH** **SERVICE SUBJECTIVE SUMMARY**
 DIVISION: **C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT**

SERVICE: C1432F-INTEGRATED CONTRACTS AND PERFORMANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,555	Employees	1,536	4	1,540	0
-	Premises related expenditure	-	-	-	n/a
44	Supplies and Services	49	30	79	61
2,599	Third Party Payments	2,032	630	2,662	31
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1,243	Recharges from other services	1,232	16	1,248	1
5,441	TOTAL CONTROLLABLE EXPENDITURE	4,849	680	5,529	n/a
(107)	Government Grants	(107)	107	-	(100)
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(907)	Recharges to other services	(334)	(507)	(841)	152
(1,014)	TOTAL CONTROLLABLE INCOME	(441)	(400)	(841)	n/a
4,427	NET CONTROLLABLE COST	4,408	280	4,688	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	389	389	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	389	389	n/a
4,427	NET COST OF SERVICE	4,408	669	5,077	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,427	TOTAL NET EXPENDITURE	4,408	669	5,077	15
* 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>					
2025-26 Pay Award					55
2025-26 Contract Inflation					151
2026-27 Pension Fund Reduced Employers Contribution					(62)
Realignment of legal budgets within Commissioning Policy & Improvement (ASCH 3.6)					18
Realigning of staffing budgets within Commissioning Policy & Improvement (ASCH 3.5)					11
Revenue Support Grant Adjustment – Local Reform & Community Voices					107
Movement in Corporate Recharges					389
					669
TOTAL OTHER VARIATIONS IN RESOURCE					669

SERVICE: C1424F-COMMUNITY EQUIPMENT SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
12,860	Third Party Payments	303	435	738	144
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	502	(502)	-	(100)
12,860	TOTAL CONTROLLABLE EXPENDITURE	805	(67)	738	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(12,428)	Customer and Client Receipts	(500)	-	(500)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(12,428)	TOTAL CONTROLLABLE INCOME	(500)	-	(500)	n/a
432	NET CONTROLLABLE COST	305	(67)	238	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
432	NET COST OF SERVICE	305	(67)	238	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
432	TOTAL NET EXPENDITURE	305	(67)	238	(22)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV ASCH 001 - Croydon Community Equipment Service					(194)
					(194)
<u>Other resource changes</u>					
2025-26 Contract Inflation					127
2025-26 Pay Award					2
Pay award realignment to correct misallocation (ASCH 1.3)					(2)
					127
TOTAL OTHER VARIATIONS IN RESOURCE					(67)

DIRECTORATE: **C1400D : ADULT SOCIAL CARE AND HEALTH** **SERVICE SUBJECTIVE SUMMARY**
 DIVISION: **C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT**

SERVICE: C1430F-ADULT SOCIAL CARE IMPROVEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,189	Employees	964	16	980	2
-	Premises related expenditure	-	-	-	n/a
301	Supplies and Services	-	-	-	n/a
219	Third Party Payments	3,321	(3,111)	210	(94)
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
7,366	Recharges from other services	3,041	(3,041)	-	(100)
9,075	TOTAL CONTROLLABLE EXPENDITURE	7,326	(6,136)	1,190	n/a
(6,131)	Government Grants	(6,131)	6,131	-	(100)
(273)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,605)	Recharges to other services	-	-	-	n/a
(8,010)	TOTAL CONTROLLABLE INCOME	(6,131)	6,131	-	n/a
1,065	NET CONTROLLABLE COST	1,195	(5)	1,190	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
383	Corporate support services bought in	383	(136)	247	(36)
383	TOTAL NON-CONTROLLABLE EXPENDITURE	383	(136)	247	n/a
1,448	NET COST OF SERVICE	1,578	(141)	1,437	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,448	TOTAL NET EXPENDITURE	1,578	(141)	1,437	(9)
* 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>					
2025-26 Pay Award					32
2026-27 Pension Fund Reduced Employers Contribution					(26)
Realigning of staffing budgets within Commissioning Policy & Improvement (ASCH 3.3)					(11)
Movement in Corporate Recharges					(136)
					(141)
TOTAL OTHER VARIATIONS IN RESOURCE					(141)

SERVICE: C1417F-OBC COMMISSIONING

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
87	Employees	97	-	97	-
-	Premises related expenditure	-	-	-	n/a
10	Supplies and Services	1	2	3	200
8,636	Third Party Payments	7,909	762	8,671	10
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
154	Recharges from other services	145	8	153	6
8,887	TOTAL CONTROLLABLE EXPENDITURE	8,152	772	8,924	n/a
-	Government Grants	-	-	-	n/a
(205)	Other Grants, reimbursements and contributions	(205)	-	(205)	-
(2,940)	Customer and Client Receipts	(2,308)	-	(2,308)	-
-	Interest Receivable	-	-	-	n/a
(1,030)	Recharges to other services	(300)	(729)	(1,029)	243
(4,175)	TOTAL CONTROLLABLE INCOME	(2,813)	(729)	(3,542)	n/a
4,712	NET CONTROLLABLE COST	5,339	43	5,382	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
4,712	NET COST OF SERVICE	5,339	43	5,382	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,712	TOTAL NET EXPENDITURE	5,339	43	5,382	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					1
2025-26 Contract Inflation					89
Reallocation of legal budgets from Directorate (ASCH 1.3)					2
Realignment of legal budgets within (ASCH 3.3)					-18
Contracts Budget Savings					(31)
					43
TOTAL OTHER VARIATIONS IN RESOURCE					43

DIRECTORATE: **C1400D : ADULT SOCIAL CARE AND HEALTH** **SERVICE SUBJECTIVE SUMMARY**
 DIVISION: **C1420E : ASCH COMMISSIONING POLICY AND IMPROVEMENT**

SERVICE: C1421F-ADULTS PLACEMENT, BROKERAGE & MARKET MANAGEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,882	Employees	2,435	(362)	2,073	(15)
4	Premises related expenditure	-	-	-	n/a
17	Supplies and Services	125	(124)	1	(99)
154	Third Party Payments	530	(528)	2	(100)
-	Transfer Payments	-	-	-	n/a
3	Transport related expenditure	3	-	3	-
15,791	Recharges from other services	13,799	(674)	13,125	(5)
17,850	TOTAL CONTROLLABLE EXPENDITURE	16,892	(1,688)	15,204	n/a
(2,331)	Government Grants	(2,331)	2,331	-	(100)
(13,040)	Other Grants, reimbursements and contributions	(12,774)	(236)	(13,010)	2
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(829)	Recharges to other services	(86)	(107)	(193)	124
(16,200)	TOTAL CONTROLLABLE INCOME	(15,191)	1,988	(13,203)	n/a
1,650	NET CONTROLLABLE COST	1,701	300	2,001	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
703	Corporate support services bought in	703	(180)	523	(26)
703	TOTAL NON-CONTROLLABLE EXPENDITURE	703	(180)	523	n/a
2,353	NET COST OF SERVICE	2,404	120	2,524	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,353	TOTAL NET EXPENDITURE	2,404	120	2,524	5
* 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>					
2025-26 Pay Award					54
2026-27 Pension Fund Reduced Employers Contribution					(68)
Movement in Corporate Recharges					(180)
Revenue Support Grant Adjustment – Adult Social Care Discharge Fund					(2,089)
Revenue Support Grant Adjustment – Improved Better Care Fund					2,331
Revenue Support Grant Adjustment – Market Sustainability & Improvement Fund					72
					120
TOTAL OTHER VARIATIONS IN RESOURCE					120

SERVICE DESCRIPTION

Public Health is funded by a ring-fenced grant to provide a range of prescribed and non-prescribed functions to improve the health of the population and to reduce health inequalities. The spend to defined public health descriptors is certified to Department of Health and Social Care by a letter signed by the Section 151 Officer and the Director of Public Health.

The Director of Public Health is a statutory appointment. The team have a specialist skill set. The senior team are registered as Public Health Consultants with the GMC or UKPHR.

The functions of the Public Health Team include:

- Provision of specialist public health advice and expertise to commissioners of health care for Croydon residents, including Croydon Council and SW London ICB.
- Commissioning of population health services including health visiting and school nursing (public health nursing), sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.
- Deliver the local authority role in health protection.
- Influence the wider system to address the wider determinants of health through a health in all policies approach (e.g. housing, income, education). They are mainly delivered by internal council services however also the wider integration agenda.

In 22/23, in addition to the ring-fenced budget, income ring-fenced for substance misuse was received from Office for Health Improvement and Disparities (OHID) to deliver prescribed programmes for three years from April 2022 to March 2025. This was extended for one more year in 25/26 in a slightly different format. In 24/25, an additional ring-fenced grant was received from OHID for Local Stop Smoking Services and Support to deliver a programme for 5 years from April 2024 to March 2029. These Drug and Alcohol and Smoking Cessation grants have now been consolidated into the Public Health Grant from 2026/27 onwards.

In December 2022 Corporate Management Team agreed a presented 3-year Public Health budget which clearly identified where the Public Health ring-fence budget would be allocated, using a 3-year Service Level Agreement (SLA) for the period April 2023 to March 2026. These SLAs have been extended for 26-27. The SLA details the Public Health outcomes that the monies will provide, which will also assist in the monitoring of the Public Health Grant. Of note OHID may be undertaking more rigorous audit of Public Health ring-fence spend. Following the Public Health Peer review £2 million of Public Health Grant reserves has been allocated to developing a cross council prevention initiative in development for 2025 to be delivered over 3 years.

Public Health maintain public health reserves to offset financial risks. The main financial risks are:

- Sexual Health - services are open access and all activity generated by our residents outside of our borough is paid for from the public health grant, it is challenging to predict the level of activity generated in any given year to enable accurate forecasting.
- Agenda for Change - many of the public health mandated functions include contracts with NHS organisations that are subject to Agenda for Change and inflation each year.
- Ongoing changes in health protection across the country

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2024/25 (A)	Other (C)	ORIGINAL BUDGET 2025/26 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1545F	SEXUAL HEALTH - PUBLIC HEALTH	5,329	-	5,329	-
C1546F	HEALTHY BEHAVIOURS - PUBLIC HEALTH	1,764	752	2,516	43
C1543F	CHILDREN'S - PUBLIC HEALTH	7,694	197	7,891	3
C1544F	SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH	3,271	2,588	5,859	79
C1547F	PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	(18,058)	(3,537)	(21,595)	20
C1548F	OBSOLETE PUBLIC HEALTH COST CENTRES	-	-	-	
TOTAL NET EXPENDITURE		-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2024/25 FTE STAFF	ORIGINAL BUDGET 2025/26 FTE STAFF	CHANGE IN FTE STAFF
SEXUAL HEALTH - PUBLIC HEALTH	-	-	-
HEALTHY BEHAVIOURS - PUBLIC HEALTH	9.0	9.0	-
CHILDREN'S - PUBLIC HEALTH	-	-	-
SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH	-	7.0	7.0
PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH	19.7	25.7	6.0
OBSOLETE PUBLIC HEALTH COST CENTRES	-	-	-
TOTAL FTE STAFF	28.7	41.7	13.0

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
3,060	Employees	2,616	1,193	3,809	46
-	Premises related expenditure	-	-	-	n/a
100	Supplies and Services	100	167	267	167
16,263	Third Party Payments	17,044	2,570	19,614	15
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
6,948	Recharges from other services	5,475	1,626	7,101	30
26,371	TOTAL CONTROLLABLE EXPENDITURE	25,235	5,556	30,791	n/a
(26,644)	Government Grants	(25,979)	(3,926)	(29,905)	15
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(5)	Recharges to other services	-	(1,641)	(1,641)	n/a
(26,649)	TOTAL CONTROLLABLE INCOME	(25,979)	(5,567)	(31,546)	n/a
(278)	NET CONTROLLABLE COST	(744)	(11)	(755)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
744	Corporate support services bought in	744	11	755	1
744	TOTAL NON-CONTROLLABLE EXPENDITURE	744	11	755	n/a
466	NET COST OF SERVICE	-	-	-	n/a
(466)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
(466)	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1545F-SEXUAL HEALTH - PUBLIC HEALTH

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
10	Supplies and Services	10	-	10	-
5,103	Third Party Payments	5,319	-	5,319	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
10	Recharges from other services	-	-	-	n/a
5,123	TOTAL CONTROLLABLE EXPENDITURE	5,329	-	5,329	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
5,123	NET CONTROLLABLE COST	5,329	-	5,329	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
5,123	NET COST OF SERVICE	5,329	-	5,329	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
5,123	TOTAL NET EXPENDITURE	5,329	-	5,329	-
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1546F-HEALTHY BEHAVIOURS - PUBLIC HEALTH

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
537	Employees	390	110	500	28
-	- Premises related expenditure	-	-	-	n/a
30	Supplies and Services	30	-	30	-
570	Third Party Payments	1,110	437	1,547	39
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
123	Recharges from other services	120	193	313	161
1,260	TOTAL CONTROLLABLE EXPENDITURE	1,650	740	2,390	n/a
(83)	Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(5)	Recharges to other services	-	-	-	n/a
(88)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
1,172	NET CONTROLLABLE COST	1,650	740	2,390	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFUS	-	-	-	n/a
114	Corporate support services bought in	114	12	126	11
114	TOTAL NON-CONTROLLABLE EXPENDITURE	114	12	126	n/a
1,286	NET COST OF SERVICE	1,764	752	2,516	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,286	TOTAL NET EXPENDITURE	1,764	752	2,516	43
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Movement in Corporate Recharges					12
Smoking Cessation Grant consolidated with Public Health Grant (ASCH 5.7)					740
					752
TOTAL OTHER VARIATIONS IN RESOURCE					752

SERVICE: C1543F-CHILDREN'S - PUBLIC HEALTH

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
7,669	Third Party Payments	7,694	197	7,891	3
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
75	Recharges from other services	-	-	-	n/a
7,744	TOTAL CONTROLLABLE EXPENDITURE	7,694	197	7,891	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
7,744	NET CONTROLLABLE COST	7,694	197	7,891	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
7,744	NET COST OF SERVICE	7,694	197	7,891	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
7,744	TOTAL NET EXPENDITURE	7,694	197	7,891	3
* 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>					
Additional grant allocation for supervised toothbrushing (ASCH 5.7)					75
2025-26 NHS contract pay award (ASCH 5.7)					122
					197
TOTAL OTHER VARIATIONS IN RESOURCE					197

SERVICE: C1544F-SUBSTANCE MISUSE AND MENTAL HEALTH - PUBLIC HEALTH

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
385	Employees	-	501	501	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	59	59	n/a
2,921	Third Party Payments	2,921	1,936	4,857	66
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
350	Recharges from other services	350	92	442	26
3,656	TOTAL CONTROLLABLE EXPENDITURE	3,271	2,588	5,859	n/a
(385)	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
(385)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
3,271	NET CONTROLLABLE COST	3,271	2,588	5,859	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
3,271	NET COST OF SERVICE	3,271	2,588	5,859	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,271	TOTAL NET EXPENDITURE	3,271	2,588	5,859	79
* 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>					
Drug & Alcohol Treatment, Recovery & Improvement Grant consolidated with Public Health Grant (ASCH 5.7)					2,588
					2,588
TOTAL OTHER VARIATIONS IN RESOURCE					2,588

SERVICE: C1547F-PUBLIC HEALTH MANAGEMENT - PUBLIC HEALTH

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
2,138	Employees	2,226	582	2,808	26
-	Premises related expenditure	-	-	-	n/a
60	Supplies and Services	60	108	168	180
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
6,390	Recharges from other services	5,005	1,341	6,346	27
8,588	TOTAL CONTROLLABLE EXPENDITURE	7,291	2,031	9,322	n/a
(26,176)	Government Grants	(25,979)	(3,926)	(29,905)	15
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	(1,641)	(1,641)	n/a
(26,176)	TOTAL CONTROLLABLE INCOME	(25,979)	(5,567)	(31,546)	n/a
(17,588)	NET CONTROLLABLE COST	(18,688)	(3,536)	(22,224)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
630	Corporate support services bought in	630	(1)	629	(0)
630	TOTAL NON-CONTROLLABLE EXPENDITURE	630	(1)	629	n/a
(16,958)	NET COST OF SERVICE	(18,058)	(3,537)	(21,595)	n/a
(466)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
(466)	TOTAL APPROPRIATIONS	-	-	-	n/a
(17,424)	TOTAL NET EXPENDITURE	(18,058)	(3,537)	(21,595)	20
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
New additional posts equivalent of 4 FTEs					239
2025-26 Pay award & contract inflation					(250)
Drug & Alcohol Treatment, Recovery & Improvement Grant consolidated with Public Health Grant (ASCH 5.6)					(2,588)
Smoking Cessation Grant consolidated with Public Health Grant (ASCH 5.4)					(740)
Additional grant allocation for supervised toothbrushing (ASCH 5.5)					(75)
2025-26 NHS contract pay award (ASCH 5.5)					(122)
Movement in Corporate Recharges					(1)
					(3,537)
TOTAL OTHER VARIATIONS IN RESOURCE					(3,537)

SERVICE: C1548F-OBSOLETE PUBLIC HEALTH COST CENTRES

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE € %
-	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

TOTAL CHILDREN, YOUNG PEOPLE AND EDUCATION

CONTENTS

	Page
DIRECTORATE OVERVIEW	CYPES1
DIRECTORATE SUMMARY	CYPES2
DIRECTORATE SUBJECTIVE SUMMARY	CYPES3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION : CHILDREN, YOUNG PEOPLE AND EDUCATION	
DIVISION SUMMARY : CHILDREN, YOUNG PEOPLE AND EDUCATION	CYPE 1.1-C1205E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 1.2-C1205E
SERVICE SUBJECTIVE SUMMARY : CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	CYPE 1.3-C1202F
SERVICE SUBJECTIVE SUMMARY : SAFEGUARDING AND QUALITY ASSURANCE CYPE	CYPE 1.4-C1270F
SERVICE SUBJECTIVE SUMMARY : CYPE INTEGRATED COMMISSIONING AND PROCUREMENT	CYPE 1.5-C1260F
DIVISION : CHILDREN'S SOCIAL CARE	
DIVISION SUMMARY : CHILDREN'S SOCIAL CARE	CYPE 2.1-C1210E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 2.2-C1210E
SERVICE SUBJECTIVE SUMMARY : ACCESS SUPPORT AND INTERVENTION	CYPE 2.3-C1220F
SERVICE SUBJECTIVE SUMMARY : SOCIAL WORK WITH FAMILIES	CYPE 2.4-C1232F
SERVICE SUBJECTIVE SUMMARY : SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	CYPE 2.5-C1234F
SERVICE SUBJECTIVE SUMMARY : CHILDREN'S SOCIAL CARE DIRECTORATE	CYPE 2.6-C1236F
SERVICE SUBJECTIVE SUMMARY : FAMILY SOLUTIONS AND SERVICE SUPPORT	CYPE 2.7-C1238F
SERVICE SUBJECTIVE SUMMARY : CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	CYPE 2.8-C1240F
SERVICE SUBJECTIVE SUMMARY : HOMEFINDING, PLACEMENT BROKERAGE AND COMMISSIONING	CYPE 2.9-C1242F
SERVICE SUBJECTIVE SUMMARY : SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	CYPE 2.10-C1260F
DIVISION : EDUCATION DIVISION	
DIVISION SUMMARY : EDUCATION DIVISION	CYPE 3.1-C1220E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 3.2-C1220E
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS TEAM AND CHILDREN CENTRES	CYPE 3.3-C1217F
SERVICE SUBJECTIVE SUMMARY : COMMISSIONING AND SERVICES TO SCHOOLS	CYPE 3.4-C1222F
SERVICE SUBJECTIVE SUMMARY : 0-25 SEND SERVICE SPECIAL EDUCATION GF	CYPE 3.5-C1210F
SERVICE SUBJECTIVE SUMMARY : ACCESS TO EDUCATION	CYPE 3.6-C1224F
SERVICE SUBJECTIVE SUMMARY : EDUCATION DIVISION SUMMARY	CYPE 3.7-C1205F
SERVICE SUBJECTIVE SUMMARY : 0-25 SEND SERVICE DSG BLOCK	CYPE 3.8-C1250F
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	CYPE 3.9-C1215F
SERVICE SUBJECTIVE SUMMARY : EARLY YEARS	CYPE 3.10-C1255F
SERVICE SUBJECTIVE SUMMARY : FAMILY HUBS PROJECTS	CYPE 3.11-C1218F
SERVICE SUBJECTIVE SUMMARY : ASYLUM SEEKERS AND DISPLACED PEOPLE	CYPE 3.12-C1570F
DIVISION : SCHOOLS ISB	
DIVISION SUMMARY :	CYPE 4.1-C1240E
DIVISION : SERVICE SUBJECTIVE SUMMARY	CYPE 4.2-C1240E
SERVICE SUBJECTIVE SUMMARY : PRIMARY SCHOOLS EDUCATION	CYPE 4.3-C1244F
SERVICE SUBJECTIVE SUMMARY : SCHOOLS DEVOLVED SUMMARY	CYPE 4.4-C1248F
SERVICE SUBJECTIVE SUMMARY : SECONDARY SCHOOLS EDUCATION	CYPE 4.5-C1245F

KEY SERVICE TARGETS / PRIORITIES FOR 2026-27

Service developments across the Directorate in Education and Children's Social Care aim to sustain the service offer to children, families and schools at reduced cost, whilst continuing to meet statutory responsibilities. We will support families to keep children and young people safely at home and we will work with education providers to offer every child and young person an opportunity to develop, learn and be inspired. We are committed to the following values which guide us:

- Promoting equality and inclusion in the community and in our workforce
- We are one team – across the Directorate, the Council, with our partners and our community
- Listening to and acting on the voices of children and young people, and celebrating their achievements
- Tackling difficult issues together, across the Directorate and across the Council

The following principles will guide the delivery of this commitment:

- We will support families to keep children and young people safely at home, and make sound decisions to bring children into our care when we need to
- We will develop local provision so more children with Special Education Needs and Disabilities attend Croydon schools, keeping close to their friends and community and relieving the pressure on the Dedicated Schools Grant
- We will get the best possible value for the Croydon pound for placements and packages of care for children and young people, commissioning for cost and quality
- We will continuously challenge ourselves to improve efficiency and reduce the cost of services, improving the business systems and processes needed to enable us to understand our spend and accurately benchmark ourselves against others locally, regionally, and nationally

FINANCIAL PERFORMANCE

COST CENTRE: C1200D

DESCRIPTION	ORIGINAL BUDGET 2025-26 £000	FORECAST 2025-26 £000	ORIGINAL BUDGET 2026-27 £000	% CHANGE %
Employees	68,249	68,213	68,953	1
Premises related expenditure	118	91	91	(23)
Supplies and Services	4,302	219,574	4,103	(5)
Third Party Payments	81,119	(143,518)	31,187	(62)
Transfer Payments	194,891	96,620	192,724	(1)
Childrens Social Care	-	-	63,959	
Transport related expenditure	66	888	67	2
Capital Charges	5,378	5,360	6,737	25
Intangible Charges	708	726	-	(100)
REFCUS	-	-	-	n/a
Corporate support services bought in	14,354	3,250	13,126	(9)
Recharges from other services	33,209	31,978	31,389	(5)
TOTAL EXPENDITURE	402,394	283,182	412,336	46
Government Grants	(239,392)	20,074	(238,909)	(0)
Other Grants, reimbursements and contributions	(4,011)	(15,685)	(4,142)	3
Customer and Client Receipts	(2,535)	(4,897)	(2,535)	-
Interest Receivable	-	-	-	n/a
Recharges to other services	(8,135)	(4,641)	(4,436)	(45)
TOTAL INCOME	(254,073)	(5,149)	(250,022)	4,756
TOTAL NET EXPENDITURE	148,321	278,033	162,314	(42)
Contributions to / (from) Reserves	-	-	-	n/a
CURRENT BUDGET 2025/26		148,321		
TOTAL 2025/26 VARIANCE FROM BUDGET- Over/(Under)		129,712		

TOP FINANCIAL RISKS 2026-27

Demand

- Challenges meeting the demand for placements and ensuring appropriate provision is available to meet the needs of young people.
- Managing social worker caseloads.
- Rising numbers of new Educational and Health Care Plans and increasing demands from schools for additional funding for children with complex needs is a risk to the High Needs Dedicated Schools Grant (DSG) budget.
- Higher than statistical neighbours, numbers of care experienced young adults, who were formerly unaccompanied children, but who do not meet the grant conditions for Home Office funding.
- An immature housing pipeline and pathway to provide housing across the range of accommodation types for care experienced young adults, means that too many young people are in temporary accommodation
- Hosting arrangements for Ukrainian refugees with Croydon residents break down, increasing applications for emergency and temporary housing in the borough

Market pressures

- Sufficiency strategy to strengthen relationships with the care market and explore alternative placement solutions, including utilising Council-owned properties.
- Managing fee uplift negotiations with providers

Savings targets

- The children's savings target of £4.881m is fully costed against the helping families thrive plan of work in conjunction with the future Croydon target operating model. Growth for CYPE is £6.638m. Therefore the net position is £1.757m growth for 2026/27.

CABINET MEMBER

Cllr Maria Gatland

DIRECTORATE MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Stuart Collins	Corporate Director of Children, Young People and Education	24628
Risthardh Hare	Director of Children's Social Care	29733
Shelley Davies	Director of Education	24331

DIVISION	DIVISION
C1205E	CHILDREN, YOUNG PEOPLE AND EDUCATION
C1210E	CHILDREN'S SOCIAL CARE
C1220E	EDUCATION DIVISION
C1240E	SCHOOLS ISB
C1280E	CHILDREN, YOUNG PEOPLE AND EDUCATION OBSOLETE CODES

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025-26	DIVISION	ORIGINAL BUDGET 2025-26 (A)	Other (C)	ORIGINAL BUDGET 2026-27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
10,073	C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	9,555	(845)	8,710	(9)
115,210	C1210E : CHILDREN'S SOCIAL CARE	100,890	13,757	114,647	14
36,719	C1220E : EDUCATION DIVISION	36,661	2,296	38,957	6
0	C1240E : SCHOOLS ISB	-	-	-	n/a
0	C1280E : CHILDREN, YOUNG PEOPLE AND EDUCATION OBSOLETE	1,215	(1,215)	-	(100)
162,005	TOTAL NET EXPENDITURE	148,321	13,993	162,314	9

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025-26 FTE STAFF	ORIGINAL BUDGET 2026-27 FTE STAFF	CHANGE IN FTE FTE STAFF
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	105.0	102.0	(3.0)
C1210E : CHILDREN'S SOCIAL CARE	642.0	644.5	2.5
C1220E : EDUCATION DIVISION	339.6	339.6	-
TOTAL FTE STAFF	1,086.6	1,086.1	(0.5)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children, Young People and Education has decreased by 3 FTE due to the centralisation of executive support officers to Assistant Chief Executive division
 Children's Social Care staffing has increased by 2.5 FTE due to restructures across the division

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
68,213	Employees	68,249	704	68,953	1
91	Premises related expenditure	118	(27)	91	(23)
219,574	Supplies and Services	4,302	(199)	4,103	(5)
(143,518)	Third Party Payments	81,119	(49,932)	31,187	(62)
96,620	Transfer Payments	194,891	(2,167)	192,724	(1)
-	Childrens Social Care	-	63,959	63,959	
888	Transport related expenditure	66	1	67	2
31,978	Recharges from other services	33,209	(1,820)	31,389	(5)
273,846	TOTAL CONTROLLABLE EXPENDITURE	381,954	10,519	392,473	3
20,074	Government Grants	(239,392)	483	(238,909)	(0)
(15,685)	Other Grants, reimbursements and contributions	(4,011)	(131)	(4,142)	3
(4,897)	Customer and Client Receipts	(2,535)	-	(2,535)	-
-	Interest Receivable	-	-	-	n/a
(4,641)	Recharges to other services	(8,135)	3,699	(4,436)	(45)
(5,149)	TOTAL CONTROLLABLE INCOME	(254,073)	4,051	(250,022)	(2)
268,697	NET CONTROLLABLE COST	127,881	14,570	142,451	11
5,360	Capital Charges	5,378	1,359	6,737	25
726	Intangible Charges	708	(708)	-	(100)
-	REFCUS	-	-	-	n/a
3,250	Corporate support services bought in	14,354	(1,228)	13,126	(9)
9,336	TOTAL NON-CONTROLLABLE EXPENDITURE	20,440	(577)	19,863	(3)
278,033	NET COST OF SERVICE	148,321	13,993	162,314	9
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
278,033	TOTAL NET EXPENDITURE	148,321	13,993	162,314	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					6,638
Strategic budget - agreed additional income / savings					(4,741)
Other resource changes					12,096
TOTAL OTHER VARIATIONS IN RESOURCE					13,993

SERVICE DESCRIPTION

Children, Young People and Education Directorate
 This cost centre is used to charge all staffing and administration costs relating to the Corporate Director.

Safeguarding and Quality Assurance CYPE
 Safeguarding and Quality Assurance includes the following budget areas – Safeguarding and Quality Assurance CYPE management, Child Protection Conference service, Independent Reviewing service, Local Authority Designated Officer service, Independent Visitor scheme and participation service. It also includes the Croydon Safeguarding Children Partnership but this is managed separately as the budget is funded by and agreed with key partners but held by CYPE. There have been pressures on the budget over the past financial year (2025/26) which will continue within the new financial year (2026/27)

CYPE Integrated Commissioning and Procurement
 This division leads the strategic commissioning, procurement and contract management of services for children, young people and families across Children’s Social Care, Education, Public Health and the Integrated Care Board (ICB).
 The team works collaboratively with partners to design and deliver high-quality, value-for-money services that improve outcomes, reduce inequalities and support early intervention.
 Through strong data insight, benchmarking, co-production and robust market oversight, the service ensures that commissioning decisions meet local need and strengthen the whole children’s system.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025-26 (A)	Other (C)	ORIGINAL BUDGET 2026-27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1202F	CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	1,819	(2,235)	(416)	(123)
C1270F	SAFEGUARDING AND QUALITY ASSURANCE CYPE	5,935	132	6,067	2
C1280F	CYPE INTEGRATED COMMISSIONING AND PROCUREMENT	1,801	1,258	3,059	70
TOTAL NET EXPENDITURE		9,555	(845)	8,710	(9)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025-26 FTE STAFF	ORIGINAL BUDGET 2026-27 FTE STAFF	CHANGE IN FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE	25.0	21.0	(4.0)
SAFEGUARDING AND QUALITY ASSURANCE CYPE	66.0	67.0	1.0
CYPE INTEGRATED COMMISSIONING AND PROCUREMENT	14.0	14.0	-
TOTAL FTE STAFF	105.0	102.0	(3.0)

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
7,659	Employees	7,310	(312)	6,998	(4)
4	Premises related expenditure	5	(1)	4	(20)
235	Supplies and Services	215	(1,262)	(1,047)	(587)
2,508	Third Party Payments	2,331	409	2,740	18
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	-
11	Transport related expenditure	9	1	10	11
97	Recharges from other services	309	(52)	257	(17)
10,513	TOTAL CONTROLLABLE EXPENDITURE	10,179	(1,217)	8,962	n/a
-	Government Grants	-	-	-	n/a
(259)	Other Grants, reimbursements and contributions	(250)	(6)	(256)	2
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,971)	Recharges to other services	(2,164)	401	(1,763)	(19)
(2,230)	TOTAL CONTROLLABLE INCOME	(2,414)	395	(2,019)	n/a
8,283	NET CONTROLLABLE COST	7,765	(822)	6,943	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,790	Corporate support services bought in	1,790	(23)	1,767	(1)
1,790	TOTAL NON-CONTROLLABLE EXPENDITURE	1,790	(23)	1,767	n/a
10,073	NET COST OF SERVICE	9,555	(845)	8,710	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
10,073	TOTAL NET EXPENDITURE	9,555	(845)	8,710	(9)
* 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>					(1,156)
					311
TOTAL OTHER VARIATIONS IN RESOURCE					(845)

SERVICE: C1202F-CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
1,614	Employees	1,634	(583)	1,051	(36)
-	Premises related expenditure	1	(1)	-	(100)
101	Supplies and Services	76	(1,266)	(1,190)	(1,666)
-	Third Party Payments	30	(30)	-	(100)
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
-	Transport related expenditure	1	(1)	-	(100)
25	Recharges from other services	234	(216)	18	(92)
1,740	TOTAL CONTROLLABLE EXPENDITURE	1,976	(2,097)	(121)	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(438)	Recharges to other services	(681)	120	(561)	(18)
(438)	TOTAL CONTROLLABLE INCOME	(681)	120	(561)	n/a
1,302	NET CONTROLLABLE COST	1,295	(1,977)	(682)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
524	Corporate support services bought in	524	(258)	266	(49)
524	TOTAL NON-CONTROLLABLE EXPENDITURE	524	(258)	266	n/a
1,826	NET COST OF SERVICE	1,819	(2,235)	(416)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,826	TOTAL NET EXPENDITURE	1,819	(2,235)	(416)	(123)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(919)
TOM - Unified Front Door (including Info, Advice & Guidance)					(77)
TOM - Simpler Organisation					(139)
TOM - Commercial Excellence					(21)
					(1,156)
<u>Other resource changes</u>					
2025-26 pay award					40
Movement in corporate director recharges					(107)
Movement in corporate recharges					(258)
Pension fund reduced employers contribution					(43)
Staffing budget realignment					(585)
Transfer remaining YET budget to Corporate Director (CYPE 2.5-C1234F)					14
TOM - Digital Savings					(70)
TOM - Layers and Spans					(70)
					(1,079)
TOTAL OTHER VARIATIONS IN RESOURCE					(2,235)

SERVICE: C1270F-SAFEGUARDING AND QUALITY ASSURANCE CYPE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
4,992	Employees	4,607	150	4,757	3
4	Premises related expenditure	4	-	4	-
129	Supplies and Services	134	4	138	3
125	Third Party Payments	138	(118)	20	(86)
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	-
8	Transport related expenditure	5	2	7	40
32	Recharges from other services	35	(6)	29	(17)
5,290	TOTAL CONTROLLABLE EXPENDITURE	4,923	32	4,955	n/a
-	Government Grants	-	-	-	n/a
(92)	Other Grants, reimbursements and contributions	(89)	-	(89)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(167)	Recharges to other services	(165)	165	-	(100)
(259)	TOTAL CONTROLLABLE INCOME	(254)	165	(89)	n/a
5,031	NET CONTROLLABLE COST	4,669	197	4,866	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,266	Corporate support services bought in	1,266	(65)	1,201	(5)
1,266	TOTAL NON-CONTROLLABLE EXPENDITURE	1,266	(65)	1,201	n/a
6,297	NET COST OF SERVICE	5,935	132	6,067	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
6,297	TOTAL NET EXPENDITURE	5,935	132	6,067	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025-26 contract inflation					1
2025-26 pay award					158
Movement in corporate recharges					(65)
Movement in internal recharges					165
Pension fund reduced employers contribution					(524)
Staffing budget realignment					516
Transfer commissioned contracts to CYPE Integrated Commissioning and Procurement (CYPE 1.5-C1280F)					(119)
					132
TOTAL OTHER VARIATIONS IN RESOURCE					132

SERVICE: C1280F-CYPE INTEGRATED COMMISSIONING AND PROCUREMENT

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
1,052	Employees	1,069	121	1,190	11
-	Premises related expenditure	-	-	-	n/a
5	Supplies and Services	5	-	5	-
2,382	Third Party Payments	2,163	557	2,720	26
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	-
3	Transport related expenditure	3	-	3	-
40	Recharges from other services	40	170	210	425
3,483	TOTAL CONTROLLABLE EXPENDITURE	3,280	848	4,128	n/a
-	Government Grants	-	-	-	n/a
(167)	Other Grants, reimbursements and contributions	(161)	(6)	(167)	4
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,367)	Recharges to other services	(1,318)	116	(1,202)	(9)
(1,534)	TOTAL CONTROLLABLE INCOME	(1,479)	110	(1,369)	n/a
1,949	NET CONTROLLABLE COST	1,801	958	2,759	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	300	300	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	300	300	n/a
1,949	NET COST OF SERVICE	1,801	1,258	3,059	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,949	TOTAL NET EXPENDITURE	1,801	1,258	3,059	70
* 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>					
2025-26 contract inflation					123
2025-26 pay award					31
Movement in corporate recharges					300
Pension fund reduced employers contribution					(38)
Revenue Support Grant adjustment - Children and Families Grant					120
Staffing budget realignment					122
Transfer of commissioned contracts (CYPE 1.4, 2.3, 2.4, 2.5)					600
					1,258
TOTAL OTHER VARIATIONS IN RESOURCE					1,258

SERVICE DESCRIPTION

Children's Social Care and Early Help fulfils the council's statutory responsibilities to support children in need of help and protection; children who are Looked After by the Council, and care experienced young people. The legislative framework, of the Children Act 1989, Social Work Act 2017 and Leaving Care Act 2000 largely define the functions and responsibilities of the service.

The Early Help service focuses on supporting children and families to prevent the need for social care intervention. Children's Social Care will support children and families through social work services using the Child in Need, Child Protection, Children in Care & Leaving Care frameworks including instituting care proceedings under the Children Act 1989.

Our focus is upon supporting families to remain together wherever possible, in recognition that children are best brought up within their birth families or kinship network. If children need to be removed from their birth families, to protect them, the service focuses upon ensuring alternative permanent care for children at the earliest possible point and through family connected carers if possible.

The service works closely with other divisions within the council such as Housing, Adults and Community Safety, in order to ensure a joined up approach to service delivery and to support families in a holistic way.

The service also leads on the corporate parenting duties that are held throughout the council which ensures the very best services for children who are, or who have been, in our care.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025-26		ORIGINAL BUDGET 2026-27	% CHANGE
		(A) £000's	Other (C) £000's	(D) £000's	(E) %
C1220F	C1220F-ACCESS SUPPORT AND INTERVENTION	9,265	172	9,437	2
C1232F	C1232F-SOCIAL WORK WITH FAMILIES	12,875	(63)	12,812	(0)
C1234F	C1234F-SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	24,024	598	24,622	2
C1236F	C1236F-CHILDREN'S SOCIAL CARE DIRECTORATE	2,964	(1,318)	1,646	(44)
C1238F	C1238F-FAMILY SOLUTIONS AND SERVICE SUPPORT	4,161	742	4,903	18
C1240F	C1240F-CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	7,506	2,131	9,637	28
C1242F	C1242F-HOMEFINDING, PLACEMENT BROKERAGE AND COMMISSIONING	37,287	11,452	48,739	31
C1260F	C1260F-SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	2,808	43	2,851	2
TOTAL NET EXPENDITURE		100,890	13,757	114,647	14

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025-26 FTE STAFF	ORIGINAL BUDGET 2026-27 FTE STAFF	CHANGE IN FTE STAFF
C1220F-ACCESS SUPPORT AND INTERVENTION	205.0	96.5	(108.5)
C1232F-SOCIAL WORK WITH FAMILIES	127.0	124.5	(2.5)
C1234F-SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE	177.5	183.5	6.0
C1236F-CHILDREN'S SOCIAL CARE DIRECTORATE	1.0	1.0	-
C1238F-FAMILY SOLUTIONS AND SERVICE SUPPORT	-	107.0	107.0
C1240F-CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE	102.5	83.0	(19.5)
C1242F-HOMEFINDING, PLACEMENT BROKERAGE AND COMMISSIONING	-	14.0	14.0
C1260F-SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT	29.0	35.0	6.0
TOTAL FTE STAFF	642.0	644.5	2.5

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
46,763	Employees	44,308	734	45,042	2
13	Premises related expenditure	12	-	12	-
216,777	Supplies and Services	1,607	480	2,087	30
(150,945)	Third Party Payments	54,741	(50,332)	4,409	(92)
2,520	Transfer Payments	2,262	(2,167)	95	(96)
-	Childrens Social Care	-	63,959	63,959	
862	Transport related expenditure	30	-	30	-
7,198	Recharges from other services	7,332	(3,847)	3,485	(52)
123,186	TOTAL CONTROLLABLE EXPENDITURE	110,292	8,827	119,119	n/a
(13,852)	Government Grants	(14,180)	1,606	(12,574)	(11)
(1,297)	Other Grants, reimbursements and contributions	(1,291)	(125)	(1,416)	10
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(3,948)	Recharges to other services	(3,980)	3,358	(622)	(84)
(19,098)	TOTAL CONTROLLABLE INCOME	(19,451)	4,839	(14,612)	n/a
104,088	NET CONTROLLABLE COST	90,841	13,666	104,507	n/a
18	Capital Charges	18	11	29	61
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
11,104	Corporate support services bought in	10,031	80	10,111	1
11,122	TOTAL NON-CONTROLLABLE EXPENDITURE	10,049	91	10,140	n/a
115,210	NET COST OF SERVICE	100,890	13,757	114,647	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
115,210	TOTAL NET EXPENDITURE	100,890	13,757	114,647	14
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					5,100
<u>Strategic budget - agreed additional income / savings</u>					
					(3,525)
<u>Other resource changes</u>					
					12,182
TOTAL OTHER VARIATIONS IN RESOURCE					13,757

SERVICE: C1220F-ACCESS SUPPORT AND INTERVENTION

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
7,457	Employees	7,371	98	7,469	1
-	Premises related expenditure	-	-	-	n/a
68	Supplies and Services	44	-	44	-
174	Third Party Payments	284	(162)	122	(57)
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
49	Recharges from other services	41	-	41	-
7,749	TOTAL CONTROLLABLE EXPENDITURE	7,740	(64)	7,676	n/a
-	Government Grants	-	-	-	n/a
(4)	Other Grants, reimbursements and contributions	(82)	82	-	(100)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(132)	Recharges to other services	(177)	177	-	(100)
(136)	TOTAL CONTROLLABLE INCOME	(259)	259	-	n/a
7,613	NET CONTROLLABLE COST	7,481	195	7,676	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,855	Corporate support services bought in	1,784	(23)	1,761	(1)
1,855	TOTAL NON-CONTROLLABLE EXPENDITURE	1,784	(23)	1,761	n/a
9,468	NET COST OF SERVICE	9,265	172	9,437	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
9,468	TOTAL NET EXPENDITURE	9,265	172	9,437	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
					-
<u>Other resource changes</u>					
2025-26 contract inflation					4
2025-26 pay award					221
Movement in corporate recharges					(23)
Movement in internal recharges					18
Pension fund reduced employers contribution					19
Realignment of Appropriate Adults budget (CYPE 2.8-C1240F)					12
Realignment of recruitment and retention budget					4
Staffing budget realignment					(35)
Transfer commissioned contracts to CYPE Integrated Commissioning and Procurement (CYPE 1.5-C1280F)					(48)
					172
TOTAL OTHER VARIATIONS IN RESOURCE					172

SERVICE: C1232F-SOCIAL WORK WITH FAMILIES

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
9,257	Employees	9,249	131	9,380	1
-	Premises related expenditure	-	-	-	n/a
54	Supplies and Services	27	-	27	-
1,932	Third Party Payments	1,383	(8)	1,375	(1)
75	Transfer Payments	75	-	75	-
-	Childrens Social Care	-	-	-	-
4	Transport related expenditure	-	-	-	n/a
197	Recharges from other services	183	-	183	-
11,519	TOTAL CONTROLLABLE EXPENDITURE	10,917	123	11,040	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(500)	Recharges to other services	(500)	-	(500)	-
(500)	TOTAL CONTROLLABLE INCOME	(500)	-	(500)	n/a
11,019	NET CONTROLLABLE COST	10,417	123	10,540	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,512	Corporate support services bought in	2,458	(186)	2,272	(8)
2,512	TOTAL NON-CONTROLLABLE EXPENDITURE	2,458	(186)	2,272	n/a
13,531	NET COST OF SERVICE	12,875	(63)	12,812	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
13,531	TOTAL NET EXPENDITURE	12,875	(63)	12,812	(0)
* 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>					
2025-26 contract inflation					42
2025-26 pay award					310
Movement in corporate recharges					(240)
Pension fund reduced employers contribution					(100)
Realignment of recruitment and retention budget					(19)
Staffing budget realignment					(55)
Transfer 1 FTE Service Coordinator from Family Solutions and Service Support (CYPE 2.7-C1238F)					49
Transfer commissioned contracts to CYPE Integrated Commissioning and Procurement (CYPE 1.5-C1280F)					(50)
					(63)
TOTAL OTHER VARIATIONS IN RESOURCE					(63)

SERVICE: C1234F-SPECIALIST SERVICES FOR CHILDREN AND YOUNG PEOPLE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
13,083	Employees	12,363	315	12,678	3
6	Premises related expenditure	6	-	6	-
576	Supplies and Services	320	28	348	9
7,520	Third Party Payments	7,208	(6,714)	494	(93)
2,255	Transfer Payments	2,177	(2,177)	-	(100)
-	Childrens Social Care	-	9,231	9,231	
17	Transport related expenditure	10	-	10	-
548	Recharges from other services	529	(156)	373	(29)
24,006	TOTAL CONTROLLABLE EXPENDITURE	22,613	527	23,140	n/a
(992)	Government Grants	(563)	(196)	(759)	35
(863)	Other Grants, reimbursements and contributions	(639)	(6)	(645)	1
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(950)	Recharges to other services	(1,018)	896	(122)	(88)
(2,805)	TOTAL CONTROLLABLE INCOME	(2,220)	694	(1,526)	n/a
21,201	NET CONTROLLABLE COST	20,393	1,221	21,614	n/a
18	Capital Charges	18	11	29	61
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
3,613	Corporate support services bought in	3,613	(634)	2,979	(18)
3,631	TOTAL NON-CONTROLLABLE EXPENDITURE	3,631	(623)	3,008	n/a
24,832	NET COST OF SERVICE	24,024	598	24,622	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
24,832	TOTAL NET EXPENDITURE	24,024	598	24,622	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
Other resource changes					
2025-26 contract inflation					497
2025-26 pay award					378
Movement in capital charges					11
Movement in corporate recharges					(634)
Movement in internal recharges					653
Pension fund reduced employers contribution					(313)
Realignment of recruitment and retention budget					27
Staffing budget realignment					408
Transfer 1 FTE Children's Recruitment Manager to Recruitment Team (ACE 1.5-C1521F)					(58)
Transfer commissioned contracts to CYPE Integrated Commissioning and Procurement (CYPE 1.5-C1280F)					(383)
Transfer non-staffing Youth Engagement Team budget					26
Transfer remaining Youth Engagement Team budget to Corporate Director (CYPE 1.3-C1202F)					(14)
					598
TOTAL OTHER VARIATIONS IN RESOURCE					598

SERVICE: C1236F-CHILDREN'S SOCIAL CARE DIRECTORATE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
486	Employees	180	2	182	1
-	Premises related expenditure	-	-	-	n/a
821	Supplies and Services	821	12	833	1
377	Third Party Payments	-	385	385	n/a
10	Transfer Payments	10	10	20	100
-	Childrens Social Care	-	-	-	
-	Transport related expenditure	-	-	-	n/a
2,014	Recharges from other services	1,943	111	2,054	6
3,708	TOTAL CONTROLLABLE EXPENDITURE	2,954	520	3,474	n/a
-	Government Grants	-	(1,874)	(1,874)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(18)	Recharges to other services	(18)	18	-	(100)
(18)	TOTAL CONTROLLABLE INCOME	(18)	(1,856)	(1,874)	n/a
3,690	NET CONTROLLABLE COST	2,936	(1,336)	1,600	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
28	Corporate support services bought in	28	18	46	64
28	TOTAL NON-CONTROLLABLE EXPENDITURE	28	18	46	n/a
3,718	NET COST OF SERVICE	2,964	(1,318)	1,646	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,718	TOTAL NET EXPENDITURE	2,964	(1,318)	1,646	(44)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
					-
<u>Other resource changes</u>					
2025-26 pay award					79
Movement in corporate director recharges					54
Movement in corporate recharges					18
Movement in internal recharges					18
Pension fund reduced employers contribution					(2)
Revenue Support Grant adjustment - Children's Social Care Prevention Grant					(1,874)
Staffing budget realignment					389
					(1,318)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,318)

SERVICE: C1238F-FAMILY SOLUTIONS AND SERVICE SUPPORT

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
6,111	Employees	5,946	25	5,971	0
1	Premises related expenditure	-	-	-	n/a
122	Supplies and Services	155	(35)	120	(23)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
4	Transport related expenditure	-	-	-	n/a
136	Recharges from other services	8	-	8	-
6,374	TOTAL CONTROLLABLE EXPENDITURE	6,109	(10)	6,099	n/a
(2,190)	Government Grants	(1,948)	30	(1,918)	(2)
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(2,190)	TOTAL CONTROLLABLE INCOME	(1,948)	30	(1,918)	n/a
4,184	NET CONTROLLABLE COST	4,161	20	4,181	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	722	722	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	722	722	n/a
4,184	NET COST OF SERVICE	4,161	742	4,903	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,184	TOTAL NET EXPENDITURE	4,161	742	4,903	18
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
					-
<u>Other resource changes</u>					
2025-26 pay award					197
Movement in corporate recharges					722
Pension fund reduced employers contribution					(162)
Staffing budget realignment					34
Transfer 1 FTE Service Coordinator to Social Work with Families (CYPE 2.4-C1232F)					(49)
					742
TOTAL OTHER VARIATIONS IN RESOURCE					742

SERVICE: C1240F-CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
6,476	Employees	6,190	(267)	5,923	(4)
0	Premises related expenditure	-	-	-	n/a
207	Supplies and Services	67	404	471	603
4,309	Third Party Payments	2,004	(1,093)	911	(55)
180	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	1,135	1,135	
24	Transport related expenditure	18	-	18	-
653	Recharges from other services	132	(11)	121	(8)
11,849	TOTAL CONTROLLABLE EXPENDITURE	8,411	168	8,579	n/a
(1,908)	Government Grants	-	(404)	(404)	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(2,265)	Recharges to other services	(2,183)	2,183	-	(100)
(4,173)	TOTAL CONTROLLABLE INCOME	(2,183)	1,779	(404)	n/a
7,676	NET CONTROLLABLE COST	6,228	1,947	8,175	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,226	Corporate support services bought in	1,278	184	1,462	14
2,226	TOTAL NON-CONTROLLABLE EXPENDITURE	1,278	184	1,462	n/a
9,902	NET COST OF SERVICE	7,506	2,131	9,637	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
9,902	TOTAL NET EXPENDITURE	7,506	2,131	9,637	28
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
					-
<u>Other resource changes</u>					
2025-26 contract inflation					43
2025-26 pay award					207
Movement in corporate recharges					184
Movement in internal recharges					2,183
Pension fund reduced employers contribution					299
Realignment of Appropriate Adults budget (CYPE 2.3-C1220F)					(12)
Realignment of recruitment and retention budget					(12)
Staffing budget realignment					(761)
					2,131
TOTAL OTHER VARIATIONS IN RESOURCE					2,131

SERVICE: C1242F-HOMEFINDING, PLACEMENT BROKERAGE AND COMMISSIONING

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
974	Employees	870	20	890	2
-	Premises related expenditure	-	-	-	n/a
214,898	Supplies and Services	142	71	213	50
(165,257)	Third Party Payments	43,862	(42,740)	1,122	(97)
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	53,593	53,593	
808	Transport related expenditure	-	-	-	n/a
3,598	Recharges from other services	4,493	(3,791)	702	(84)
55,020	TOTAL CONTROLLABLE EXPENDITURE	49,367	7,153	56,520	n/a
(8,627)	Government Grants	(11,669)	4,188	(7,481)	(36)
(72)	Other Grants, reimbursements and contributions	(525)	-	(525)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(84)	Recharges to other services	(84)	84	-	(100)
(8,783)	TOTAL CONTROLLABLE INCOME	(12,278)	4,272	(8,006)	n/a
46,237	NET CONTROLLABLE COST	37,089	11,425	48,514	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
198	Corporate support services bought in	198	27	225	14
198	TOTAL NON-CONTROLLABLE EXPENDITURE	198	27	225	n/a
46,435	NET COST OF SERVICE	37,287	11,452	48,739	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
46,435	TOTAL NET EXPENDITURE	37,287	11,452	48,739	31
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Children's Social Care demographic growth and market price pressures					5,100
					5,100
<u>Strategic budget - agreed additional income / savings</u>					
Helping Families Thrive transformation savings					(3,400)
Precious House - placement cost savings					(125)
					(3,525)
<u>Other resource changes</u>					
2025-26 contract inflation					3,525
2025-26 pay award					29
Children's Social Care demographic growth and market price pressures 2025/26 growth					7,000
Movement in corporate recharges					27
Movement in internal recharges					(3,037)
Pension fund reduced employers contribution					18
Revenue Support Grant adjustment - Children and Families Grant					2,342
Staffing budget realignment					(27)
					9,877
TOTAL OTHER VARIATIONS IN RESOURCE					11,452

SERVICE: C1260F-SYSTEMIC CLINICAL SERVICES AND WORKFORCE DEVELOPMENT

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
2,918	Employees	2,139	410	2,549	19
6	Premises related expenditure	6	-	6	-
31	Supplies and Services	31	-	31	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	-
4	Transport related expenditure	2	-	2	-
3	Recharges from other services	3	-	3	-
2,962	TOTAL CONTROLLABLE EXPENDITURE	2,181	410	2,591	n/a
(136)	Government Grants	-	(138)	(138)	n/a
(358)	Other Grants, reimbursements and contributions	(45)	(201)	(246)	447
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(493)	TOTAL CONTROLLABLE INCOME	(45)	(339)	(384)	n/a
2,469	NET CONTROLLABLE COST	2,136	71	2,207	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
672	Corporate support services bought in	672	(28)	644	(4)
672	TOTAL NON-CONTROLLABLE EXPENDITURE	672	(28)	644	n/a
3,141	NET COST OF SERVICE	2,808	43	2,851	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,141	TOTAL NET EXPENDITURE	2,808	43	2,851	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
Other resource changes					
2025-26 pay award					89
Movement in corporate recharges					(28)
Pension fund reduced employers contribution					(108)
Staffing budget realignment					90
					43
TOTAL OTHER VARIATIONS IN RESOURCE					43

SERVICE DESCRIPTION

School Place Planning, Admissions and Early Years Education

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 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 ensuring sufficiency of school places through 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 increasing SEND provision and improvements to meet an exceptional increase in demand for SEND places. The sufficiency Team ensures that there are sufficient childcare places in Croydon (so far as is reasonably practicable) for working parents/carers who are studying or training for employment. The Team assesses the supply of formal childcare from private day nurseries, pre-schools, schools with nursery provision, childminders (funded childminders are accredited to deliver the free entitlement on behalf of the local authority), out of school clubs and holiday clubs to secure sufficient early years education places for three and four year olds, as well as disadvantaged two year olds. We will deliver against the Early Years reforms, which include childcare support for working parents and wraparound care.

Early Years, Parenting and Parent Infant Partnership Service

This team is responsible for delivering Children's Centre services, within the Local Authorities Family Hub Model. The team deliver the parent infant relationship service and programme which supports families with under 2's to build relationships and attachment. The team provide attachment based key work support as well as parent / infant psychotherapies. The PAIRS team focus is on supporting a healthy parent / infant bond promoting good parental and infant mental health. The support and interventions team provide evidence based parenting groups as well as targeted one to one support to parents / carers in Croydon. The team deliver interventions to families with children of all ages from 0 to 18. The Early Years team deliver statutory services in relation to school readiness, linking to the Council's GLD target. They also work collaboratively with NHS commissioned partners to deliver Chatterbox, the early intervention pathway into speech and language therapy.

Education Services

The service has responsibility for the delivery of our traded services and education partnership, 16-19 student places and standards in schools, school governance and the commissioning of a range of education services such as alternative provision, pupil tracking and monitoring, education management systems. The service also delivers a wide range of traded services to schools, including: IT, HR, finance, educational psychology, school improvement, CPD, safeguarding, governance & clerking, teacher recruitment, plus facilitating sales of wider council services to schools, e.g. pensions, occupational health and insurance. Management of the Education and SPOC business support hubs. Functions include the local authority statutory functions in relation to intervention in underperforming schools; Standing Advisory Council for Religious Education (SACRE). They devise, in consultation with external partners, the key strategic school improvement priorities, alongside The Croydon Education Partnership 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.

Access to Education

This team ensures the Council meets its statutory duties, including leadership of the education of children looked after through the Virtual School. The team lead on attendance and exclusions which is a key National priority area. Functions include the local authority statutory functions in relation to the Primary and Secondary Inclusion Panels; children excluded from school and statutory education welfare. A key role is to provide educational input to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board. The service delivers the statutory functions including Not in Education, Employment, or Training (NEET) tracking and support (under consultation)

0-25 SEND Service

The aim of the service is to provide for children with Special Educational Needs and Disabilities to allow them to achieve independence and employment, whenever possible, in or near their local community so that they can live fulfilled lives and be active contributors to Croydon's future. The service has undertaken various SEND strategies and has successfully embedded the locality model across the borough and into early years (An additional sum devolved to clusters of mainstream schools to support development of capacity for predictable needs, set at a level that can be sustained and generalised) We have developed additional capacity, through Enhanced Learning Provisions (ELPs) to support the needs of more children and young people within the Borough.

Family Hubs

The Family Hubs and Best Start in Life team are grant funded by the Department for Education and the Department for Health and Social Care to deliver the Family Hubs Transformation and the Best Start in Life commissioned services. The team comprise a range of roles to ensure that Croydon's families are able to easily access universal and early help services through the Family Hubs model, both physically in our buildings and virtually. Working with Council, Health and VCFS partners to develop and deliver a Family Hubs offer, comprising 24 services, that meets families' needs with children 0-19 (25 with SEND) to ensure that children in Croydon have the best possible start in life and support is available for parents and carers from birth to the end of formal education.

Asylum seekers and displaced people

The Asylum Seekers and Displaced People (ASDP) service provides a central coordinating function across asylum and resettlement cohorts. It brings together specialist knowledge, partnership working, and operational coordination, enabling Housing, Children's Services, Adult Social Care, Public Health, and voluntary partners to respond in a coordinated and consistent way to a complex and externally driven population. The borough is supporting multiple government-mandated asylum and resettlement schemes simultaneously, each with defined operational and reporting requirements.

Croydon hosts around 7% of London's asylum-accommodated population, with approximately two-thirds currently placed in Home Office-managed contingency hotels. Croydon is above the London regional position on the 1:200 accommodated-population measure, reflecting sustained demand, while remaining below the Government's 1:200 threshold (a benchmark of one asylum seeker per 200 residents, equivalent to 0.5% of the borough's population).

This includes supporting casework activity, safeguarding coordination, and consistent delivery across multiple schemes with differing requirements.

MOVEMENT IN NET EXPENDITURE

CODE	SERVICE NAME	ORIGINAL BUDGET 2025-26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
C1205F	C1205F-EDUCATION DIVISION SUMMARY	28,158	2,770	30,928	10
C1210F	C1210F-0-25 SEND SERVICE SPECIAL EDUCATION GF	2,726	(56)	2,670	(2)
C1215F	C1215F-EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	373	(42)	331	(11)
C1217F	C1217F-EARLY YEARS TEAM AND CHILDREN CENTRES	1,046	(48)	998	(5)
C1218F	C1218F-FAMILY HUBS PROJECTS	8	-	8	-
C1222F	C1222F-COMMISSIONING AND SERVICES TO SCHOOLS	2,467	(133)	2,334	(5)
C1224F	C1224F-ACCESS TO EDUCATION	1,169	70	1,239	6
C1250F	C1250F-0-25 SEND SERVICE DSG BLOCK	438	(29)	409	(7)
C1255F	C1255F-EARLY YEARS	56	(16)	40	(29)
C1570F	C1570F-ASYLUM SEEKERS AND DISPLACED PEOPLE	220	(220)	-	(100)
	TOTAL NET EXPENDITURE	36,661	2,289	38,957	6

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025-26 FTE STAFF	ORIGINAL BUDGET 2026-27 FTE STAFF	CHANGE IN FTE STAFF
C1205F-EDUCATION DIVISION SUMMARY	10.9	10.9	-
C1210F-0-25 SEND SERVICE SPECIAL EDUCATION GF	14.6	14.6	-
C1215F-EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS	19.0	19.0	-
C1217F-EARLY YEARS TEAM AND CHILDREN CENTRES	41.1	41.1	-
C1218F-FAMILY HUBS PROJECTS	22.0	22.0	-
C1222F-COMMISSIONING AND SERVICES TO SCHOOLS	75.1	75.1	-
C1224F-ACCESS TO EDUCATION	54.6	54.6	-
C1250F-0-25 SEND SERVICE DSG BLOCK	57.3	57.3	-
C1255F-EARLY YEARS	25.0	25.0	-
C1570F-ASYLUM SEEKERS AND DISPLACED PEOPLE	20.0	20.0	-
TOTAL FTE STAFF	339.6	339.6	-

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
13,792	Employees	16,515	398	16,913	2
74	Premises related expenditure	75	-	75	-
2,563	Supplies and Services	2,480	583	3,063	24
4,920	Third Party Payments	24,047	(9)	24,038	(0)
12,832	Transfer Payments	111,361	-	111,361	-
-	Childrens Social Care	-	-	-	-
16	Transport related expenditure	27	-	27	-
24,683	Recharges from other services	25,568	2,079	27,647	8
58,879	TOTAL CONTROLLABLE EXPENDITURE	180,073	3,051	183,124	n/a
(21,845)	Government Grants	(143,944)	(1,123)	(145,067)	1
(1,573)	Other Grants, reimbursements and contributions	(2,470)	-	(2,470)	-
(3,600)	Customer and Client Receipts	(2,535)	-	(2,535)	-
-	Interest Receivable	-	-	-	n/a
(2,670)	Recharges to other services	(1,991)	(60)	(2,051)	3
(29,688)	TOTAL CONTROLLABLE INCOME	(150,940)	(1,183)	(152,123)	n/a
29,191	NET CONTROLLABLE COST	29,133	1,868	31,001	n/a
5,360	Capital Charges	5,360	1,348	6,708	25
708	Intangible Charges	708	(708)	-	(100)
-	REFCUS	-	-	-	n/a
1,460	Corporate support services bought in	1,460	(212)	1,248	(15)
7,528	TOTAL NON-CONTROLLABLE EXPENDITURE	7,528	428	7,956	n/a
36,719	NET COST OF SERVICE	36,661	2,296	38,957	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
36,719	TOTAL NET EXPENDITURE	36,661	2,296	38,957	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
					1,538
<u>Strategic budget - agreed additional income / savings</u>					
					(60)
<u>Other resource changes</u>					
					818
TOTAL OTHER VARIATIONS IN RESOURCE					2,296

SERVICE: C1217F-EARLY YEARS TEAM AND CHILDREN CENTRES

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
1,956	Employees	1,774	(29)	1,745	(2)
70	Premises related expenditure	70	-	70	-
478	Supplies and Services	55	-	55	-
258	Third Party Payments	1,114	-	1,114	-
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
3	Transport related expenditure	3	-	3	-
85	Recharges from other services	-	-	-	n/a
2,850	TOTAL CONTROLLABLE EXPENDITURE	3,016	(29)	2,987	n/a
-	Government Grants	-	-	-	n/a
(1,451)	Other Grants, reimbursements and contributions	(1,636)	-	(1,636)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(504)	Recharges to other services	(500)	-	(500)	-
(1,955)	TOTAL CONTROLLABLE INCOME	(2,136)	-	(2,136)	n/a
895	NET CONTROLLABLE COST	880	(29)	851	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
166	Corporate support services bought in	166	(19)	147	(11)
166	TOTAL NON-CONTROLLABLE EXPENDITURE	166	(19)	147	n/a
1,061	NET COST OF SERVICE	1,046	(48)	998	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,061	TOTAL NET EXPENDITURE	1,046	(48)	998	(5)
* 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 recharges					(19)
Pension fund reduced employers contribution					(29)
					(48)
TOTAL OTHER VARIATIONS IN RESOURCE					(48)

SERVICE: C1222F-COMMISSIONING AND SERVICES TO SCHOOLS

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
2,643	Employees	2,974	(62)	2,912	(2)
1	Premises related expenditure	1	-	1	-
954	Supplies and Services	989	-	989	-
1,601	Third Party Payments	553	-	553	-
9,008	Transfer Payments Childrens Social Care	-	-	-	n/a
2	Transport related expenditure	-	-	-	n/a
1,405	Recharges from other services	36	-	36	-
15,615	TOTAL CONTROLLABLE EXPENDITURE	4,553	(62)	4,491	n/a
(8,901)	Government Grants	(1,273)	-	(1,273)	-
4	Other Grants, reimbursements and contributions	(22)	-	(22)	-
(1,671)	Customer and Client Receipts	(936)	-	(936)	-
-	Interest Receivable	-	-	-	n/a
(3,142)	Recharges to other services	(320)	-	(320)	-
(13,709)	TOTAL CONTROLLABLE INCOME	(2,551)	-	(2,551)	n/a
1,905	NET CONTROLLABLE COST	2,002	(62)	1,940	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
465	Corporate support services bought in	465	(71)	394	(15)
465	TOTAL NON-CONTROLLABLE EXPENDITURE	465	(71)	394	n/a
2,370	NET COST OF SERVICE	2,467	(133)	2,334	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,370	TOTAL NET EXPENDITURE	2,467	(133)	2,334	(5)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Movement in corporate recharges					(71)
Pension fund reduced employers contribution					(62)
					(133)
TOTAL OTHER VARIATIONS IN RESOURCE					(133)

SERVICE: C1210F-0-25 SEND SERVICE SPECIAL EDUCATION GF

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
2,348	Employees	1,765	(14)	1,751	(1)
(5)	Premises related expenditure	(8)	-	(8)	-
222	Supplies and Services	181	4	185	2
0	Third Party Payments	70	-	70	-
425	Transfer Payments	1,291	-	1,291	-
	Childrens Social Care				
2	Transport related expenditure	-	-	-	n/a
354	Recharges from other services	353	-	353	-
3,346	TOTAL CONTROLLABLE EXPENDITURE	3,652	(10)	3,642	n/a
(295)	Government Grants	(352)	-	(352)	-
(3)	Other Grants, reimbursements and contributions	(425)	-	(425)	-
(423)	Customer and Client Receipts	(312)	-	(312)	-
-	Interest Receivable	-	-	-	n/a
(115)	Recharges to other services	(208)	-	(208)	-
(836)	TOTAL CONTROLLABLE INCOME	(1,297)	-	(1,297)	n/a
2,510	NET CONTROLLABLE COST	2,355	(10)	2,345	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
371	Corporate support services bought in	371	(46)	325	(12)
371	TOTAL NON-CONTROLLABLE EXPENDITURE	371	(46)	325	n/a
2,881	NET COST OF SERVICE	2,726	(56)	2,670	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,881	TOTAL NET EXPENDITURE	2,726	(56)	2,670	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025-26 contract inflation					4
Movement in corporate recharges					(46)
Pension fund reduced employers contribution					(14)
					(56)
TOTAL OTHER VARIATIONS IN RESOURCE					(56)

SERVICE: C1224F-ACCESS TO EDUCATION

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
3,294	Employees	2,658	(57)	2,601	(2)
0	Premises related expenditure	-	-	-	n/a
153	Supplies and Services	50	-	50	-
2	Third Party Payments	3	-	3	-
36	Transfer Payments Childrens Social Care	583	-	583	-
7	Transport related expenditure	3	-	3	-
120	Recharges from other services	609	-	609	-
3,613	TOTAL CONTROLLABLE EXPENDITURE	3,906	(57)	3,849	n/a
(2,097)	Government Grants	(2,626)	127	(2,499)	(5)
1	Other Grants, reimbursements and contributions	-	-	-	n/a
(180)	Customer and Client Receipts	(111)	-	(111)	-
-	Interest Receivable	-	-	-	n/a
(168)	Recharges to other services	-	-	-	n/a
(2,444)	TOTAL CONTROLLABLE INCOME	(2,737)	127	(2,610)	n/a
1,169	NET CONTROLLABLE COST	1,169	70	1,239	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
1,169	NET COST OF SERVICE	1,169	70	1,239	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,169	TOTAL NET EXPENDITURE	1,169	70	1,239	6
* 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>					
Pension fund reduced employers contribution					(57)
Revenue Support Grant adjustment - Children and Families Grant					127
					70
TOTAL OTHER VARIATIONS IN RESOURCE					70

SERVICE: C1205F-EDUCATION DIVISION SUMMARY

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
264	Employees	451	(14)	437	(3)
-	Premises related expenditure	-	-	-	n/a
30	Supplies and Services	30	154	184	513
6	Third Party Payments	6	-	6	-
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
22,357	Recharges from other services	21,897	2,059	23,956	9
22,657	TOTAL CONTROLLABLE EXPENDITURE	22,384	2,199	24,583	n/a
(158)	Government Grants	(158)	-	(158)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(186)	Recharges to other services	(186)	(60)	(246)	32
(344)	TOTAL CONTROLLABLE INCOME	(344)	(60)	(404)	n/a
22,313	NET CONTROLLABLE COST	22,040	2,139	24,179	n/a
5,360	Capital Charges	5,360	1,348	6,708	25
708	Intangible Charges	708	(708)	-	(100)
-	REFCUS	-	-	-	n/a
50	Corporate support services bought in	50	(9)	41	(18)
6,118	TOTAL NON-CONTROLLABLE EXPENDITURE	6,118	631	6,749	n/a
28,431	NET COST OF SERVICE	28,158	2,770	30,928	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
28,431	TOTAL NET EXPENDITURE	28,158	2,770	30,928	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
SEND External Travel Assistance demographic growth					1,538
					1,538
<u>Strategic budget - agreed additional income / savings</u>					
Review of funding sources for staffing and review of the well-being team					(60)
					(60)
<u>Other resource changes</u>					
2025-26 contract inflation					468
Movement in capital charges					640
Movement in corporate director recharges					53
Movement in corporate recharges					(9)
Pension fund reduced employers contribution					(14)
Transfer additional grant from Asylum Seekers and Displaced People (CYPE 3.12-C1570F)					154
					1,292
TOTAL OTHER VARIATIONS IN RESOURCE					2,770

DIRECTORATE: **C1200D : CHILDREN, YOUNG PEOPLE AND EDUCATION**
 DIVISION: **C1220E : EDUCATION DIVISION**

SERVICE SUBJECTIVE SUMMARY

SERVICE: C1250F-0-25 SEND SERVICE DSG BLOCK

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
-	Employees	4,533	(29)	4,504	(1)
-	Premises related expenditure	1	-	1	-
-	Supplies and Services	739	-	739	-
-	Third Party Payments	18,998	-	18,998	-
-	Transfer Payments	57,713	-	57,713	-
-	Childrens Social Care				
-	Transport related expenditure	19	-	19	-
-	Recharges from other services	1,600	-	1,600	-
-	TOTAL CONTROLLABLE EXPENDITURE	83,603	(29)	83,574	n/a
-	Government Grants	(82,208)	-	(82,208)	-
-	Other Grants, reimbursements and contributions	(387)	-	(387)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	(570)	-	(570)	-
-	TOTAL CONTROLLABLE INCOME	(83,165)	-	(83,165)	n/a
-	NET CONTROLLABLE COST	438	(29)	409	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	438	(29)	409	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	438	(29)	409	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Pension fund reduced employers contribution					(29)
					(29)
TOTAL OTHER VARIATIONS IN RESOURCE					(29)

SERVICE: C1215F-EARLY YEARS, SCHOOL PLACE PLANNING AND ADMISSIONS

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
1,095	Employees	1,106	(26)	1,080	(2)
6	Premises related expenditure	6	-	6	-
184	Supplies and Services	114	-	114	-
272	Third Party Payments	302	-	302	-
3,313	Transfer Payments	2,824	-	2,824	-
	Childrens Social Care				
0	Transport related expenditure	-	-	-	n/a
51	Recharges from other services	89	-	89	-
4,922	TOTAL CONTROLLABLE EXPENDITURE	4,441	(26)	4,415	n/a
(2,797)	Government Grants	(2,797)	-	(2,797)	-
(125)	Other Grants, reimbursements and contributions	-	-	-	n/a
(1,326)	Customer and Client Receipts	(1,176)	-	(1,176)	-
-	Interest Receivable	-	-	-	n/a
(207)	Recharges to other services	(207)	-	(207)	-
(4,455)	TOTAL CONTROLLABLE INCOME	(4,180)	-	(4,180)	n/a
467	NET CONTROLLABLE COST	261	(26)	235	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
112	Corporate support services bought in	112	(16)	96	(14)
112	TOTAL NON-CONTROLLABLE EXPENDITURE	112	(16)	96	n/a
579	NET COST OF SERVICE	373	(42)	331	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
579	TOTAL NET EXPENDITURE	373	(42)	331	(11)
* 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 recharges					(16)
Pension fund reduced employers contribution					(26)
					(42)
TOTAL OTHER VARIATIONS IN RESOURCE					(42)

SERVICE: C1255F-EARLY YEARS

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	214	(16)	198	(7)
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	46	-	46	-
-	Third Party Payments	609	-	609	-
-	Transfer Payments	48,950	-	48,950	-
-	Childrens Social Care	-	-	-	-
-	Transport related expenditure	1	-	1	-
-	Recharges from other services	628	-	628	-
-	TOTAL CONTROLLABLE EXPENDITURE	50,448	(16)	50,432	n/a
-	Government Grants	(50,392)	-	(50,392)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
-	TOTAL CONTROLLABLE INCOME	(50,392)	-	(50,392)	n/a
-	NET CONTROLLABLE COST	56	(16)	40	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	56	(16)	40	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	56	(16)	40	(29)
* 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>					
Pension fund reduced employers contribution					(16)
					(16)
TOTAL OTHER VARIATIONS IN RESOURCE					(16)

SERVICE: C1218F-FAMILY HUBS PROJECTS

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
875	Employees	6	-	6	-
-	Premises related expenditure	-	-	-	n/a
13	Supplies and Services	-	-	-	n/a
1,561	Third Party Payments	1,524	-	1,524	-
-	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
2,449	TOTAL CONTROLLABLE EXPENDITURE	1,530	-	1,530	n/a
(4,096)	Government Grants	(1,524)	-	(1,524)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
1,652	Recharges to other services	-	-	-	n/a
(2,444)	TOTAL CONTROLLABLE INCOME	(1,524)	-	(1,524)	n/a
6	NET CONTROLLABLE COST	6	-	6	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2	Corporate support services bought in	2	-	2	-
2	TOTAL NON-CONTROLLABLE EXPENDITURE	2	-	2	n/a
8	NET COST OF SERVICE	8	-	8	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
8	TOTAL NET EXPENDITURE	8	-	8	-
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1570F-ASYLUM SEEKERS AND DISPLACED PEOPLE

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,317	Employees	1,034	645	1,679	62
2	Premises related expenditure	5	-	5	-
528	Supplies and Services	276	425	701	154
1,219	Third Party Payments	868	(9)	859	(1)
50	Transfer Payments	-	-	-	n/a
-	Childrens Social Care	-	-	-	-
1	Transport related expenditure	1	-	1	-
310	Recharges from other services	356	20	376	6
3,427	TOTAL CONTROLLABLE EXPENDITURE	2,540	1,081	3,621	n/a
(3,501)	Government Grants	(2,614)	(1,250)	(3,864)	48
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(3,501)	TOTAL CONTROLLABLE INCOME	(2,614)	(1,250)	(3,864)	n/a
(74)	NET CONTROLLABLE COST	(74)	(169)	(243)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
294	Corporate support services bought in	294	(51)	243	(17)
294	TOTAL NON-CONTROLLABLE EXPENDITURE	294	(51)	243	n/a
220	NET COST OF SERVICE	220	(220)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
220	TOTAL NET EXPENDITURE	220	(220)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
Other resource changes					
Movement in corporate recharges					(51)
Pension fund reduced employers contribution					(15)
Transfer additional grant to Education (CYPE 3.7-C1205F)					(154)
					(220)
TOTAL OTHER VARIATIONS IN RESOURCE					(220)

DIRECTORATE : C1200D : CHILDREN, YOUNG PEOPLE AND EDUCATION
 DIVISION : C1240E-SCHOOLS ISB

DIVISION SUMMARY

SERVICE DESCRIPTION

The main funding for schools is through the Dedicated Schools Grant (DSG),

DSG funding is broken down into 4 main blocks:

- Early Years block
- Schools block
- High Needs block
- Central Schools Services Block

Other funding streams include:

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

The overall 2026/27 indicative DSG allocation for Croydon Council is £549.9m (before recoupment), this is broken down as follows:

- Early Years block £88.6m
- Schools block £352.5m
- High Needs block £104.3m
- Central Schools Services Block £4.5m

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025-26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
C1244F	C1244F-PRIMARY SCHOOLS EDUCATION	52,751	-	52,751	-
C1248F	C1248F-SCHOOLS DEVOLVED SUMMARY	(74,509)	-	(74,509)	-
C1245F	C1245F-SECONDARY SCHOOLS EDUCATION	21,758	-	21,758	
TOTAL NET EXPENDITURE		-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025-26	ORIGINAL BUDGET 2026-27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
TOTAL FTE STAFF	-	-	-

DIRECTORATE : **C1200D : CHILDREN, YOUNG PEOPLE AND EDUCATION SERVICE** SUBJECTIVE SUMMARY
 DIVISION : C1240E-SCHOOLS ISB

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
81,268	Transfer Payments	81,268	-	81,268	-
	Childrens Social Care				
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
81,268	TOTAL CONTROLLABLE EXPENDITURE	81,268	-	81,268	n/a
(81,268)	Government Grants	(81,268)	-	(81,268)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(81,268)	TOTAL CONTROLLABLE INCOME	(81,268)	-	(81,268)	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1244F-PRIMARY SCHOOLS EDUCATION

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE € %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
52,751	Transfer Payments	52,751	-	52,751	-
-	Childrens Social Care	-	-	-	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
52,751	TOTAL CONTROLLABLE EXPENDITURE	52,751	-	52,751	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
52,751	NET CONTROLLABLE COST	52,751	-	52,751	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
52,751	NET COST OF SERVICE	52,751	-	52,751	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
52,751	TOTAL NET EXPENDITURE	52,751	-	52,751	-
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1248F-SCHOOLS DEVOLVED SUMMARY

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
6,759	Transfer Payments	6,759	-	6,759	-
-	Childrens Social Care	-	-	-	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
6,759	TOTAL CONTROLLABLE EXPENDITURE	6,759	-	6,759	n/a
(81,268)	Government Grants	(81,268)	-	(81,268)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(81,268)	TOTAL CONTROLLABLE INCOME	(81,268)	-	(81,268)	n/a
(74,509)	NET CONTROLLABLE COST	(74,509)	-	(74,509)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
(74,509)	NET COST OF SERVICE	(74,509)	-	(74,509)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(74,509)	TOTAL NET EXPENDITURE	(74,509)	-	(74,509)	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
Other resource changes					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1245F-SECONDARY SCHOOLS EDUCATION

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's		ORIGINAL BUDGET 2026-27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
21,758	Transfer Payments	21,758	-	21,758	-
-	Childrens Social Care	-	-	-	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
21,758	TOTAL CONTROLLABLE EXPENDITURE	21,758	-	21,758	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
21,758	NET CONTROLLABLE COST	21,758	-	21,758	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
21,758	NET COST OF SERVICE	21,758	-	21,758	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
21,758	TOTAL NET EXPENDITURE	21,758	-	21,758	-
* 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>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE DESCRIPTION

--

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025-26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	CHANGE (E) %	%
C1280E	CHILDREN, YOUNG PEOPLE AND EDUCATION OBSOLETE CODES	1,215	(1,215)	-	(100)	
	TOTAL NET EXPENDITURE	1,215	(1,215)	-	(100)	

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025-26 FTE STAFF	ORIGINAL BUDGET 2026-27 FTE STAFF	CHANGE IN FTE STAFF
CHILDREN, YOUNG PEOPLE AND EDUCATION OBSOLETE CODES	-	-	-
TOTAL FTE STAFF	-	-	-

FORECAST 2025-26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025-26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026-27 (D) £000's	CHANGE € %	%
0	Employees	116	(116)	-	(100)	
0	Premises related expenditure	26	(26)	-	(100)	
0	Supplies and Services	-	-	-	n/a	
0	Third Party Payments	-	-	-	n/a	
0	Transfer Payments	-	-	-	n/a	
0	Childrens Social Care	-	-	-	n/a	
0	Transport related expenditure	-	-	-	n/a	
0	Recharges from other services	-	-	-	n/a	
0	TOTAL CONTROLLABLE EXPENDITURE	142	(142)	-	n/a	
0	Government Grants	-	-	-	n/a	
0	Other Grants, reimbursements and contributions	-	-	-	n/a	
0	Customer and Client Receipts	-	-	-	n/a	
0	Interest Receivable	-	-	-	n/a	
0	Recharges to other services	-	-	-	n/a	
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a	
0	NET CONTROLLABLE COST	142	(142)	-	n/a	
0	Capital Charges	-	-	-	n/a	
0	Intangible Charges	-	-	-	n/a	
0	REFCUS	-	-	-	n/a	
0	Corporate support services bought in	1,073	(1,073)	-	(100)	
-	TOTAL NON-CONTROLLABLE EXPENDITURE	1,073	(1,073)	-	n/a	
0	NET COST OF SERVICE	1,215	(1,215)	-	n/a	
0	Contributions to / (from) Earmarked Reserves	-	-	-	n/a	
0	Contributions to / (from) Capital Reserves:	-	-	-	n/a	
0	Financing of Capital Expenditure	-	-	-	n/a	
0	Provision for Repayment of External Loans	-	-	-	n/a	
0	Contribution to / (from) General Balances	-	-	-	n/a	
-	TOTAL APPROPRIATIONS	-	-	-	n/a	
0	TOTAL NET EXPENDITURE	1,215	(1,215)	-	(100)	
* 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>						-
						(1,215)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,215)

HOUSING - GF

CONTENTS

	Page
DIRECTORATE OVERVIEW	HOUS1
DIRECTORATE SUMMARY	HOUS2
DIRECTORATE SUBJECTIVE SUMMARY	HOUS3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION: CENTRAL HOUSING	
DIVISION SUMMARY : CENTRAL HOUSING	HOU 1.1-C1305E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	HOU 1.2-C1305E
SERVICE SUBJECTIVE SUMMARY : HOUSING DIRECTORATE	HOU 1.3-C1310F
SERVICE SUBJECTIVE SUMMARY : HOMELESSNESS AND ASSESSMENTS	HOU 1.4-C1324F
SERVICE SUBJECTIVE SUMMARY : TRANSFORMATION CAPITALISED SALARIES	HOU 1.5-C1328F
DIVISION: HOUSING NEEDS AND HOMELESSNESS	
DIVISION SUMMARY : HOUSING NEEDS AND HOMELESSNESS	HOU 2.1-C1306E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	HOU 2.2-C1306E
SERVICE SUBJECTIVE SUMMARY : DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS	HOU 2.3-C1311F
SERVICE SUBJECTIVE SUMMARY : HOUSING GRANTS	HOU 2.4-C1313F
SERVICE SUBJECTIVE SUMMARY : TEMPORARY ACCOMMODATION	HOU 2.5-C1314F
SERVICE SUBJECTIVE SUMMARY : HOUSING REGISTER AND ALLOCATIONS	HOU 2.6-C1315F
SERVICE SUBJECTIVE SUMMARY : HOMELESS ASSESSMENT	HOU 2.7-C1316F
SERVICE SUBJECTIVE SUMMARY : DISCHARGE SCHEMES	HOU 2.8-C1317F
SERVICE SUBJECTIVE SUMMARY : HOUSING CONTRACTS	HOU 2.9-C1318F
DIVISION: TENANCY - GF	
DIVISION SUMMARY : TENANCY - GF	HOU 3.1-C1307E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	HOU 3.2-C1307E
SERVICE SUBJECTIVE SUMMARY : PRIVATE SECTOR HOUSING	HOU 3.3-C1322F
SERVICE SUBJECTIVE SUMMARY : HOUSING RENEWAL	HOU 3.4-C1325F
SERVICE SUBJECTIVE SUMMARY : RENTAL INCOME - GF NON HOMELESS	HOU 3.5-C1326F
DIVISION: ESTATES AND IMPROVEMENT	
DIVISION SUMMARY : ESTATES AND IMPROVEMENT	HOU 4.1-C1310E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	HOU 4.2-C1310E
SERVICE SUBJECTIVE SUMMARY : HOUSING DIRECTORATE	HOU 4.3-C1305F
DIVISION: POLICY & PERFORMANCE DIVISION	
DIVISION SUMMARY : POLICY & PERFORMANCE DIVISION	HOU 5.1-C1320E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	HOU 5.2-C1320E
SERVICE SUBJECTIVE SUMMARY : POLICY AND PERFORMANCE	HOU 5.3-C1312F

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

The Mayor's Business Plan details the following key priority for 2022-2026 in relation to the Council's Housing services:
Invest in council homes to drive up standards and develop a more responsive and effective housing service.

The Housing Directorate's service plans for 2025/2026 will be shaped to deliver against the Mayor's priorities. Key areas of focus for the housing general fund services will include:

Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation
Ongoing improvements to the procurement processes to secure best value emergency accommodation
Development of AI prevention techniques to be used to support households and reduce the demand within homelessness
Continuous improvement of temporary accommodation data quality
Development of the Homelessness and Rough Sleeping Strategy

The priorities from the Housing Strategy 2023-2028 for LB Croydon's Housing Services are as follows:

Listen to our residents and provide good housing services
Work with our partners, residents and landlords to ensure that homes in the borough are safe, secure and energy efficient
Enable people to lead healthy and independent lives in their homes and communities.
Maintain the supply of affordable homes that meet the diverse needs of residents in Croydon
Work with our partners and the local community to make the best use of resources and manage the demand for housing related services

TOP FINANCIAL RISKS 2025/26

Homelessness and temporary accommodation services are demand lead and dependant on reliable accommodation to fulfil the council statutory duty. The risks in this area are increasing as they are for all London Councils:

Inflationary increases on homelessness accommodation.
Risk of demand pressures as the cost-of-living crisis continues.
Sourcing the supply of additional properties to meet the demand in Temporary Accommodation due to increasing homelessness presentations to the Council
Rough Sleepers grant funding is stretched to cover essential services for vulnerable adults.
Limited homelessness prevention grant funding from government to fund placements.
Increases in the rate per night to place homeless in the borough.

FINANCIAL PERFORMANCE

COST CENTRE: C1300D

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE %
Employees	12,089	10,440	12,517	4
Premises related expenditure	2,070	2,065	3,506	69
Supplies and Services	2,410	2,958	1,619	(33)
Third Party Payments	4,078	4,679	5,533	36
Transfer Payments	62,344	77,044	82,114	32
Transport related expenditure	5	(146)	4	(20)
Capital Charges	3,224	3,224	4,923	53
Intangible Charges	1,012	1,012	-	(100)
REFCUS	-	-	3,335	n/a
Corporate support services bought in	3,425	3,425	3,159	(8)
Recharges from other services	140	1,114	784	460
TOTAL EXPENDITURE	90,796	105,817	117,495	11
Government Grants	(14,060)	(15,771)	(22,175)	58
Other Grants, reimbursements and contributions	(353)	(294)	(197)	(44)
Customer and Client Receipts	(34,659)	(34,613)	(31,370)	(9)
Interest Receivable	-	-	-	n/a
Recharges to other services	(1,526)	(3,271)	(1,717)	13
TOTAL INCOME	(50,598)	(53,949)	(55,459)	3

TOTAL NET EXPENDITURE	40,198	51,868	62,035	20
------------------------------	---------------	---------------	---------------	-----------

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

CURRENT BUDGET 2025/26	26,886
-------------------------------	---------------

TOTAL 2024/25 VARIANCE FROM BUDGET - Over/(Under)	24,982
--	---------------

TOP FINANCIAL RISKS 2026/27

2025/26

Inflationary increases on homelessness accommodation.
Risk of demand pressures as the cost-of-living crisis continues.

Risks for 25/26

Sourcing supply of additional properties to meet the demand in Temporary Accommodation due to continuous increasing homelessness presentations within the borough.
Rough Sleepers grant funding is stretched to cover essential services for vulnerable adults.
Limited homelessness prevention grant funding from government to fund placements.
Increase in rate per night to place homeless in the borough. Services are demand lead and dependant on reliable accommodation to fulfil the council statutory duty.

CABINET MEMBER

Cllr Lynne Hale

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Susmita Sen	Corporate Director Housing	26339
Beatrice Cingtho-Taylor	Director of Housing- Homelessness Prevention and Accommodation	26013
Mary Larbie	Director of Tenancy	26392

DIVISION CODE	DIVISION
C1305E	CENTRAL HOUSING
C1306E	HOUSING NEEDS AND HOMELESSNESS
C1307E	TENANCY - GF
C1310E	ESTATES AND IMPROVEMENT
C1320E	POLICY & PERFORMANCE DIVISION

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	L BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET	% CHANGE (E) %
				2026/27 (D) £000's	
4,243	C1305E-CENTRAL HOUSING	4,388	2,911	7,299	66
46,348	C1306E-HOUSING NEEDS AND HOMELESSNESS	33,621	18,595	52,216	55
1,705	C1307E-TENANCY - GF	2,189	332	2,521	15
52,296	TOTAL NET EXPENDITURE	40,198	21,838	62,035	54

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET	CHANGE IN
	FTE STAFF	2026/27 FTE STAFF	FTE STAFF
C1305E-CENTRAL HOUSING	-	-	-
C1306E-HOUSING NEEDS AND HOMELESSNESS	159.3	160.7	1.4
C1307E-TENANCY - GF	48.0	48.0	-
TOTAL FTE STAFF	207.3	208.7	1.4

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Growth funding for increased temporary accommodation assessment and placement staff to signpost and assist with demand. Budgets have been increased to reflect the demand pressures from increasing numbers presenting as homeless and the increase in caseloads.

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
10,440	Employees	12,089	428	12,517	4
2,065	Premises related expenditure	2,070	1,436	3,506	69
2,958	Supplies and Services	1,982	(791)	1,191	(40)
4,679	Third Party Payments	4,078	1,455	5,533	36
77,044	Transfer Payments	62,344	19,770	82,114	32
(146)	Transport related expenditure	5	(1)	4	(20)
1,114	Recharges from other services	140	644	784	460
98,156	TOTAL CONTROLLABLE EXPENDITURE	82,708	22,941	105,649	28
(15,771)	Government Grants	(14,060)	(8,115)	(22,175)	58
(294)	Other Grants, reimbursements and contributions	(353)	156	(197)	(44)
(34,613)	Customer and Client Receipts	(34,659)	3,289	(31,370)	(9)
-	Interest Receivable	-	-	-	n/a
(3,271)	Recharges to other services	(1,526)	(191)	(1,717)	13
(53,949)	TOTAL CONTROLLABLE INCOME	(50,598)	(4,861)	(55,459)	10
44,207	NET CONTROLLABLE COST	32,110	18,080	50,190	56
3,224	Capital Charges	3,224	1,699	4,923	53
1,012	Intangible Charges	1,012	(1,012)	-	(100)
-	REFCUS	-	3,335	3,335	n/a
3,425	Corporate support services bought in	3,425	(266)	3,159	(8)
7,661	TOTAL NON-CONTROLLABLE EXPENDITURE	7,661	3,756	11,417	49
51,868	NET COST OF SERVICE	39,770	21,838	61,607	55
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-
427	Interest Payable on Long term loans	428	-	428	-
-	Contribution to / (from) General Balances	-	-	-	n/a
427	TOTAL APPROPRIATIONS	428	-	428	-
52,295	TOTAL NET EXPENDITURE	40,198	21,838	62,035	54
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					3,490
Strategic budget - agreed additional income / savings					(9,534)
Other resource changes					27,882
TOTAL OTHER VARIATIONS IN RESOURCE					21,838

SERVICE DESCRIPTION

Housing Contracts
 This includes supported housing for young people and those leaving care, supported housing for ex-offenders, street outreach and resettlement, single homeless accommodation and support as well as support to combat domestic abuse and sexual violence (DASV).

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1310F	HOUSING DIRECTORATE	4,382	4,080	8,462	93
C1324F	HOMELESSNESS AND ASSESSMENTS	6	(6)	-	(100)
C1328F	TRANSFORMATION CAPITALISED SALARIES	-	(1,163)	(1,163)	n/a
TOTAL NET EXPENDITURE		4,388	2,911	7,299	66

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
HOUSING DIRECTORATE	-	-	-
HOMELESSNESS AND ASSESSMENTS	-	-	-
TRANSFORMATION CAPITALISED SALARIES	-	-	-
TOTAL FTE STAFF	-	-	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
20	Employees	1	(1)	-	(100)
-	- Premises related expenditure	-	-	-	n/a
26	Supplies and Services	-	(1,163)	(1,163)	n/a
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
102	Recharges from other services	204	-	204	-
148	TOTAL CONTROLLABLE EXPENDITURE	205	(1,164)	(959)	n/a
-	- Government Grants	-	-	-	n/a
(88)	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(88)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
60	NET CONTROLLABLE COST	205	(1,164)	(959)	n/a
3,224	Capital Charges	3,224	1,699	4,923	53
954	Intangible Charges	954	(954)	-	(100)
-	- REFCUS	-	3,335	3,335	n/a
5	Corporate support services bought in	5	(5)	-	(100)
4,183	TOTAL NON-CONTROLLABLE EXPENDITURE	4,183	4,075	8,258	n/a
4,243	NET COST OF SERVICE	4,388	2,911	7,299	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,243	TOTAL NET EXPENDITURE	4,388	2,911	7,299	66
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
<u>Strategic budget - agreed additional income / savings</u>					
Transformation savings					(1,163)
Salary adjustment					(1)
					(1,164)
<u>Other resource changes</u>					
Capital charges adjustment					4,080
Corporate support services bought in					(5)
					4,075
TOTAL OTHER VARIATIONS IN RESOURCE					2,911

SERVICE: C1310F-HOUSING DIRECTORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	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
102	Recharges from other services	204	-	204	-
102	TOTAL CONTROLLABLE EXPENDITURE	204	-	204	n/a
-	Government Grants	-	-	-	n/a
(88)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(88)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
14	NET CONTROLLABLE COST	204	-	204	n/a
3,224	Capital Charges	3,224	1,699	4,923	53
954	Intangible Charges	954	(954)	-	(100)
-	REFCUS	-	3,335	3,335	n/a
-	Corporate support services bought in	-	-	-	n/a
4,178	TOTAL NON-CONTROLLABLE EXPENDITURE	4,178	4,080	8,258	n/a
4,192	NET COST OF SERVICE	4,382	4,080	8,462	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,192	TOTAL NET EXPENDITURE	4,382	4,080	8,462	93
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Increased depreciation					1,699
Capital charges - revenue expenditure funded from capital under statute expenditure					3,335
Reduced amortisation					(954)
					4,080
TOTAL OTHER VARIATIONS IN RESOURCE					4,080

SERVICE: C1324F-HOMELESSNESS AND ASSESSMENTS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	1	(1)	-	(100)
-	Premises related expenditure	-	-	-	n/a
26	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
26	TOTAL CONTROLLABLE EXPENDITURE	1	(1)	-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
26	NET CONTROLLABLE COST	1	(1)	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
5	Corporate support services bought in	5	(5)	-	(100)
5	TOTAL NON-CONTROLLABLE EXPENDITURE	5	(5)	-	n/a
31	NET COST OF SERVICE	6	(6)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
31	TOTAL NET EXPENDITURE	6	(6)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings					
					-
Other charges					(6)
					(6)
TOTAL OTHER VARIATIONS IN RESOURCE					(6)

SERVICE: C1328F-TRANSFORMATION CAPITALISED SALARIES

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
20	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	(1,163)	(1,163)	n/a
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
20	TOTAL CONTROLLABLE EXPENDITURE	-	(1,163)	(1,163)	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
20	NET CONTROLLABLE COST	-	(1,163)	(1,163)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
20	NET COST OF SERVICE	-	(1,163)	(1,163)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
20	TOTAL NET EXPENDITURE	-	(1,163)	(1,163)	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Transformation savings - Unified front door					(1,113)
Transformation savings - Predictive analytics and prevention					(50)
					(1,163)
					-
TOTAL OTHER VARIATIONS IN RESOURCE					(1,163)

DIRECTORATE: **C1300D : HOUSING**
 DIVISION: **C1306E-HOUSING NEEDS AND HOMELESSNESS**

DIVISION SUMMARY

<p>SERVICE DESCRIPTION</p> <p>Housing Grants This includes non ring fenced housing grants as well as ring fenced sources such as the Rough Sleeping Initiative Fund (RSI) and the Household Support Fund.</p> <p>Emergency Accommodation This area carries out the council statutory function under the Homelessness Reduction Act. Their duties include the prevention of homelessness and where that is not possible finding alternative solutions and accommodation for homeless residents. The service also provides emergency accommodation for homeless households until longer term accommodation can be found. The service takes over 3,000 applications a year.</p> <p>Temporary Accommodation Responsible for provision and management of temporary accommodation. They also facilitate access to the private sector to prevent and discharge the council's homelessness duty, providing subsequent support to landlords and tenants to sustain tenancies.</p> <p>Housing Register and Allocations Included in this area is the provision of important, up to date and timely advice on all aspects of the Housing Register and allocations process.</p> <p>Homeless Assessment and Review A continuous system of assessment and review is essential to ensure sympathetic and effective management of homelessness in the Council's area of operation.</p> <p>Housing Contracts This includes supported housing for young people and those leaving care, supported housing for ex-offenders, street outreach and resettlement, single homeless accommodation and support as well as support to those experiencing domestic abuse and sexual violence (DASV).</p> <p>Housing Transformation Programme The work on the Housing Transformation Programme continues to progress well. The actions bring about positive change to the experience of residents and partners through their closer engagement with key strategies and the delivery of projects across Housing.</p> <p>Key areas for focus in 2025/6 include: Continuing to improve complaints management and learning from complaints Embedding the learning from the Customer First customer care training programme Continuing the implementation of the NEC Housing system Completing the review of policies, procedures and strategies with resident involvement Continuing to keep the Housing web pages up to date Going live with the new Housing Allocation Scheme</p>
--

Policy & Performance Division:

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1311F	DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS	(76)	(66)	(142)	87
C1313F	HOUSING GRANTS	(12,560)	(1,705)	(14,265)	14
C1314F	TEMPORARY ACCOMMODATION	37,977	20,175	58,152	53
C1315F	HOUSING REGISTER AND ALLOCATIONS	887	22	909	2
C1316F	HOMELESS ASSESSMENT	4,371	475	4,846	11
C1317F	DISCHARGE SCHEMES	-	-	-	n/a
C1318F	HOUSING CONTRACTS	3,022	(307)	2,715	(10)
	TOTAL NET EXPENDITURE	33,621	18,595	52,215	55

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS	3.00	1.00	(2.00)
HOUSING GRANTS	7.24	8.24	1.00
TEMPORARY ACCOMMODATION	65.30	67.70	2.40
HOUSING REGISTER AND ALLOCATIONS	17.86	17.86	-
HOMELESS ASSESSMENT	63.92	63.92	-
DISCHARGE SCHEMES	-	-	-
HOUSING CONTRACTS	2.00	2.00	-
TOTAL FTE STAFF	159.32	160.72	1.40

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
8,106	Employees	9,613	61	9,674	1
1,946	Premises related expenditure	1,950	1,436	3,386	74
2,588	Supplies and Services	1,922	382	2,304	20
4,455	Third Party Payments	3,854	1,455	5,309	38
77,041	Transfer Payments	62,341	19,770	82,111	32
(148)	Transport related expenditure	1	(1)	-	(100)
1,001	Recharges from other services	(77)	644	567	(836)
94,990	TOTAL CONTROLLABLE EXPENDITURE	79,604	23,747	103,351	n/a
(15,500)	Government Grants	(14,060)	(8,115)	(22,175)	58
(20)	Other Grants, reimbursements and contributions	(126)	126	-	(100)
(33,733)	Customer and Client Receipts	(34,037)	3,363	(30,674)	(10)
-	Interest Receivable	-	-	-	n/a
(2,533)	Recharges to other services	(902)	(255)	(1,157)	28
(51,785)	TOTAL CONTROLLABLE INCOME	(49,125)	(4,881)	(54,006)	n/a
43,205	NET CONTROLLABLE COST	30,479	18,866	49,345	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,715	Corporate support services bought in	2,715	(273)	2,442	(10)
2,715	TOTAL NON-CONTROLLABLE EXPENDITURE	2,715	(273)	2,442	n/a
45,920	NET COST OF SERVICE	33,194	18,594	51,787	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
428	Interest Payable on Long term loans	428	-	428	-
-	Contribution to / (from) General Balances	-	-	-	n/a
428	TOTAL APPROPRIATIONS	428	-	428	-
46,348	TOTAL NET EXPENDITURE	33,621	18,594	52,215	55
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Reduced income					3,363
Reduction in contributions					126
					3,489
Strategic budget - agreed additional income / savings					
Grant income					(8,115)
Additional recharges to other services					(255)
					(8,370)
Total other resource changes					
Grant expenditure					6,610
Demand and market pressures growth					12,432
Increased recharges from other services					644
Staff budgets increase					61
Corporate support services bought in					(273)
Increased payments to landlords					2,229
Increased payments to private sector landlords					1,772
					23,475
TOTAL OTHER VARIATIONS IN RESOURCE					18,594

SERVICE: C1311F-DIRECTOR OF HOUSING NEEDS AND HOMELESSNESS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
193	Employees	284	(118)	166	(42)
-	- 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
193	TOTAL CONTROLLABLE EXPENDITURE	284	(118)	166	n/a
-	- 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	(350)	-	(350)	-
(350)	TOTAL CONTROLLABLE INCOME	(350)	-	(350)	n/a
(157)	NET CONTROLLABLE COST	(66)	(118)	(184)	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(10)	Corporate support services bought in	(10)	52	42	(520)
(10)	TOTAL NON-CONTROLLABLE EXPENDITURE	(10)	52	42	n/a
(167)	NET COST OF SERVICE	(76)	(66)	(142)	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(167)	TOTAL NET EXPENDITURE	(76)	(66)	(142)	87
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					-
Strategic budget - agreed additional income / savings					-
Staff budgets realignment					(118)
Change in Corporate Support Services bought In					52
Total other resource changes					(66)
TOTAL OTHER VARIATIONS IN RESOURCE					(66)

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
216	Employees	290	162	452	56
30	Premises related expenditure	-	600	600	n/a
80	Supplies and Services	-	350	350	n/a
795	Third Party Payments	858	(7)	851	(1)
-	- Transfer Payments	-	5,005	5,005	n/a
-	- Transport related expenditure	-	-	-	n/a
60	Recharges from other services	-	500	500	n/a
1,181	TOTAL CONTROLLABLE EXPENDITURE	1,148	6,610	7,758	n/a
(15,461)	Government Grants	(13,931)	(8,206)	(22,137)	59
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(15,461)	TOTAL CONTROLLABLE INCOME	(13,931)	(8,206)	(22,137)	n/a
(14,281)	NET CONTROLLABLE COST	(12,783)	(1,596)	(14,379)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
223	Corporate support services bought in	223	(109)	114	(49)
223	TOTAL NON-CONTROLLABLE EXPENDITURE	223	(109)	114	n/a
(14,058)	NET COST OF SERVICE	(12,560)	(1,705)	(14,265)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(14,058)	TOTAL NET EXPENDITURE	(12,560)	(1,705)	(14,265)	14
* 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>Total other resource changes</u>					
Household Support Fund grant income					(6,610)
Household Support Fund grant expenditure					6,610
Change in Corporate Support Services bought In					(109)
Homelessness Prevention grant MHCLG additional income					(1,596)
					(1,705)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,705)

SERVICE: C1314F-TEMPORARY ACCOMMODATION

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,476	Employees	4,049	(37)	4,012	(1)
1,894	Premises related expenditure	1,950	836	2,786	43
2,294	Supplies and Services	2,073	(218)	1,855	(11)
701	Third Party Payments	144	1,772	1,916	1,231
77,041	Transfer Payments	62,341	14,765	77,106	24
2	Transport related expenditure	1	(1)	-	(100)
864	Recharges from other services	(71)	119	48	(168)
86,273	TOTAL CONTROLLABLE EXPENDITURE	70,487	17,236	87,723	n/a
-	Government Grants	(129)	91	(38)	(71)
(20)	Other Grants, reimbursements and contributions	-	-	-	n/a
(33,580)	Customer and Client Receipts	(34,037)	3,363	(30,674)	(10)
-	Interest Receivable	-	-	-	n/a
(866)	Recharges to other services	-	(300)	(300)	n/a
(34,465)	TOTAL CONTROLLABLE INCOME	(34,166)	3,154	(31,012)	n/a
51,808	NET CONTROLLABLE COST	36,321	20,390	56,711	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,229	Corporate support services bought in	1,229	(216)	1,013	(18)
1,229	TOTAL NON-CONTROLLABLE EXPENDITURE	1,229	(216)	1,013	n/a
53,037	NET COST OF SERVICE	37,550	20,175	57,724	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
428	Interest Payable on Long term loans	428	-	428	-
-	Contribution to / (from) General Balances	-	-	-	n/a
428	TOTAL APPROPRIATIONS	428	-	428	-
53,465	TOTAL NET EXPENDITURE	37,977	20,175	58,152	53
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
Increased payments to landlords					2,229
Increased payments to private sector landlords					1,772
					4,001
Strategic budget - agreed additional income / savings					
Reduced security and other expenses					(99)
Pensions Adjustment (23.2 to 20.2%)					(15)
Service review (phase 2) staffing					(22)
Homelessness - Net adjustment for mgmt fee funding change - from RES 2.5-C1618F					3,022
Nightly let accommodation - demand and market price pressures growth					3,750
Fair Funding Grant adjustment					6,600
					13,236
Total other resource changes					
Pensions Adjustment (23.2 to 20.2%)					(216)
Change in Corporate Support Services bought In					1,760
Reduced income due to decrease in demand					995
Increased voids loss					608
Income budget realignment					(300)
Increased internal recharges					91
Net decrease in government grants					
					2,938
TOTAL OTHER VARIATIONS IN RESOURCE					20,175

SERVICE: C1315F-HOUSING REGISTER AND ALLOCATIONS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
653	Employees	888	103	991	12
-	Premises related expenditure	-	-	-	n/a
2	Supplies and Services	(18)	20	2	(111)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1	Recharges from other services	-	-	-	n/a
655	TOTAL CONTROLLABLE EXPENDITURE	870	123	993	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(126)	126	-	(100)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(448)	Recharges to other services	(119)	(215)	(334)	181
(448)	TOTAL CONTROLLABLE INCOME	(245)	(89)	(334)	n/a
207	NET CONTROLLABLE COST	625	34	659	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
262	Corporate support services bought in	262	(12)	250	(5)
262	TOTAL NON-CONTROLLABLE EXPENDITURE	262	(12)	250	n/a
469	NET COST OF SERVICE	887	22	909	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
469	TOTAL NET EXPENDITURE	887	22	909	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
No pressures identified					
<u>Strategic budget - agreed pressures / service demands</u>					-
no savings identified					
<u>Strategic budget - agreed additional income / savings</u>					-
Pay award and contracts inflation					123
Reduction in contributions					126
Change in Corporate Support Services bought In					(12)
Other charges realigned					(215)
Total other resource changes					22
TOTAL OTHER VARIATIONS IN RESOURCE					22

SERVICE: C1316F-HOMELESS ASSESSMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,425	Employees	3,825	90	3,915	2
-	Premises related expenditure	-	-	-	n/a
196	Supplies and Services	(133)	230	97	(173)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
(150)	Transport related expenditure	-	-	-	n/a
71	Recharges from other services	14	5	19	36
3,542	TOTAL CONTROLLABLE EXPENDITURE	3,706	325	4,031	n/a
(38)	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(273)	Recharges to other services	(273)	100	(173)	(37)
(311)	TOTAL CONTROLLABLE INCOME	(273)	100	(173)	n/a
3,230	NET CONTROLLABLE COST	3,433	425	3,858	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
938	Corporate support services bought in	938	50	988	5
938	TOTAL NON-CONTROLLABLE EXPENDITURE	938	50	988	n/a
4,168	NET COST OF SERVICE	4,371	475	4,846	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
4,168	TOTAL NET EXPENDITURE	4,371	475	4,846	11
* 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>Total other resource changes</u>					
Pay award and contracts inflation					320
Change in Corporate Support Services bought In					50
Other charges realigned					105
					475
TOTAL OTHER VARIATIONS IN RESOURCE					475

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
23	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
23	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(153)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(153)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
(131)	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
(131)	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(131)	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Total other resource changes					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1318F-HOUSING CONTRACTS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
142	Employees	277	(139)	138	(50)
-	- Premises related expenditure	-	-	-	n/a
16	Supplies and Services	-	-	-	n/a
2,960	Third Party Payments	2,852	(310)	2,542	(11)
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
5	Recharges from other services	(20)	20	-	(100)
3,123	TOTAL CONTROLLABLE EXPENDITURE	3,109	(429)	2,680	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(596)	Recharges to other services	(160)	160	-	(100)
(596)	TOTAL CONTROLLABLE INCOME	(160)	160	-	n/a
2,527	NET CONTROLLABLE COST	2,949	(269)	2,680	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
73	Corporate support services bought in	73	(38)	35	(52)
73	TOTAL NON-CONTROLLABLE EXPENDITURE	73	(38)	35	n/a
2,600	NET COST OF SERVICE	3,022	(307)	2,715	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,600	TOTAL NET EXPENDITURE	3,022	(307)	2,715	(10)
* 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>Total Other resource changes</u>					
Pay budgets realignment and contract inflation					(139)
Realignment of income and internal recharges					(130)
Change in Corporate Support Services bought In					(38)
					(307)
TOTAL OTHER VARIATIONS IN RESOURCE					(307)

DIRECTORATE: **C1300D : HOUSING**
 DIVISION: **C1307E-TENANCY - GF**

DIVISION SUMMARY

SERVICE DESCRIPTION
<p>As a landlord, Croydon Council take a pro-active approach towards tenancy sustainment and works closely with Social Care to identify those who are vulnerable in the community.</p> <p>Housing provides advice and support to residents including:</p> <ul style="list-style-type: none"> · Changes to the tenancy – for example, succession assignment, name change, relationship breakdown and ending tenancies for example on the death of a tenant · Fire or flood in a tenant's home · Domestic abuse - Including other types of violence outside the home · Estate inspections. · Anti-social behaviour - Prevention and diversion · Racial harassment and hate crimes · Fraud - Including unauthorised occupants or occupancy checks · Environmental issues · Support for vulnerable adults to sustain their tenancy

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1325F	HOUSING RENEWAL	298	(86)	212	(29)
C1326F	RENTAL INCOME - GF NON HOMELESS	(63)	-	(63)	-
C1322F	PRIVATE SECTOR HOUSING	1,954	418	2,372	21
TOTAL NET EXPENDITURE		2,189	332	2,521	15

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
Housing Renewal	12.0	14.0	2.0
Rental Income - GF Non Homeless	-	-	-
Private Sector Housing	36.0	34.0	(2.0)
TOTAL FTE STAFF	48.0	48.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,315	Employees	2,475	368	2,843	15
119	Premises related expenditure	120	-	120	-
344	Supplies and Services	60	(10)	50	(17)
224	Third Party Payments	224	-	224	-
3	Transfer Payments	3	-	3	-
2	Transport related expenditure	4	-	4	-
11	Recharges from other services	13	-	13	-
3,018	TOTAL CONTROLLABLE EXPENDITURE	2,899	358	3,257	n/a
(272)	Government Grants	-	-	-	n/a
(186)	Other Grants, reimbursements and contributions	(227)	30	(197)	(13)
(880)	Customer and Client Receipts	(622)	(74)	(696)	12
-	Interest Receivable	-	-	-	n/a
(738)	Recharges to other services	(624)	64	(560)	(10)
(2,076)	TOTAL CONTROLLABLE INCOME	(1,473)	20	(1,453)	n/a
942	NET CONTROLLABLE COST	1,426	378	1,804	n/a
-	Capital Charges	-	-	-	n/a
58	Intangible Charges	58	(58)	-	n/a
-	REFCUS	-	-	-	(100)
705	Corporate support services bought in	705	12	717	n/a
763	TOTAL NON-CONTROLLABLE EXPENDITURE	763	(46)	717	n/a
1,705	NET COST OF SERVICE	2,189	332	2,521	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,705	TOTAL NET EXPENDITURE	2,189	332	2,521	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
No budget pressures identified					
<u>Strategic budget - agreed additional income / savings</u>					
no savings identified in 2025/26					
					-
<u>Total other resource changes</u>					
Pay award and contracts inflation					358
Realignment of income and internal recharges					20
Change in Corporate Support Services bought In					12
Reduction in capital charges					(58)
					332
TOTAL OTHER VARIATIONS IN RESOURCE					332

SERVICE: C1322F-PRIVATE SECTOR HOUSING

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,530	Employees	1,692	441	2,133	26
107	Premises related expenditure	107	-	107	-
261	Supplies and Services	49	(10)	39	(20)
10	Third Party Payments	10	-	10	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	1	-
6	Recharges from other services	6	-	6	-
1,915	TOTAL CONTROLLABLE EXPENDITURE	1,865	431	2,296	n/a
(272)	Government Grants	-	-	-	n/a
(86)	Other Grants, reimbursements and contributions	(86)	-	(86)	-
(511)	Customer and Client Receipts	(286)	(74)	(360)	26
-	Interest Receivable	-	-	-	n/a
(44)	Recharges to other services	(80)	64	(16)	(80)
(913)	TOTAL CONTROLLABLE INCOME	(452)	(10)	(462)	n/a
1,002	NET CONTROLLABLE COST	1,413	421	1,834	n/a
-	Capital Charges	-	-	-	n/a
58	Intangible Charges	58	(58)	-	(100)
-	REFCUS	-	-	-	n/a
483	Corporate support services bought in	483	55	538	11
541	TOTAL NON-CONTROLLABLE EXPENDITURE	541	(3)	538	n/a
1,543	NET COST OF SERVICE	1,954	418	2,372	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,543	TOTAL NET EXPENDITURE	1,954	418	2,372	21
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
No pressures identified					
Strategic budget - agreed additional income / savings					
no savings identified					
Total other resource changes					
Pay award and contracts inflation					431
Realignment of income and internal recharges					(10)
Change in Corporate Support Services bought In					(3)
					418
TOTAL OTHER VARIATIONS IN RESOURCE					418

SERVICE: C1325F-HOUSING RENEWAL

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
785	Employees	783	(73)	710	(9)
-	Premises related expenditure	-	-	-	n/a
83	Supplies and Services	11	-	11	-
214	Third Party Payments	214	-	214	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	3	-	3	-
5	Recharges from other services	7	-	7	-
1,088	TOTAL CONTROLLABLE EXPENDITURE	1,018	(73)	945	n/a
-	Government Grants	-	-	-	n/a
(100)	Other Grants, reimbursements and contributions	(141)	30	(111)	(21)
(267)	Customer and Client Receipts	(257)	-	(257)	-
-	Interest Receivable	-	-	-	n/a
(694)	Recharges to other services	(544)	-	(544)	-
(1,061)	TOTAL CONTROLLABLE INCOME	(942)	30	(912)	n/a
27	NET CONTROLLABLE COST	76	(43)	33	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
222	Corporate support services bought in	222	(43)	179	(19)
222	TOTAL NON-CONTROLLABLE EXPENDITURE	222	(43)	179	n/a
249	NET COST OF SERVICE	298	(86)	212	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
249	TOTAL NET EXPENDITURE	298	(86)	212	(29)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					
No pressures identified					
Strategic budget - agreed additional income / savings					
no savings identified					
Total other resource changes					
Reduction in contributions					30
Change in Corporate Support Services bought In					(43)
Pay budgets realignment					(73)
					(86)
TOTAL OTHER VARIATIONS IN RESOURCE					(86)

SERVICE: C1326F-RENTAL INCOME - GF NON HOMELESS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
12	Premises related expenditure	13	-	13	-
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
3	Transfer Payments	3	-	3	-
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
15	TOTAL CONTROLLABLE EXPENDITURE	16	-	16	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(102)	Customer and Client Receipts	(79)	-	(79)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(102)	TOTAL CONTROLLABLE INCOME	(79)	-	(79)	n/a
(87)	NET CONTROLLABLE COST	(63)	-	(63)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
(87)	NET COST OF SERVICE	(63)	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(87)	TOTAL NET EXPENDITURE	(63)	-	(63)	-
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
No pressures identified					
<u>Strategic budget - agreed additional income / savings</u>					
no savings identified					
<u>Total other resource changes</u>					
TOTAL OTHER VARIATIONS IN RESOURCE					-

DIRECTORATE: **C1300D : HOUSING****DIVISION SUMMARY**

DIVISION: C1310E-ESTATES AND IMPROVEMENT

SERVICE DESCRIPTION

--

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
		C1305F	RESPONSIVE REPAIRS	-	-
TOTAL NET EXPENDITURE		-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE TE STAFF
TOTAL FTE STAFF	-	-	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
0	Supplies and Services	-	-	-	n/a
8	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
8	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(8)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
No budget pressures identified					
<u>Strategic budget - agreed additional income / savings</u>					
no savings identified in 2025/26					
					-
<u>Total other resource changes</u>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

DIVISION: C1310E-ESTATES AND IMPROVEMENT

SERVICE: C1305F-RESPONSIVE REPAIRS, PLANNED MAINTENANCE AND SAFETY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
0	Supplies and Services	-	-	-	n/a
8	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
8	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(8)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands No pressures identified					
Strategic budget - agreed additional income / savings no savings identified					
Total other resource changes Pay award and contracts inflation National insurance changes for 2025/26 Change in Corporate Support Services bought In Other charges to align pay budgets					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

DIRECTORATE: **C1300D : HOUSING****DIVISION SUMMARY**

DIVISION: C1320E-POLICY & PERFORMANCE DIVISION

SERVICE DESCRIPTION

--

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1312F	POLICY AND PERFORMANCE	-	-	-	n/a
TOTAL NET EXPENDITURE		-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
TOTAL FTE STAFF	-	-	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
0	Supplies and Services	-	-	-	n/a
8	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
8	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(8)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
No budget pressures identified					
<u>Strategic budget - agreed additional income / savings</u>					
no savings identified in 2025/26					
					-
<u>Total other resource changes</u>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

DIRECTORATE: **C1300D : HOUSING - GF****SERVICE SUBJECTIVE SUMMARY**

DIVISION: C1320E-POLICY & PERFORMANCE DIVISION

SERVICE: C1312F-POLICY AND PERFORMANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
0	Supplies and Services	-	-	-	n/a
8	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
8	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(8)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(8)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u> No pressures identified					
<u>Strategic budget - agreed additional income / savings</u> no savings identified					
<u>Total other resource changes</u>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

TOTAL HRA

CONTENTS

	Page
DIRECTORATE OVERVIEW	HRAS1
DIRECTORATE SUMMARY	HRAS2
DIRECTORATE SUBJECTIVE SUMMARY	HRAS3
DIVISION AND SERVICE REVENUE BUDGETS	
DIRECTORATE: : HOUSING HRA	
DIVISION SUMMARY FOR ALL DIRECTORATE : HOUSING HRA	HRA 1.1-C2100D
DIVISION: : HOUSING ESTATES AND IMPROVEMENT - HRA	HRA 1.1A-C2125E
DIVISION: : TENANCY SERVICES - HRA	HRA 1.1B-C2421E
DIVISION SUMMARY : HOUSING HRA	HRA 1.1C-C2420E
DIVISION SUBJECTIVE SUMMARY FOR ALL DIRECTORATE : HOUSING HRA	HRA 1.2-C2100D
DIVISION SUBJECTIVE SUMMARY FOR ALL DIVISION : HOUSING ESTATES AND IMPROVEMENT - HRA	HRA 1.2A-C2125E
DIVISION SUBJECTIVE SUMMARY FOR ALL DIVISION : HOUSING OPTIONS - HRA	HRA 1.2B-C2420E
DIVISION SUBJECTIVE SUMMARY FOR ALL DIVISION : TENANCY SERVICES - HRA	HRA 1.2C-C2421E
SERVICE SUBJECTIVE SUMMARY : INCOME COLLECTION - HRA	HRA 1.4A-C2440F
SERVICE SUBJECTIVE SUMMARY : TENANCY MANAGEMENT - HRA	HRA 1.4B-C2454F
SERVICE SUBJECTIVE SUMMARY : REGENERATION	HRA 1.4C-C2455F
SERVICE SUBJECTIVE SUMMARY : HOMELESSNESS AND ASSESSMENTS - HRA	HRA 1.4D-C2458F
SERVICE SUBJECTIVE SUMMARY : ALLOCATIONS - HRA	HRA 1.4E-C2441F
SERVICE SUBJECTIVE SUMMARY : RESPONSIVE REPAIRS AND SAFETY	HRA 1.4F-C2112F
SERVICE SUBJECTIVE SUMMARY : ASSET PLANNING AND CAPITAL DELIVERY	HRA 1.4F-C2113F
DIRECTORATE: : DIRECTORATE AND CENTRALISED COSTS - HRA	
DIVISION SUMMARY : DIRECTORATE AND CENTRALISED COSTS - HRA	HRA 2.1-C2400D
SERVICE SUBJECTIVE SUMMARY : DIRECTORATE AND CENTRALISED COSTS - HRA	HRA 2.2-C2400D

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

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

- 1) Work with our residents and the Housing Improvement Board to deliver to outcomes set out in our Housing Improvement Programme.
- 2) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for Council Housing.
- 3) Ensure that all our buildings conform to the necessary safety standards and the Council is fully compliant with the requirements of the Building Safety Act 2022 and the Fire Safety Act 2021.
- 4) Promote better and fair access to housing services.
- 5) Develop sustainable communities.
- 6) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation.
- 7) Promote independent living for vulnerable people.

FINANCIAL PERFORMANCE

COST CENTRE: C1200N

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE %
Employees	24,900	24,868	25,479	2
Premises related expenditure	36,458	34,484	30,233	(17)
Supplies and Services	6,394	6,329	8,012	25
Third Party Payments	434	534	434	-
Transfer Payments	177	277	177	-
Transport related expenditure	9	8	9	-
Capital Charges	28,373	28,373	35,972	27
Intangible Charges	118	118	121	3
REFCUS	-	-	-	n/a
Corporate support services bought in	4,634	4,769	4,788	3
Recharges from other services	4,303	7,923	4,439	3
TOTAL EXPENDITURE	105,800	107,683	109,664	2
Government Grants	-	-	-	n/a
Other Grants, reimbursements and contributions	-	-	-	n/a
Customer and Client Receipts	(103,249)	(102,874)	(106,364)	3
Interest Receivable	-	-	-	n/a
Recharges to other services	(2,551)	(3,126)	(3,300)	29
TOTAL INCOME	(105,800)	(106,000)	(109,664)	3

TOTAL NET EXPENDITURE	-	1,683	-	(100)
------------------------------	---	-------	---	-------

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

CURRENT BUDGET 2025/26	-
-------------------------------	---

TOTAL 2025/26 VARIANCE FROM BUDGET- Over/(Under)	1,683
---	--------------

TOP FINANCIAL RISKS 2026/27

- 1) Changes to the interest rate assumptions could see lower borrowing costs but also reduced income from interest earned on balances.
- 2) Dropping below the minimum reserves balance due to overspends.
- 3) Increased costs resulting from the Fire and Building Surveys.
- 4) The assumptions within the plan show that the HRA remains sustainable and viable over the 30 years period however the increased costs in the early years utilises all available reserves and is under pressure in that period, requiring careful management of borrowing.
- 5) The budget has been set with the most accurate data available reflecting the significant pressures on repairs and maintenance costs. To manage these budgets, monthly monitoring of financial performance will be carried out and reported.

CABINET MEMBER	Cllr Lynne Hale	
-----------------------	-----------------	--

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Susmita Sen	Corporate Director Housing	26339
Matthew West	Director of Housing Assets and Repairs	
Beatrice Cingtho-Taylor	Director of Homelessness Prevention and Accommodation	26013
Mary Larbie	Director of Housing Management	26392
Vacant	Director of Development and New Supply	

DIVISION CODE	DIVISION
C2125E	HOUSING ESTATES AND IMPROVEMENT - HRA
C2421E	TENANCY SERVICES - HRA
C2400D	DIRECTORATE AND CENTRALISED COSTS - HRA
C2420E	HOUSING OPTIONS - HRA

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
41,112	C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	43,523	(607)	42,916	(1)
(80,889)	C2421E : TENANCY SERVICES - HRA	(80,708)	(5,284)	(85,992)	7
36,340	C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	35,971	6,284	42,255	17
869	C2420E : HOUSING OPTIONS - HRA	1,214	(393)	821	(32)
				-	n/a
				-	n/a
				-	n/a
33,772	TOTAL NET EXPENDITURE	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
C2125E : HOUSING ESTATES AND IMPROVEMENT - HRA	85.6	204.5	118.9
C2421E : TENANCY SERVICES - HRA	151.7	192.6	40.9
C2400D : DIRECTORATE AND CENTRALISED COSTS - HRA	6.0	6.0	-
C2420E : HOUSING OPTIONS - HRA	1.4	6.4	5.0
			-
			-
			-
TOTAL FTE STAFF	244.7	409.5	164.8

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

The staffing structure has been considerably remodelled to reflect the requirement of the housing directorate to respond to the changing landscape and requirements as a social housing landlord.

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
24,868	Employees	24,900	579	25,479	2
32,257	Premises related expenditure	36,458	(6,225)	30,233	(17)
6,329	Supplies and Services	6,394	1,618	8,012	25
534	Third Party Payments	434	-	434	-
277	Transfer Payments	177	-	177	-
8	Transport related expenditure	9	-	9	-
7,923	Recharges from other services	4,303	136	4,439	3
72,196	TOTAL CONTROLLABLE EXPENDITURE	72,675	(3,892)	68,783	(5)
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(104,898)	Customer and Client Receipts	(103,249)	(3,115)	(106,364)	3
-	Interest Receivable	-	-	-	n/a
(3,126)	Recharges to other services	(2,551)	(749)	(3,300)	29
(108,024)	TOTAL CONTROLLABLE INCOME	(105,800)	(3,864)	(109,664)	4
(35,828)	NET CONTROLLABLE COST	(33,125)	(7,756)	(40,881)	23
28,373	Capital Charges	28,373	7,599	35,972	27
118	Intangible Charges	118	3	121	3
-	REFCUS	-	-	-	n/a
4,769	Corporate support services bought in	4,634	154	4,788	3
33,260	TOTAL NON-CONTROLLABLE EXPENDITURE	33,125	7,756	40,881	23
(2,568)	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(2,568)	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					-
Strategic budget - agreed additional income / savings					-
Other resource changes					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE DESCRIPTION

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

- 1) Work with our residents and the Housing Improvement Board to deliver to outcomes set out in our Housing Improvement Programme.
- 2) Improve housing conditions to ensure a decent home for all and maintain the Decent Homes Standard for Council Housing.
- 3) Ensure that all our buildings conform to the necessary safety standards and the Council is fully compliant with the requirements of the Building Safety Act 2022 and the Fire Safety Act 2021.
- 4) Promote better and fair access to housing services.
- 5) Develop sustainable communities.
- 6) Maximise the supply of affordable housing, meet housing need and reduce the number of households in temporary accommodation.
- 7) Promote independent living for vulnerable people.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET		ORIGINAL BUDGET	% CHANGE (E) %
		2025/26 (A) £000's	Other (C) £000's	2026/27 (D) £000's	
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	37,422	(1,635)	35,787	(4)
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	6,101	1,028	7,129	17
C2440F	INCOME COLLECTION - HRA	(92,772)	(6,603)	(99,375)	7
C2454F	TENANCY MANAGEMENT - HRA	10,121	1,279	11,400	13
C2458F	ALLOCATIONS - HRA	-	-	-	n/a
C2441F	HOMELESSNESS AND ASSESSMENTS - HRA	1,214	(393)	821	(32)
C2455F	REGENERATION	1,943	40	1,983	2
TOTAL NET EXPENDITURE		(35,971)	(6,284)	(42,255)	17

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2025/26 FTE STAFF	2026/27 FTE STAFF	FTE STAFF
RESPONSIVE REPAIRS AND SAFETY - HRA	40.6	94.7	54.1
ASSET PLANNING AND CAPITAL DELIVERY	45.0	109.8	64.8
INCOME COLLECTION - HRA	50.7	53.0	2.3
TENANCY MANAGEMENT - HRA	96.0	115.6	19.6
ALLOCATIONS - HRA	1.4	6.4	5.0
HOMELESSNESS AND ASSESSMENTS - HRA	-	-	-
REGENERATION	5.0	24.0	19.0
TOTAL FTE STAFF	238.7	403.5	164.8

SERVICE DESCRIPTION

Housing Revenue Account

Homes and Social Investment:

The Repairs and Maintenance service is responsible for repairs and cyclical maintenance of the Council's housing stock. The service responds to around 65,000 repair requests each year. The repairs service is delivered through a long term partnering contract with Mears, Wates and K&T Heating.

The Asset Service is responsible for the council's housing asset management strategy, and developing our annual capital programme of planned investment in council homes, ensuring that tenants and leaseholders are informed and consulted in advance of works. We are moving to a position where we have a 5-year planned investment programme which is shared with residents and partners.

The capital delivery for homes service focuses on delivering major capital works to HRA properties and includes energy efficiency, kitchens and bathrooms, replacement of roofs and windows and security programmes, with future delivery of affordable housing into the HRA.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C2112F	RESPONSIVE REPAIRS AND SAFETY - HRA	37,422	(1,635)	35,787	(4)
C2113F	ASSET PLANNING AND CAPITAL DELIVERY	6,101	1,028	7,129	17
				-	
				-	
	TOTAL NET EXPENDITURE	43,523	(607)	42,916	(1)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
RESPONSIVE REPAIRS AND SAFETY - HRA	40.6	94.7	54.1
ASSET PLANNING AND CAPITAL DELIVERY	45.0	109.8	64.8
TOTAL FTE STAFF	85.6	204.5	118.9

SERVICE DESCRIPTION

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 which are in the main for caretaking and grounds maintenance
 3) Recharges of energy costs from communal heating schemes
 4) Service charges to Leaseholders

Income and Lettings
 Responsible for rent and service charge collection (collection of £100.6m). 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.
 The HRA budget also includes those costs that relate to the general management of the landlord service together with the administration of tenancy applications, rent collection, arrears recovery and accounting.

Leasehold Team
 Responsible for setting and collecting leasehold service charges. Consulting on and serving notices in relation to major works and collecting the service charges associated with these works. The team manage and deal with all Right to Buy Applications and Enquires

Tenancy and Neighbourhood Services
 Responsible for tenancy services including enforcement of conditions of tenancy and changes to tenancies, supporting tenants in sustaining their tenancies tackling anti-social behaviour and carrying 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. The team carry out occupancy checks, new tenant visits and tenancy audits.
 Community developments promote youth, outreach work and community development.

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.

Resident involvement
 Responsible for meeting legal and regulatory requirement to involve council tenants and leaseholders in monitoring and scrutinising Croydon Council's housing services. Involvement and scrutiny activities includes a number of active panels and boards, including the Housing Assurance Board, Residents' Reading Group, complaints, Performance Monitoring Group and Customer Influence and Assurance Panel. The team also consult with residents over major works and improvement programmes. They communicate with residents in a range of ways including mystery shopping, neighbourhood voice and face to face engagement across estates. They also obtain and review performance data and work with Acuity to monitor customer satisfaction across Croydon Housing services. This team also produce communication for residents, including Open House, the magazine for Croydon tenants and leaseholders, on a quarterly basis.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C2440F	INCOME COLLECTION - HRA	(92,772)	(6,603)	(99,375)	7
C2454F	TENANCY MANAGEMENT - HRA	10,121	1,279	11,400	13
C2455F	REGENERATION	1,943	40	1,983	2
TOTAL NET EXPENDITURE		(80,708)	(5,284)	(85,992)	7

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
INCOME COLLECTION - HRA	50.7	53.0	2.3
TENANCY MANAGEMENT - HRA	96.0	115.6	19.6
REGENERATION	5.0	24.0	19.0
TOTAL FTE STAFF	151.7	192.6	40.9

DIVISION: C2420E-HOUSING OPTIONS - HRA

SERVICE DESCRIPTION**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 and social home buy). 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

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C2441F	ALLOCATIONS - HRA	1,214	(393)	821	(32)
C2458F	HOMELESSNESS AND ASSESSMENTS - HRA	-	-	-	n/a
TOTAL NET EXPENDITURE		1,214	(393)	821	(32)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
ALLOCATIONS - HRA	1.4	6.4	5.0
HOMELESSNESS AND ASSESSMENTS - HRA	-	-	-
TOTAL FTE STAFF	1.4	6.4	5.0

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
23,816	Employees	24,217	552	24,769	2
30,459	Premises related expenditure	34,660	(6,225)	28,435	(18)
3,570	Supplies and Services	3,635	694	4,329	19
392	Third Party Payments	292	-	292	-
277	Transfer Payments	177	-	177	-
8	Transport related expenditure	9	-	9	-
6,680	Recharges from other services	3,060	136	3,196	4
65,202	TOTAL CONTROLLABLE EXPENDITURE	66,050	(4,843)	61,207	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(104,898)	Customer and Client Receipts	(103,249)	(3,115)	(106,364)	3
-	Interest Receivable	-	-	-	n/a
(3,126)	Recharges to other services	(2,551)	(658)	(3,209)	26
(108,024)	TOTAL CONTROLLABLE INCOME	(105,800)	(3,773)	(109,573)	n/a
(42,822)	NET CONTROLLABLE COST	(39,750)	(8,616)	(48,366)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
3,914	Corporate support services bought in	3,779	2,332	6,111	62
3,914	TOTAL NON-CONTROLLABLE EXPENDITURE	3,779	2,332	6,111	n/a
(38,908)	NET COST OF SERVICE	(35,971)	(6,284)	(42,255)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(38,908)	TOTAL NET EXPENDITURE	(35,971)	(6,284)	(42,255)	17
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
Growth for Repairs					-
Growth: Revenue fire actions					-
Growth for Surveys					-
					-
<u>Strategic budget - agreed additional income / savings</u>					-
Rent and Service Charge increases					-
Increase Void Rent Loss					-
Increase in BD Provision					-
					-
<u>Other resource changes</u>					-
Net staff budgets decrease					(6)
Reduced responsive repairs budget					(4,036)
Increased cyclical repairs budget					269
Increased compliance repairs budget					865
SERCOP budgets realignment					2,332
Increased bad debt provision					120
Rent and Service Charge increases					(6,888)
Increased voids loss					238
Increased fees and charges income					(65)
Increased Grounds Maintenance contract costs					1,000
Increased income and recharges to other services					(113)
					(6,284)
TOTAL OTHER VARIATIONS IN RESOURCE					(6,284)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
12,796	Employees	12,989	519	13,508	4
28,147	Premises related expenditure	29,941	(3,767)	26,174	(13)
1,303	Supplies and Services	1,373	865	2,238	63
122	Third Party Payments	22	-	22	-
100	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
326	Recharges from other services	305	-	305	-
42,794	TOTAL CONTROLLABLE EXPENDITURE	44,630	(2,383)	42,247	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(3,126)	Recharges to other services	(2,551)	(48)	(2,599)	2
(3,126)	TOTAL CONTROLLABLE INCOME	(2,551)	(48)	(2,599)	n/a
39,668	NET CONTROLLABLE COST	42,079	(2,431)	39,648	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,444	Corporate support services bought in	1,444	1,824	3,268	126
1,444	TOTAL NON-CONTROLLABLE EXPENDITURE	1,444	1,824	3,268	n/a
41,112	NET COST OF SERVICE	43,523	(607)	42,916	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
41,112	TOTAL NET EXPENDITURE	43,523	(607)	42,916	(1)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					-
	Growth for Repairs				-
	Growth: Revenue fire actions				-
	Growth for Surveys				-
					-
<u>Strategic budget - agreed additional income / savings</u>					
	Net staff budgets increase				
	Reduced responsive repairs budget				
	Increased cyclical repairs budget				
	Increased compliance repairs budget				
	SERCOP budgets realignment				
					-
<u>Other resource changes</u>					
	Net staff budgets increase				471
	Reduced responsive repairs budget				(4,036)
	Increased cyclical repairs budget				269
	Increased compliance repairs budget				865
	SERCOP budgets realignment				1,824
					(607)
TOTAL OTHER VARIATIONS IN RESOURCE					(607)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
362	Employees	702	(283)	419	(40)
571	Premises related expenditure	3,458	(3,458)	-	(100)
322	Supplies and Services	578	(291)	287	(50)
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
1	Transport related expenditure	2	-	2	-
1,956	Recharges from other services	(129)	136	7	(105)
3,212	TOTAL CONTROLLABLE EXPENDITURE	4,611	(3,896)	715	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(2,559)	Customer and Client Receipts	(3,613)	3,613	-	(100)
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(2,559)	TOTAL CONTROLLABLE INCOME	(3,613)	3,613	-	n/a
653	NET CONTROLLABLE COST	998	(283)	715	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
216	Corporate support services bought in	216	(110)	106	(51)
216	TOTAL NON-CONTROLLABLE EXPENDITURE	216	(110)	106	n/a
869	NET COST OF SERVICE	1,214	(393)	821	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
869	TOTAL NET EXPENDITURE	1,214	(393)	821	(32)
* 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>					
Net staff budgets decrease					(283)
SERCOP budgets realignment					(110)
					(393)
TOTAL OTHER VARIATIONS IN RESOURCE					(393)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
10,658	Employees	10,526	316	10,842	3
1,741	Premises related expenditure	1,261	1,000	2,261	79
1,945	Supplies and Services	1,684	120	1,804	7
270	Third Party Payments	270	-	270	-
177	Transfer Payments	177	-	177	-
7	Transport related expenditure	7	-	7	-
4,398	Recharges from other services	2,884	-	2,884	-
19,196	TOTAL CONTROLLABLE EXPENDITURE	16,809	1,436	18,245	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(102,339)	Customer and Client Receipts	(99,636)	(6,728)	(106,364)	7
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	(610)	(610)	n/a
(102,339)	TOTAL CONTROLLABLE INCOME	(99,636)	(7,338)	(106,974)	n/a
(83,143)	NET CONTROLLABLE COST	(82,827)	(5,902)	(88,729)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
2,254	Corporate support services bought in	2,119	618	2,737	29
2,254	TOTAL NON-CONTROLLABLE EXPENDITURE	2,119	618	2,737	n/a
(80,889)	NET COST OF SERVICE	(80,708)	(5,284)	(85,992)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(80,889)	TOTAL NET EXPENDITURE	(80,708)	(5,284)	(85,992)	7
* 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>					
	Decreased net staff budgets				(194)
	Increased bad debt provision				120
	Rent and Service Charge increases				(6,888)
	Increased voids loss				238
	Increased fees and charges income				(65)
	SERCOP realignment				618
	Increased Grounds Maintenance contract costs				1,000
	Increased income and recharges to other services				(113)
					(5,284)
TOTAL OTHER VARIATIONS IN RESOURCE					(5,284)

DIVISION: C2421E-TENANCY SERVICES - HRA

SERVICE: C2440F-INCOME COLLECTION - HRA

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,864	Employees	2,996	(6)	2,990	(0)
1,300	Premises related expenditure	1,040	-	1,040	-
1,311	Supplies and Services	1,305	120	1,425	9
64	Third Party Payments	64	-	64	-
163	Transfer Payments	163	-	163	-
-	Transport related expenditure	-	-	-	n/a
51	Recharges from other services	51	-	51	-
5,753	TOTAL CONTROLLABLE EXPENDITURE	5,619	114	5,733	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(101,851)	Customer and Client Receipts	(99,148)	(6,715)	(105,863)	7
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(101,851)	TOTAL CONTROLLABLE INCOME	(99,148)	(6,715)	(105,863)	n/a
(96,098)	NET CONTROLLABLE COST	(93,529)	(6,601)	(100,130)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
757	Corporate support services bought in	757	(2)	755	(0)
757	TOTAL NON-CONTROLLABLE EXPENDITURE	757	(2)	755	n/a
(95,341)	NET COST OF SERVICE	(92,772)	(6,603)	(99,375)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(95,341)	TOTAL NET EXPENDITURE	(92,772)	(6,603)	(99,375)	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Strategic budget - agreed additional income / savings					
Rent Increase					
					-
<u>Other resource changes</u>					
Staff budgets decrease					(6)
Increased Bad Debt Provision					120
Rent and Service Charge increases					(6,888)
Increased voids loss					238
Increased fees and charges income					(65)
SERCOP realignment					(2)
					(6,603)
TOTAL OTHER VARIATIONS IN RESOURCE					(6,603)

SERVICE: C2454F-TENANCY MANAGEMENT - HRA

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
5,850	Employees	5,630	266	5,896	5
221	Premises related expenditure	221	1,000	1,221	452
439	Supplies and Services	349	-	349	-
206	Third Party Payments	206	-	206	-
14	Transfer Payments	14	-	14	-
7	Transport related expenditure	7	-	7	-
4,334	Recharges from other services	2,820	-	2,820	-
11,071	TOTAL CONTROLLABLE EXPENDITURE	9,247	1,266	10,513	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(488)	Customer and Client Receipts	(488)	(13)	(501)	3
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	(100)	(100)	n/a
(488)	TOTAL CONTROLLABLE INCOME	(488)	(113)	(601)	n/a
10,583	NET CONTROLLABLE COST	8,759	1,153	9,912	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,362	Corporate support services bought in	1,362	126	1,488	9
1,362	TOTAL NON-CONTROLLABLE EXPENDITURE	1,362	126	1,488	n/a
11,945	NET COST OF SERVICE	10,121	1,279	11,400	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
11,945	TOTAL NET EXPENDITURE	10,121	1,279	11,400	13
* 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>					
Net staff budgets increase					266
Increased Grounds Maintenance contract costs					1,000
Increased income and recharges to other services					(113)
SERCOP charges realignment					126
					1,279
TOTAL OTHER VARIATIONS IN RESOURCE					1,279

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,944	Employees	1,900	56	1,956	3
220	Premises related expenditure	-	-	-	n/a
195	Supplies and Services	30	-	30	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
13	Recharges from other services	13	-	13	-
2,372	TOTAL CONTROLLABLE EXPENDITURE	1,943	56	1,999	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	-	(510)	(510)	n/a
-	TOTAL CONTROLLABLE INCOME	-	(510)	(510)	n/a
2,372	NET CONTROLLABLE COST	1,943	(454)	1,489	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
135	Corporate support services bought in	-	494	494	n/a
135	TOTAL NON-CONTROLLABLE EXPENDITURE	-	494	494	n/a
2,507	NET COST OF SERVICE	1,943	40	1,983	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,507	TOTAL NET EXPENDITURE	1,943	40	1,983	2
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Net staff budgets increase					56
Increased staff costs capitalisation					(510)
SERCOP charges realignment					494
					40
TOTAL OTHER VARIATIONS IN RESOURCE					40

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
571	Premises related expenditure	3,458	(3,458)	-	(100)
40	Supplies and Services	291	(291)	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1,948	Recharges from other services	(136)	136	-	(100)
2,559	TOTAL CONTROLLABLE EXPENDITURE	3,613	(3,613)	-	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(2,559)	Customer and Client Receipts	(3,613)	3,613	-	(100)
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(2,559)	TOTAL CONTROLLABLE INCOME	(3,613)	3,613	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* 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>					
Gross budget adjustments transferred to GF					-
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

DIRECTORATE: C2100D : HOUSING HRA
 DIVISION: C2420E : HOUSING OPTIONS - HRA

SERVICE SUBJECTIVE SUMMARY

SERVICE: C2441F-ALLOCATIONS - HRA

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
362	Employees	702	(283)	419	(40)
-	- Premises related expenditure	-	-	-	n/a
282	Supplies and Services	287	-	287	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
1	Transport related expenditure	2	-	2	-
8	Recharges from other services	7	-	7	-
653	TOTAL CONTROLLABLE EXPENDITURE	998	(283)	715	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
653	NET CONTROLLABLE COST	998	(283)	715	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
216	Corporate support services bought in	216	(110)	106	(51)
216	TOTAL NON-CONTROLLABLE EXPENDITURE	216	(110)	106	n/a
869	NET COST OF SERVICE	1,214	(393)	821	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
869	TOTAL NET EXPENDITURE	1,214	(393)	821	(32)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Net staff budgets decrease					(283)
SERCOP budgets realignment					(110)
					(393)
TOTAL OTHER VARIATIONS IN RESOURCE					(393)

DIRECTORATE: C2100D-HOUSING HRA
 DIVISION: C2125E-HOUSING ESTATES AND IMPROVEMENT - HRA

SERVICE SUBJECTIVE SUMMARY

SERVICE: C2112F-RESPONSIVE REPAIRS AND SAFETY - HRA

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
6,061	Employees	6,295	282	6,577	4
27,539	Premises related expenditure	29,024	(3,435)	25,589	(12)
950	Supplies and Services	1,050	865	1,915	82
100	Third Party Payments	-	-	-	n/a
100	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
323	Recharges from other services	305	-	305	-
35,073	TOTAL CONTROLLABLE EXPENDITURE	36,674	(2,288)	34,386	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(575)	Recharges to other services	-	(117)	(117)	n/a
(575)	TOTAL CONTROLLABLE INCOME	-	(117)	(117)	n/a
34,498	NET CONTROLLABLE COST	36,674	(2,405)	34,269	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
748	Corporate support services bought in	748	770	1,518	103
748	TOTAL NON-CONTROLLABLE EXPENDITURE	748	770	1,518	n/a
35,246	NET COST OF SERVICE	37,422	(1,635)	35,787	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
35,246	TOTAL NET EXPENDITURE	37,422	(1,635)	35,787	(4)
* 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>					
Net staff budgets increase					165
Reduced responsive repairs budget					(4,036)
Increased cyclical repairs budget					601
Increased compliance repairs budget					865
SERCOP budgets realignment					770
					(1,635)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,635)

DIRECTORATE: C2100D-HOUSING HRA
 DIVISION: C2125E-TENANCY SERVICES - HRA

SERVICE SUBJECTIVE SUMMARY

SERVICE: C2113F-ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
6,735	Employees	6,694	237	6,931	4
608	Premises related expenditure	917	(332)	585	(36)
353	Supplies and Services	323	-	323	-
22	Third Party Payments	22	-	22	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
3	Recharges from other services	-	-	-	n/a
7,721	TOTAL CONTROLLABLE EXPENDITURE	7,956	(95)	7,861	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(2,551)	Recharges to other services	(2,551)	69	(2,482)	(3)
(2,551)	TOTAL CONTROLLABLE INCOME	(2,551)	69	(2,482)	n/a
5,170	NET CONTROLLABLE COST	5,405	(26)	5,379	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
696	Corporate support services bought in	696	1,054	1,750	151
696	TOTAL NON-CONTROLLABLE EXPENDITURE	696	1,054	1,750	n/a
5,866	NET COST OF SERVICE	6,101	1,028	7,129	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
5,866	TOTAL NET EXPENDITURE	6,101	1,028	7,129	17
* 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>					
Net staff budgets increase					306
Cyclical repairs budget realignment					(332)
SERCOP budgets realignment					1,054
					1,028
TOTAL OTHER VARIATIONS IN RESOURCE					1,028

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
1,052	Employees	683	27	710	4
1,798	Premises related expenditure	1,798	-	1,798	-
2,759	Supplies and Services	2,759	924	3,683	33
142	Third Party Payments	142	-	142	-
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1,243	Recharges from other services	1,243	-	1,243	-
6,994	TOTAL CONTROLLABLE EXPENDITURE	6,625	951	7,576	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	-	(91)	(91)	n/a
-	TOTAL CONTROLLABLE INCOME	-	(91)	(91)	n/a
6,994	NET CONTROLLABLE COST	6,625	860	7,485	n/a
28,373	Capital Charges	28,373	7,599	35,972	27
118	Intangible Charges	118	3	121	3
-	REFCUS	-	-	-	n/a
855	Corporate support services bought in	855	(2,178)	(1,323)	(255)
29,346	TOTAL NON-CONTROLLABLE EXPENDITURE	29,346	5,424	34,770	n/a
36,340	NET COST OF SERVICE	35,971	6,284	42,255	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
36,340	TOTAL NET EXPENDITURE	35,971	6,284	42,255	17
* 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>					
Changes to SERCOP					(2,178)
Increase in Centralised Staff cost					27
Increase Professional Services					924
Transfer from HRA Reserve					5,316
Net Interest Paid/Received					2,024
Increased Depreciation					259
Adjustments to Capital					3
Internal Recharges					(91)
					6,284
TOTAL OTHER VARIATIONS IN RESOURCE					6,284

TOTAL RESOURCES

CONTENTS

	Page
DIRECTORATE OVERVIEW	RESS1
DIRECTORATE SUMMARY	RESS2
DIRECTORATE SUBJECTIVE SUMMARY	RESS3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION: RESOURCES DIRECTORATE SUMMARY	
DIVISION SUMMARY : RESOURCES DIRECTORATE SUMMARY	RES 1.1-C1605E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 1.2-C1605E
SERVICE SUBJECTIVE SUMMARY : RESOURCES DIRECTORATE	RES 1.3-C1610F
DIVISION: DIRECTOR OF FINANCE	
DIVISION SUMMARY : DIRECTOR OF FINANCE	RES 2.1-C1610E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 2.2-C1610E
SERVICE SUBJECTIVE SUMMARY : STRATEGIC FINANCE	RES 2.3-C1614F
SERVICE SUBJECTIVE SUMMARY : PAYMENTS, REVENUES, BENEFITS AND DEBT	RES 2.4-C1616F
SERVICE SUBJECTIVE SUMMARY : HOUSING BENEFITS	RES 2.5-C1618F
DIVISION: PENSIONS DIVISION	
DIVISION SUMMARY : : PENSIONS DIVISION	RES 3.1-C1620E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 3.2-C1620E
DIVISION: MONITORING OFFICER	
DIVISION SUMMARY : : MONITORING OFFICER	RES 4.1-C1625E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 4.2-C1625E
SERVICE SUBJECTIVE SUMMARY : DEMOCRATIC AND SCRUTINY SERVICES	RES 4.3-C1642F
DIVISION: INSURANCE, ANTI-FRAUD AND RISK	
DIVISION SUMMARY : : INSURANCE, ANTI-FRAUD AND RISK	RES 5.1-C1630E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 5.2-C1630E
SERVICE SUBJECTIVE SUMMARY : INSURANCE RISK AND CPO SUMMARY	RES 5.3-C1634F
SERVICE SUBJECTIVE SUMMARY : CORPORATE ANTI-FRAUD	RES 5.4-C1636F
DIVISION: LEGAL SERVICES DIVISION	
DIVISION SUMMARY : LEGAL SERVICES DIVISION	RES 6.1-C1640E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 6.2-C1640E
SERVICE SUBJECTIVE SUMMARY : LEGAL SERVICES DIVISION SUMMARY	RES 6.3-C1644F
SERVICE SUBJECTIVE SUMMARY : LITIGATION AND CORPORATE LEGAL	RES 6.4-C1646F
SERVICE SUBJECTIVE SUMMARY : COMMERCIAL AND PROPERTY LEGAL	RES 6.5-C1647F
SERVICE SUBJECTIVE SUMMARY : SOCIAL CARE AND EDUCATION LEGAL	RES 6.6-C1648F
SERVICE SUBJECTIVE SUMMARY : DIRECTOR OF LEGAL SERVICES SUMMARY	RES 6.7-C1643F
DIVISION: PROPERTY PROCUREMENT AND CAPITAL DIVISION	
DIVISION SUMMARY : PROPERTY PROCUREMENT AND CAPITAL DIVISION	RES 7.1-C1690E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 7.2-C1690E
SERVICE SUBJECTIVE SUMMARY : DIRECTOR OF PROPERTY PROCUREMENT AND CAPITAL DIVISION	RES 7.3-C1626F
SERVICE SUBJECTIVE SUMMARY : STRATEGIC PROCUREMENT AND GOVERNANCE	RES 7.4-C1628F
SERVICE SUBJECTIVE SUMMARY : LIMITED LIABILITY PARTNERSHIPS	RES 7.5-C1630F
SERVICE SUBJECTIVE SUMMARY : FACILITIES AND ASSET MANAGEMENT	RES 7.6-C1632F
SERVICE SUBJECTIVE SUMMARY : ASSET PLANNING AND CAPITAL DELIVERY	RES 7.7-C1330F
SERVICE SUBJECTIVE SUMMARY : HEALTH AND SAFETY	RES 7.8-C1638F
SERVICE SUBJECTIVE SUMMARY : COMMERCIAL MANAGEMENT	RES 7.9-C1639F
DIVISION: INTERNAL AUDIT SERVICE	
DIVISION SUMMARY : : INTERNAL AUDIT SERVICE	RES 8.1-C1650E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	RES 8.2-C1650E
SERVICE SUBJECTIVE SUMMARY : INTERNAL AUDIT SERVICE SUMMARY	RES 8.3-C1650F

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

The **Resources Directorate** plays a critical role in supporting the delivery of services across Croydon Council by providing strategic leadership, financial management, corporate infrastructure and governance. The directorate ensures that the Council operates effectively, delivers value for money and maintains strong financial and organisational resilience.

For **2026/27**, the Directorate will focus on the following key priorities:

Strategic and Financial Leadership – Deliver the Mayor’s Business Plan, maintain a robust Medium-Term Financial Strategy, support Croydon’s financial sustainability, strengthen financial controls and ensure statutory financial reporting requirements are met.

Corporate Systems and Digital Capability – Improve finance and procurement systems, scale digital automation, and strengthen the Council’s core digital infrastructure to support efficient and modern service delivery.

Data, AI Governance and Intelligence – Develop strong data governance, implement AI management standards and integrate systems to enable improved data insight and a single customer view.

Workforce, HR and Organisational Development – Support delivery of the Future Croydon workforce strategy through effective HR services, workforce planning and organisational development.

Facilities, Assets and Capital Delivery – Ensure council assets are well managed and fit for purpose, oversee facilities management and deliver capital programmes across corporate and education portfolios.

Commercial, Procurement and Contract Management – Strengthen procurement compliance, improve commercial capability and contract management, and deliver programmes that support energy efficiency for residents.

Corporate Health and Safety – Maintain corporate oversight of health and safety arrangements and ensure appropriate training and governance across the organisation.

Legal and Democratic Governance – Provide legal advice and governance oversight to ensure lawful decision-making, support democratic processes and maintain transparency and accountability.

Together, these priorities will support the Council’s financial recovery, modernise corporate infrastructure and strengthen organisational capacity to deliver sustainable services for residents.

FINANCIAL PERFORMANCE

COST CENTRE: C1600D

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE %
Employees	28,080	30,525	27,978	(0)
Premises related expenditure	21,046	22,022	21,174	1
Supplies and Services	9,140	10,083	9,029	(1)
Third Party Payments	6,417	7,300	7,311	14
Transfer Payments	158,924	111,767	157,154	(1)
Transport related expenditure	199	172	199	-
Capital Charges	3,178	3,178	3,710	17
Intangible Charges	-	-	-	n/a
REFCUS	-	-	-	n/a
Corporate support services bought in	(24,287)	(24,287)	(23,837)	(2)
Recharges from other services	450	372	212	(53)
TOTAL EXPENDITURE	203,147	161,132	202,930	26
Government Grants	(156,257)	(112,119)	(156,363)	0
Other Grants, reimbursements and contributions	(2,925)	(3,580)	(3,027)	3
Customer and Client Receipts	(8,881)	(10,523)	(9,207)	4
Interest Receivable	-	-	-	n/a
Recharges to other services	(13,498)	(15,667)	(12,879)	(5)
TOTAL INCOME	(181,561)	(141,889)	(181,476)	28
TOTAL NET EXPENDITURE	21,586	19,243	21,454	11
Contributions to / (from) Reserves	-	-	-	n/a
CURRENT BUDGET 2025/26		20,372		
TOTAL 2025/26 VARIANCE FROM BUDGET- Over/(Under)		(1,129)		

TOP FINANCIAL RISKS 2026/27

Achieving financial sustainability for the Council into the future.

Delivering the Transformation Savings.

Demand pressures on the Council's budgets

TOTAL RESOURCES

DIRECTORATE SUMMARY

CABINET MEMBER

Cllr Jason Cummings

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Conrad Hall	Corporate Director Resources	
Dave Phillips	Head of Internal Audit	
Allister Bannin	Director of Finance	
Marina Robertson	Director of Property Procurement and Capital	
Stephen Lawrence-Orumwense	Director of Legal Services	
Malcolm Davies	Head of Insurance Anti-Fraud and Risk	
Matthew Hallett	Head of Pensions	

DIVISION CODE	DIVISION
C1605E	RESOURCES DIRECTORATE SUMMARY
C1610E	DIRECTOR OF FINANCE
C1620E	PENSIONS DIVISION
C1625E	MONITORING OFFICER
C1630E	INSURANCE, ANTI-FRAUD AND RISK
C1640E	LEGAL SERVICES DIVISION
C1690E	PROPERTY PROCUREMENT AND CAPITAL DIVISION
C1650E	INTERNAL AUDIT SERVICE

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
(65)	C1605E : RESOURCES DIRECTORATE SUMMARY	(21)	21	-	(100)
7,958	C1610E : DIRECTOR OF FINANCE	11,387	(1,206)	10,181	(11)
(38)	C1620E : PENSIONS DIVISION	(15)	157	142	(1,047)
2,617	C1625E : MONITORING OFFICER	2,576	262	2,838	10
823	C1630E : INSURANCE, ANTI-FRAUD AND RISK	1,031	(1,031)	-	(100)
1,133	C1640E : LEGAL SERVICES DIVISION	1,133	(1,133)	-	(100)
6,821	C1690E : PROPERTY PROCUREMENT AND CAPITAL	5,515	2,778	8,293	50
(6)	C1690E : PROPERTY PROCUREMENT AND CAPITAL DIVISION	(20)	20	-	(100)
19,243	TOTAL NET EXPENDITURE	21,586	(132)	21,454	(1)

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
C1605E : RESOURCES DIRECTORATE SUMMARY	4.0	4.0	-
C1610E : DIRECTOR OF FINANCE	235.6	240.2	4.6
C1620E : PENSIONS DIVISION	27.9	30.0	2.1
C1625E : MONITORING OFFICER	11.5	11.5	-
C1630E : INSURANCE, ANTI-FRAUD AND RISK	5.4	5.5	0.1
C1640E : LEGAL SERVICES DIVISION	50.8	51.2	0.4
C1690E : PROPERTY PROCUREMENT AND CAPITAL	109.8	98.7	(11.1)
C1690E : PROPERTY PROCUREMENT AND CAPITAL DIVISION	2.0	2.0	-
	-	-	-
	-	-	-
TOTAL FTE STAFF	447.0	443.2	(3.9)

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Resources FTE's have decreased by 0.2 overall.

In the Property Procurement and Capital division there has been a decrease of 11.1 FTE, this is mainly because of reductions within the Facilities and Asset Management service in order to deliver MTFs savings.

This has been offset by an increase of 2.1 fte in the Pensions division, all funded by the Pension Fund, and a 4.6 fte increase within the Finance division, this been within the Payments Revenues Benefits and Debt service. The latter increase due to roles having been created and evaluated after a restructure.

TOTAL RESOURCES

DIRECTORATE SUBJECTIVE SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
30,525	Employees	28,080	(102)	27,978	(0)
22,022	Premises related expenditure	21,046	128	21,174	1
10,083	Supplies and Services	9,140	(111)	9,029	(1)
7,300	Third Party Payments	6,417	894	7,311	14
111,767	Transfer Payments	158,924	(1,770)	157,154	(1)
172,000	Transport related expenditure	199	-	199	-
372	Recharges from other services	450	(238)	212	(53)
182,241	TOTAL CONTROLLABLE EXPENDITURE	224,256	(1,199)	223,057	(1)
(112,119)	Government Grants	(156,257)	(106)	(156,363)	0
(3,580)	Other Grants, reimbursements and contributions	(2,925)	(102)	(3,027)	3
(10,523)	Customer and Client Receipts	(8,881)	(326)	(9,207)	4
-	Interest Receivable	-	-	-	n/a
(15,667)	Recharges to other services	(13,498)	619	(12,879)	(5)
(141,889)	TOTAL CONTROLLABLE INCOME	(181,561)	85	(181,476)	(0)
40,352	NET CONTROLLABLE COST	42,695	(1,114)	41,581	(3)
3,178	Capital Charges	3,178	532	3,710	17
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(24,287)	Corporate support services bought in	(24,287)	450	(23,837)	(2)
(21,109)	TOTAL NON-CONTROLLABLE EXPENDITURE	(21,109)	982	(20,127)	(5)
19,243	NET COST OF SERVICE	21,586	(132)	21,454	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
19,243	TOTAL NET EXPENDITURE	21,586	(132)	21,454	(1)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					2,542
Strategic budget - agreed additional income / savings					(2,283)
Other resource changes					(391)
TOTAL OTHER VARIATIONS IN RESOURCE					(132)

SERVICE DESCRIPTION

This budget holds the costs of the Director of Resources together with other associated support costs

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1610F	RESOURCES DIRECTORATE	(21)	21	-	(100)
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	(21)	21	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
RESOURCES DIRECTORATE	4.0	4.0	-
TOTAL FTE STAFF	4.0	4.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
381	Employees	433	(4)	429	(1)
-	Premises related expenditure	-	-	-	n/a
4	Supplies and Services	-	(1,303)	(1,303)	n/a
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
385	TOTAL CONTROLLABLE EXPENDITURE	433	(1,307)	(874)	(302)
-	Government Grants	-	-	-	n/a
(21)	Other Grants, reimbursements and contributions	(25)	2	(23)	(8)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(21)	TOTAL CONTROLLABLE INCOME	(25)	2	(23)	(8)
364	NET CONTROLLABLE COST	408	(1,305)	(897)	(320)
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(429)	Corporate support services bought in	(429)	1,326	897	(309)
(429)	TOTAL NON-CONTROLLABLE EXPENDITURE	(429)	1,326	897	(309)
(65)	NET COST OF SERVICE	(21)	21	-	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(65)	TOTAL NET EXPENDITURE	(21)	21	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(494)
TOM - Unified Front Door (including Info, Advice & Guidance)					(381)
TOM - Simpler Organisation					(49)
TOM - Shared Services					(165)
TOM - Commercial Excellence					(144)
					(1,233)
<u>Other resource changes</u>					
2025/26 Pay Award					7
Pension Fund Reduced Employers Contribution					(9)
TOM Digital Savings					(40)
TOM Layers and Spans					(30)
Change in Corporate Support Services Bought In					1,326
					1,254
TOTAL OTHER VARIATIONS IN RESOURCE					21

SERVICE: C1610F-RESOURCES DIRECTORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
381	Employees	433	(4)	429	(1)
-	Premises related expenditure	-	-	-	n/a
4	Supplies and Services	-	(1,303)	(1,303)	n/a
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
385	TOTAL CONTROLLABLE EXPENDITURE	433	(1,307)	(874)	n/a
-	Government Grants	-	-	-	n/a
(21)	Other Grants, reimbursements and contributions	(25)	2	(23)	(8)
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(21)	TOTAL CONTROLLABLE INCOME	(25)	2	(23)	n/a
364	NET CONTROLLABLE COST	408	(1,305)	(897)	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(429)	Corporate support services bought in	(429)	1,326	897	(309)
(429)	TOTAL NON-CONTROLLABLE EXPENDITURE	(429)	1,326	897	n/a
(65)	NET COST OF SERVICE	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(65)	TOTAL NET EXPENDITURE	(21)	21	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(494)
TOM - Unified Front Door (including Info, Advice & Guidance)					(381)
TOM - Simpler Organisation					(49)
TOM - Shared Services					(165)
TOM - Commercial Excellence					(144)
					(1,233)
<u>Other resource changes</u>					
2025/26 Pay Award					7
Pension Fund Reduced Employers Contribution					(9)
TOM Digital Savings					(40)
TOM Layers and Spans					(30)
Change in Corporate Support Services Bought In					1,326
					1,254
TOTAL OTHER VARIATIONS IN RESOURCE					21

SERVICE DESCRIPTION

The Finance Division supports the Council to achieve Best Value for residents and local businesses, building on improvements in financial management and sustainability. The Division consists of:

The Strategic Finance service area which provides strategic financial support across the organisation. Key functions of the team include revenue and capital financial planning and the development of the Medium Term Financial Strategy (MTFS); financial performance monitoring; preparation of the annual accounts; and meeting statutory reporting requirements.

The Payments, Revenues, Benefits and Debt service area which is responsible for functions including the billing and collection of Council Tax and Business Rates, collection of sundry debts from customers; administration of claims for Housing Benefit and Council Tax Support; supplier payments and cash control; maintenance of the local land charges register; and street naming.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1614F	STRATEGIC FINANCE	752	384	1,136	51
C1616F	PAYMENTS, REVENUES, BENEFITS AND DEBT	4,459	(2,022)	2,437	(45)
C1618F	USING BENEFITS	6,176	432	6,608	7
TOTAL NET EXPENDITURE		11,387	(1,206)	10,181	(11)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
STRATEGIC FINANCE	60.0	60.0	-
PAYMENTS, REVENUES, BENEFITS AND DEBT	175.6	180.2	4.6
HOUSING BENEFITS	-	-	-
TOTAL FTE STAFF	235.6	240.2	4.6

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
14,884	Employees	14,204	1	14,205	0
158	Premises related expenditure	-	-	-	n/a
3,194	Supplies and Services	2,593	465	3,058	18
7	Third Party Payments	24	-	24	-
111,767	Transfer Payments	158,924	(1,770)	157,154	(1)
3	Transport related expenditure	-	-	-	n/a
144	Recharges from other services	309	(252)	57	(82)
130,157	TOTAL CONTROLLABLE EXPENDITURE	176,054	(1,556)	174,498	(1)
(109,250)	Government Grants	(153,388)	(106)	(153,494)	0
(1,437)	Other Grants, reimbursements and contributions	(893)	93	(800)	(10)
(5,324)	Customer and Client Receipts	(4,391)	-	(4,391)	-
-	Interest Receivable	-	-	-	n/a
(445)	Recharges to other services	(252)	(97)	(349)	38
(116,456)	TOTAL CONTROLLABLE INCOME	(158,924)	(110)	(159,034)	0
13,701	NET CONTROLLABLE COST	17,130	(1,666)	15,464	
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(5,743)	Corporate support services bought in	(5,743)	460	(5,283)	(8)
(5,743)	TOTAL NON-CONTROLLABLE EXPENDITURE	(5,743)	460	(5,283)	(8)
7,958	NET COST OF SERVICE	11,387	(1,206)	10,181	(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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
7,958	TOTAL NET EXPENDITURE	11,387	(1,206)	10,181	(11)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
External Audit Fees					442
Housing Benefit Subsidy - Loss on HB Payments with Care Package Element					1,000
					1,442
<u>Strategic budget - agreed additional income / savings</u>					
Efficiencies in finance from the Oracle improvement project					(500)
					(500)
<u>Other resource changes</u>					
2025/26 Contract Inflation					119
2025/26 Pay Award					512
Pension Fund Reduced Employers Contribution					(299)
Transfer from Resources to Housing (see					(3,022)
Contract Budget Saving					(20)
Transfer from Strategic Procurement and Governance to Accounts Payable - see RES7.4-C1628F					102
Change in Corporate Support Services Bought In					460
					(2,148)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,206)

SERVICE: C1614F-STRATEGIC FINANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
6,188	Employees	4,951	181	5,132	4
-	Premises related expenditure	-	-	-	n/a
640	Supplies and Services	407	447	854	110
2	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
7	Recharges from other services	31	-	31	-
6,837	TOTAL CONTROLLABLE EXPENDITURE	5,389	628	6,017	n/a
(250)	Government Grants	-	-	-	n/a
(290)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(113)	Recharges to other services	-	(142)	(142)	n/a
(653)	TOTAL CONTROLLABLE INCOME	-	(142)	(142)	n/a
6,184	NET CONTROLLABLE COST	5,389	486	5,875	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(4,637)	Corporate support services bought in	(4,637)	(54)	(4,691)	1
(4,637)	TOTAL NON-CONTROLLABLE EXPENDITURE	(4,637)	(54)	(4,691)	n/a
1,547	NET COST OF SERVICE	752	432	1,184	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,547	TOTAL NET EXPENDITURE	752	432	1,184	57
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 RES GRO 001 External Audit Fees					442
					442
<u>Strategic budget - agreed additional income / savings</u>					
<u>Other resource changes</u>					
2025/26 Contract Inflation					5
2025/26 Pay Award					142
Pension Fund Reduced Employers Contribution					(103)
Change in Corporate Support Services Bought In					(54)
					(10)
TOTAL OTHER VARIATIONS IN RESOURCE					432

SERVICE: C1616F-PAYMENTS, REVENUES, BENEFITS AND DEBT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
8,696	Employees	9,253	(180)	9,073	(2)
158	Premises related expenditure	-	-	-	n/a
2,554	Supplies and Services	2,186	18	2,204	1
5	Third Party Payments	24	-	24	-
-	Transfer Payments	-	-	-	n/a
3	Transport related expenditure	-	-	-	n/a
137	Recharges from other services	26	-	26	-
11,553	TOTAL CONTROLLABLE EXPENDITURE	11,489	(162)	11,327	n/a
(354)	Government Grants	(388)	(106)	(494)	27
(1,147)	Other Grants, reimbursements and contributions	(893)	93	(800)	(10)
(5,324)	Customer and Client Receipts	(4,391)	-	(4,391)	-
-	Interest Receivable	-	-	-	n/a
(332)	Recharges to other services	(252)	45	(207)	(18)
(7,157)	TOTAL CONTROLLABLE INCOME	(5,924)	32	(5,892)	n/a
4,396	NET CONTROLLABLE COST	5,565	(130)	5,435	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(1,106)	Corporate support services bought in	(1,106)	514	(592)	(46)
(1,106)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,106)	514	(592)	n/a
3,290	NET COST OF SERVICE	4,459	384	4,843	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,290	TOTAL NET EXPENDITURE	4,459	384	4,843	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 006 Efficiencies in finance from the Oracle improvement project					(500)
					(500)
<u>Other resource changes</u>					
2025/26 Contract Inflation					114
2025/26 Pay Award					370
Pension Fund Reduced Employers Contribution					(196)
Transfer from Strategic Procurement and Governance to Accounts Payable - see RES7.4-C1628F					102
Contract Budget Saving					(20)
Change in Corporate Support Services Bought In					514
					884
TOTAL OTHER VARIATIONS IN RESOURCE					384

SERVICE: C1618F-HOUSING BENEFITS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
-	Third Party Payments	-	-	-	n/a
111,767	Transfer Payments	158,924	(1,770)	157,154	(1)
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	252	(252)	-	(100)
111,767	TOTAL CONTROLLABLE EXPENDITURE	159,176	(2,022)	157,154	n/a
(108,646)	Government Grants	(153,000)	-	(153,000)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(108,646)	TOTAL CONTROLLABLE INCOME	(153,000)	-	(153,000)	n/a
3,121	NET CONTROLLABLE COST	6,176	(2,022)	4,154	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
3,121	NET COST OF SERVICE	6,176	(2,022)	4,154	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
3,121	TOTAL NET EXPENDITURE	6,176	(2,022)	4,154	(33)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2024 MTFS Housing Benefit Subsidy - Loss on HB Payments with Care Package Element					1,000
					1,000
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
Transfer from Resources to Housing (see HOU2.5 - C1314F)					(3,022)
					(3,022)
TOTAL OTHER VARIATIONS IN RESOURCE					(2,022)

SERVICE DESCRIPTION

The Treasury and Pensions service consists of:

The Treasury service which involves the management of the Council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The Pensions service which involves the looking after the Croydon Pension Fund in terms of its Governance, Investment and Administration. The costs of the Pensions service are fully recharged to the Pension Fund.

The Teachers Pensions service is included and involves assisting in the administration of the Teachers Pension Scheme on behalf of the schools of Croydon.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
		C1622F	TREASURY AND PENSIONS	(15)	157
	TOTAL NET EXPENDITURE	(15)	157	142	(1,047)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
TREASURY AND PENSIONS	27.9	30.0	2.1
TOTAL FTE STAFF	27.9	30.0	2.1

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,676	Employees	1,958	159	2,117	8
-	- Premises related expenditure	-	-	-	n/a
138	Supplies and Services	105	-	105	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
-	- Recharges from other services	-	-	-	n/a
1,814	TOTAL CONTROLLABLE EXPENDITURE	2,063	159	2,222	n/a
-	- Government Grants	-	-	-	n/a
(1,394)	- Other Grants, reimbursements and contributions	(1,632)	(159)	(1,791)	10
(62)	- Customer and Client Receipts	(50)	-	(50)	-
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(1,456)	TOTAL CONTROLLABLE INCOME	(1,682)	(159)	(1,841)	n/a
358	NET CONTROLLABLE COST	381	-	381	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(396)	- Corporate support services bought in	(396)	157	(239)	(40)
(396)	TOTAL NON-CONTROLLABLE EXPENDITURE	(396)	157	(239)	n/a
(38)	NET COST OF SERVICE	(15)	157	142	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(38)	TOTAL NET EXPENDITURE	(15)	157	142	(1,047)
* 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>					-
2025/26 Pay Award					10
Pension Fund Reduced Employers Contribution					(10)
Change in Corporate Support Services Bought In					157
					-
					-
					157
TOTAL OTHER VARIATIONS IN RESOURCE					157

SERVICE: C1622F-TREASURY AND PENSIONS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,676	Employees	1,958	159	2,117	8
	Premises related expenditure	-	-	-	n/a
138	Supplies and Services	105	-	105	-
	Third Party Payments	-	-	-	n/a
	Transfer Payments	-	-	-	n/a
	Transport related expenditure	-	-	-	n/a
	Recharges from other services	-	-	-	n/a
1,814	TOTAL CONTROLLABLE EXPENDITURE	2,063	159	2,222	n/a
-	Government Grants	-	-	-	n/a
(1,394)	Other Grants, reimbursements and contributions	(1,632)	(159)	(1,791)	10
(62)	Customer and Client Receipts	(50)	-	(50)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,456)	TOTAL CONTROLLABLE INCOME	(1,682)	(159)	(1,841)	n/a
358	NET CONTROLLABLE COST	381	-	381	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(396)	Corporate support services bought in	(396)	157	(239)	(40)
(396)	TOTAL NON-CONTROLLABLE EXPENDITURE	(396)	157	(239)	n/a
(38)	NET COST OF SERVICE	(15)	157	142	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(38)	TOTAL NET EXPENDITURE	(15)	157	142	(1,047)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					10
Pension Fund Reduced Employers Contribution					(10)
Change in Corporate Support Services Bought In					157
					157
TOTAL OTHER VARIATIONS IN RESOURCE					157

SERVICE DESCRIPTION

The Monitoring Officer is responsible for ensuring the Council acts lawfully and that good governance operates throughout the Council. It is also the Monitoring Officer's responsibility to maintain the Constitution and deal with complaints under the Member Code of Conduct.

This service comprises of the following:

Democratic Services - The staffing and running costs of the team. Responsibilities include managing council meetings including collation of all reports, writing minutes and recording and publishing decisions.

Members - Costs of Members Allowances and support to members

Education Appeals - Clerk service for schools admissions appeals

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1642F	DEMOCRATIC AND SCRUTINY SERVICES	2,576	262	2,838	10
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	2,576	262	2,838	10

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
DEMOCRATIC AND SCRUTINY SERVICES	11.5	11.5	-
TOTAL FTE STAFF	11.5	11.5	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
876	Employees	835	75	910	9
8	Premises related expenditure	6	-	6	-
1,493	Supplies and Services	1,491	197	1,688	13
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	6	-	6	-
4	Recharges from other services	12	-	12	-
2,381	TOTAL CONTROLLABLE EXPENDITURE	2,350	272	2,622	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(3)	Customer and Client Receipts	(13)	-	(13)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(3)	TOTAL CONTROLLABLE INCOME	(13)	-	(13)	n/a
2,378	NET CONTROLLABLE COST	2,337	272	2,609	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
239	Corporate support services bought in	239	(10)	229	(4)
239	TOTAL NON-CONTROLLABLE EXPENDITURE	239	(10)	229	n/a
2,617	NET COST OF SERVICE	2,576	262	2,838	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,617	TOTAL NET EXPENDITURE	2,576	262	2,838	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Contract Inflation					92
2025/26 Pay Award					25
Pension Fund Reduced Employers Contribution					(17)
					172
Change in Corporate Support Services Bought In					(10)
					262
TOTAL OTHER VARIATIONS IN RESOURCE					262

SERVICE: C1642F-DEMOCRATIC AND SCRUTINY SERVICES

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
876	Employees	835	75	910	9
8	Premises related expenditure	6	-	6	-
1,493	Supplies and Services	1,491	197	1,688	13
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	6	-	6	-
4	Recharges from other services	12	-	12	-
2,381	TOTAL CONTROLLABLE EXPENDITURE	2,350	272	2,622	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(3)	Customer and Client Receipts	(13)	-	(13)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(3)	TOTAL CONTROLLABLE INCOME	(13)	-	(13)	n/a
2,378	NET CONTROLLABLE COST	2,337	272	2,609	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
239	Corporate support services bought in	239	(10)	229	(4)
239	TOTAL NON-CONTROLLABLE EXPENDITURE	239	(10)	229	n/a
2,617	NET COST OF SERVICE	2,576	262	2,838	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,617	TOTAL NET EXPENDITURE	2,576	262	2,838	10
* 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>					
2025/26 Contract Inflation					92
2025/26 Pay Award					25
Pension Fund Reduced Employers Contribution					(17)
					172
Change in Corporate Support Services Bought In					(10)
					262
TOTAL OTHER VARIATIONS IN RESOURCE					262

SERVICE DESCRIPTION

The Insurance team arrange the council's Insurance's and handle self-insured claims made against the council. Croydon act as the lead procurement body for the 7 borough London Insurance Consortium.

Risk Management is led by the performance team and supports the council's Corporate Risk Management framework.

The Counter Fraud Shared Service is a shared service with LB Lambeth and 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

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1634F	INSURANCE RISK AND CPO SUMMARY	1,072	(1,072)	-	(100)
C1636F	CORPORATE ANTI-FRAUD	(41)	41	-	(100)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	1,031	(1,031)	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
INSURANCE RISK AND CPO SUMMARY	4.4	4.4	-
CORPORATE ANTI-FRAUD	1.0	1.1	0.1
TOTAL FTE STAFF	5.4	5.5	0.1

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
430	Employees	442	10	452	2
-	- Premises related expenditure	-	-	-	n/a
3,115	Supplies and Services	3,309	29	3,338	1
623	Third Party Payments	618	(1)	617	(0)
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	1	-	1	-
5	Recharges from other services	-	-	-	n/a
4,173	TOTAL CONTROLLABLE EXPENDITURE	4,370	38	4,408	n/a
-	- Government Grants	-	-	-	n/a
(5)	- Other Grants, reimbursements and contributions	-	-	-	n/a
(6)	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(2,024)	- Recharges to other services	(2,024)	-	(2,024)	-
(2,035)	TOTAL CONTROLLABLE INCOME	(2,024)	-	(2,024)	n/a
2,138	NET CONTROLLABLE COST	2,346	38	2,384	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(1,315)	- Corporate support services bought in	(1,315)	(1,069)	(2,384)	81
(1,315)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,315)	(1,069)	(2,384)	n/a
823	NET COST OF SERVICE	1,031	(1,031)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
823	TOTAL NET EXPENDITURE	1,031	(1,031)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2025-29 GRO RES 002Self Insurance Fund - insurance claim costs					-
<u>Strategic budget - agreed additional income / savings</u>					
					-
					-
<u>Other resource changes</u>					
2025/26 Contract Inflation					30
2025/26 Pay Award					13
Pension Fund Reduced Employers Contribution					(10)
Transfer from Libraries - see SCRER3.3C1150F					5
Change in Corporate Support Services Bought In					(1,069)
					(1,031)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,031)

SERVICE: C1634F-INSURANCE RISK AND CPO SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
375	Employees	383	4	387	1
-	Premises related expenditure	-	-	-	n/a
3,066	Supplies and Services	3,254	29	3,283	1
	Third Party Payments	-	-	-	n/a
	Transfer Payments	-	-	-	n/a
	Transport related expenditure	1	-	1	-
	Recharges from other services	-	-	-	n/a
3,441	TOTAL CONTROLLABLE EXPENDITURE	3,638	33	3,671	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(1,668)	Recharges to other services	(1,668)	-	(1,668)	-
(1,668)	TOTAL CONTROLLABLE INCOME	(1,668)	-	(1,668)	n/a
1,773	NET CONTROLLABLE COST	1,970	33	2,003	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(898)	Corporate support services bought in	(898)	(1,105)	(2,003)	123
(898)	TOTAL NON-CONTROLLABLE EXPENDITURE	(898)	(1,105)	(2,003)	n/a
875	NET COST OF SERVICE	1,072	(1,072)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
875	TOTAL NET EXPENDITURE	1,072	(1,072)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Contract Inflation					25
2025/26 Pay Award					12
Pension Fund Reduced Employers Contribution					(9)
Transfer from Libraries - see SCRER3.3C1150F					5
Change in Corporate Support Services Bought In					(1,105)
					(1,072)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,072)

SERVICE: C1636F-CORPORATE ANTI-FRAUD

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
55	Employees	59	6	65	10
-	- Premises related expenditure	-	-	-	n/a
49	Supplies and Services	55	-	55	-
623	Third Party Payments	618	(1)	617	(0)
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
5	Recharges from other services	-	-	-	n/a
732	TOTAL CONTROLLABLE EXPENDITURE	732	5	737	n/a
-	- Government Grants	-	-	-	n/a
(5)	- Other Grants, reimbursements and contributions	-	-	-	n/a
(6)	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(356)	- Recharges to other services	(356)	-	(356)	-
(367)	TOTAL CONTROLLABLE INCOME	(356)	-	(356)	n/a
365	NET CONTROLLABLE COST	376	5	381	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(417)	- Corporate support services bought in	(417)	36	(381)	(9)
(417)	TOTAL NON-CONTROLLABLE EXPENDITURE	(417)	36	(381)	n/a
(52)	NET COST OF SERVICE	(41)	41	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(52)	TOTAL NET EXPENDITURE	(41)	41	-	(100)
* 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>					
2025/26 Contract Inflation					5
2025/26 Pay Award					1
Pension Fund Reduced Employers Contribution					(1)
Change in Corporate Support Services Bought In					36
					41
TOTAL OTHER VARIATIONS IN RESOURCE					41

SERVICE DESCRIPTION

Croydon Legal Services (CLS) is structured across three teams supported by strategic partnering arrangements for specific external legal services:

In house teams:

1) Corporate, Commercial & Planning:
 Corporate Law and Governance, Employment Law.
 Commercial and Planning Law - commercial, property, planning law and internal legal support to major projects.

2) Housing & Litigation - housing law advice and litigation, civil and criminal litigation

3) Social Care and Education Law - child protection, adult social care and education.

External legal services:
 External legal services are provided through strategic partnering with one single provider of Solicitors via an agreement due to end in December 2026. This arrangement runs parallel to a framework agreement (LBLA) providing access to Barristers and Solicitors Panels.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1644F	LEGAL SERVICES DIVISION SUMMARY	662	(662)	-	(100)
C1646F	LITIGATION AND CORPORATE LEGAL	(150)	150	-	(100)
C1647F	COMMERCIAL AND PROPERTY LEGAL	184	(184)	-	(100)
C1648F	SOCIAL CARE AND EDUCATION LEGAL	224	(224)	-	(100)
C1643F	DIRECTOR OF LEGAL SERVICES SUMMARY	213	(213)	-	(100)
	TOTAL NET EXPENDITURE	1,133	(1,133)	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
LEGAL SERVICES DIVISION SUMMARY	6.0	6.0	-
LITIGATION AND CORPORATE LEGAL	14.0	13.0	(1.0)
COMMERCIAL AND PROPERTY LEGAL	12.2	13.2	1.0
SOCIAL CARE AND EDUCATION LEGAL	17.6	18.0	0.4
DIRECTOR OF LEGAL SERVICES	1.0	1.0	-
TOTAL FTE STAFF	50.8	51.2	0.4

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
4,582	Employees	3,952	76	4,028	2
-	Premises related expenditure	-	-	-	n/a
192	Supplies and Services	197	6	203	3
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	1	-	1	-
7	Recharges from other services	11	-	11	-
4,781	TOTAL CONTROLLABLE EXPENDITURE	4,161	82	4,243	n/a
-	Government Grants	-	-	-	n/a
(260)	Other Grants, reimbursements and contributions	(175)	(22)	(197)	13
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(4,521)	Recharges to other services	(3,986)	(60)	(4,046)	2
(4,781)	TOTAL CONTROLLABLE INCOME	(4,161)	(82)	(4,243)	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,133	Corporate support services bought in	1,133	(1,133)	-	(100)
1,133	TOTAL NON-CONTROLLABLE EXPENDITURE	1,133	(1,133)	-	n/a
1,133	NET COST OF SERVICE	1,133	(1,133)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,133	TOTAL NET EXPENDITURE	1,133	(1,133)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV RES 008 Reduction in legal demand including reduced use of external legal advice					-
					-
<u>Other resource changes</u>					
Internal Transfer within Legal Division - see RES6.3, RES6.4, RES6.5, RES6.6 and RES6.7					-
Change in Corporate Support Services Bought In					(1,133)
					(1,133)
TOTAL OTHER VARIATIONS IN RESOURCE					(1,133)

SERVICE: C1644F-LEGAL SERVICES DIVISION SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
344	Employees	354	5	359	1
-	- Premises related expenditure	-	-	-	n/a
192	Supplies and Services	197	6	203	3
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	1	-	1	-
7	Recharges from other services	11	-	11	-
543	TOTAL CONTROLLABLE EXPENDITURE	563	11	574	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
543	NET CONTROLLABLE COST	563	11	574	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
99	Corporate support services bought in	99	(673)	(574)	(680)
99	TOTAL NON-CONTROLLABLE EXPENDITURE	99	(673)	(574)	n/a
642	NET COST OF SERVICE	662	(662)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
642	TOTAL NET EXPENDITURE	662	(662)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Internal Transfer within Legal Division - see RES6.4, RES6.5, RES6.6 and RES6.7					11
Change in Corporate Support Services Bought In					(673)
					(662)
TOTAL OTHER VARIATIONS IN RESOURCE					(662)

SERVICE: C1646F-LITIGATION AND CORPORATE LEGAL

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,289	Employees	1,082	(70)	1,012	(6)
-	- Premises related expenditure	-	-	-	n/a
-	- Supplies and Services	-	-	-	n/a
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
-	- Recharges from other services	-	-	-	n/a
1,289	TOTAL CONTROLLABLE EXPENDITURE	1,082	(70)	1,012	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(1,717)	Recharges to other services	(1,544)	83	(1,461)	(5)
(1,717)	TOTAL CONTROLLABLE INCOME	(1,544)	83	(1,461)	n/a
(428)	NET CONTROLLABLE COST	(462)	13	(449)	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
312	Corporate support services bought in	312	137	449	44
312	TOTAL NON-CONTROLLABLE EXPENDITURE	312	137	449	n/a
(116)	NET COST OF SERVICE	(150)	150	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(116)	TOTAL NET EXPENDITURE	(150)	150	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Internal Transfer within Legal Division - see RES6.3, RES6.5, RES6.6 and RES6.7					13
Change in Corporate Support Services Bought In					137
					150
TOTAL OTHER VARIATIONS IN RESOURCE					150

SERVICE: C1647F-COMMERCIAL AND PROPERTY LEGAL

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,165	Employees	984	98	1,082	10
-	- 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
1,165	TOTAL CONTROLLABLE EXPENDITURE	984	98	1,082	n/a
-	- Government Grants	-	-	-	n/a
(260)	- Other Grants, reimbursements and contributions	(175)	(22)	(197)	13
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(936)	- Recharges to other services	(907)	(94)	(1,001)	10
(1,196)	TOTAL CONTROLLABLE INCOME	(1,082)	(116)	(1,198)	n/a
(31)	NET CONTROLLABLE COST	(98)	(18)	(116)	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
282	Corporate support services bought in	282	(166)	116	(59)
282	TOTAL NON-CONTROLLABLE EXPENDITURE	282	(166)	116	n/a
251	NET COST OF SERVICE	184	(184)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
251	TOTAL NET EXPENDITURE	184	(184)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Internal Transfer within Legal Division - see RES6.3, RES6.4, RES6.6 and RES6.7					(18)
Change in Corporate Support Services Bought In					(166)
					(184)
TOTAL OTHER VARIATIONS IN RESOURCE					(184)

SERVICE: C1648F-SOCIAL CARE AND EDUCATION LEGAL

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,614	Employees	1,367	39	1,406	3
-	- 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
1,614	TOTAL CONTROLLABLE EXPENDITURE	1,367	39	1,406	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(1,868)	Recharges to other services	(1,535)	(49)	(1,584)	3
(1,868)	TOTAL CONTROLLABLE INCOME	(1,535)	(49)	(1,584)	n/a
(254)	NET CONTROLLABLE COST	(168)	(10)	(178)	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
392	Corporate support services bought in	392	(214)	178	(55)
392	TOTAL NON-CONTROLLABLE EXPENDITURE	392	(214)	178	n/a
138	NET COST OF SERVICE	224	(224)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
138	TOTAL NET EXPENDITURE	224	(224)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Internal Transfer within Legal Division - see RES6.3, RES6.4, RES6.5 and RES6.7					(10)
Change in Corporate Support Services Bought In					(214)
					(224)
TOTAL OTHER VARIATIONS IN RESOURCE					(224)

SERVICE: C1643F-DIRECTOR OF LEGAL SERVICES SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
170	Employees	165	4	169	2
-	- 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
170	TOTAL CONTROLLABLE EXPENDITURE	165	4	169	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
170	NET CONTROLLABLE COST	165	4	169	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
48	Corporate support services bought in	48	(217)	(169)	(452)
48	TOTAL NON-CONTROLLABLE EXPENDITURE	48	(217)	(169)	n/a
218	NET COST OF SERVICE	213	(213)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
218	TOTAL NET EXPENDITURE	213	(213)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
Internal Transfer within Legal Division - see RES6.3, RES6.4, RES6.5 and RES6.6					4
Change in Corporate Support Services Bought In					(217)
					(213)
TOTAL OTHER VARIATIONS IN RESOURCE					(213)

SERVICE DESCRIPTION

The division is made up the service areas as below:

Facilities and Asset Management - An in-house service providing property services to the Council. The team is operating a 'Corporate Landlord' function across the Council (excluding the HRA) and is responsible for ensuring that all corporate assets are utilised effectively, fit for purpose and maximise income benefits. The Facilities Management service combines a professional in-house team and specialist partnering FM contractors for the corporate estate. Separate FM service contracts are in place to support the HRA and Housing team needs.

Disposals team - This team is responsible for the management and progression of the disposals agreed by cabinet. Engages with professional services advisors and the legal team to process and conclude marketing, selection, negotiation and transaction of disposals. Works closely with the Council's legal services team.

Capital Delivery Team - Responsible for the delivery of Capital projects across the Council's corporate and education portfolio. The team is operating an 'intelligent client' model with the day to day, design, management and cost control of Capital work being outsourced.

Procurement - Supports the Council's compliance to the Procurement Act and works across all service areas to ensure value for money through the procurement of goods and services. A service that plays a major role in the Council's Commercial Excellence work.

Commercial Management - supports wider contract management work across the Council to seek to provide a commercial review and guidance to operational team on key contracts. Also leads on Energy purchasing including managing energy contracts for council wide services property and assets in the General Fund. The team also provides expert advice for all energy related matters for planning applications and manage the 'Healthy Homes' team to promote energy efficiency and savings for local residents

Health and Safety - Corporate responsibility for all health and safety. This includes the provision of expert advice to staff and service areas for H&S and Fire Risk Assessments (non HRA properties), co-ordinating and provision of necessary H&S training across the Council. The Director is the Chair of the Council's Health and Safety Internal Control Board.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1626F	DIRECTOR OF PROPERTY PROCUREMENT AND CAPITAL	289	(289)	-	(100)
C1628F	STRATEGIC PROCUREMENT AND GOVERNANCE	(334)	334	-	(100)
C1630F	LIMITED LIABILITY PARTNERSHIPS	-	-	-	n/a
C1632F	FACILITIES AND ASSET MANAGEMENT	691	1,863	2,554	270
C1330F	ASSET PLANNING AND CAPITAL DELIVERY	217	(19)	198	(9)
C1639F	COMMERCIAL MANAGEMENT	4,274	1,267	5,541	
C1638F	HEALTH AND SAFETY	378	(378)	-	
	TOTAL NET EXPENDITURE	5,515	2,778	8,293	50

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
DIRECTOR OF PROPERTY PROCUREMENT AND CAPITAL SUMMA	1.0	1.0	-
STRATEGIC PROCUREMENT AND GOVERNANCE	22.0	20.0	(2.0)
LIMITED LIABILITY PARTNERSHIPS	-	-	-
FACILITIES AND ASSET MANAGEMENT	64.8	54.1	(10.7)
ASSET PLANNING AND CAPITAL DELIVERY	10.0	11.6	1.6
COMMERCIAL MANAGEMENT	7.0	7.0	-
HEALTH AND SAFETY	5.0	5.0	-
TOTAL FTE STAFF	109.8	98.7	(11.1)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
7,486	Employees	6,053	(421)	5,632	(7)
21,856	Premises related expenditure	21,040	128	21,168	1
1,591	Supplies and Services	1,065	494	1,559	46
6,670	Third Party Payments	5,775	895	6,670	15
-	Transfer Payments	-	-	-	n/a
169	Transport related expenditure	191	-	191	-
208	Recharges from other services	118	14	132	12
37,980	TOTAL CONTROLLABLE EXPENDITURE	34,242	1,110	35,352	n/a
(2,869)	Government Grants	(2,869)	-	(2,869)	-
(463)	Other Grants, reimbursements and contributions	(200)	(16)	(216)	8
(5,103)	Customer and Client Receipts	(4,375)	(326)	(4,701)	7
-	Interest Receivable	-	-	-	n/a
(8,677)	Recharges to other services	(7,236)	776	(6,460)	(11)
(17,112)	TOTAL CONTROLLABLE INCOME	(14,680)	434	(14,246)	n/a
20,868	NET CONTROLLABLE COST	19,562	1,544	21,106	n/a
3,178	Capital Charges	3,178	532	3,710	17
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(17,225)	Corporate support services bought in	(17,225)	702	(16,523)	(4)
(14,047)	TOTAL NON-CONTROLLABLE EXPENDITURE	(14,047)	1,234	(12,813)	n/a
6,821	NET COST OF SERVICE	5,515	2,778	8,293	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
6,821	TOTAL NET EXPENDITURE	5,515	2,778	8,293	50
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Corporate Landlord - Business Rates national revaluation increases					500
Adult Care Homes PFI					600
					1,100
<u>Strategic budget - agreed additional income / savings</u>					
Increasing advertising income from Council assets and property					(100)
Corporate disposals programme - reduced Facilities Management costs					(300)
Charges to third party lease organisations for property services					(150)
					(550)
<u>Other resource changes</u>					
2025/26 Contract Inflation					519
2025/26 Pay Award					192
Pension Fund Reduced Employers Contribution					(134)
Transfer to Payments Revenues Benefits and Debt Accounts Payable - see RES2.4C1616F					(102)
Transfer from Libraries - see SCRER3.3C1150F					205
Imperial Way Disposal					302
Transfer from Parking Services - SCRER 2.4-C1120F					12
Change in Corporate Support Services Bought In					702
Change in Capital Charges					532
					2,228
TOTAL OTHER VARIATIONS IN RESOURCE					2,778

SERVICE: C1626F-DIRECTOR OF PROPERTY PROCUREMENT AND CAPITAL SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
260	Employees	207	1	208	0
-	- Premises related expenditure	-	-	-	n/a
197	Supplies and Services	30	-	30	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
-	- Recharges from other services	-	-	-	n/a
457	TOTAL CONTROLLABLE EXPENDITURE	237	1	238	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	(200)	(100)	(300)	50
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
-	TOTAL CONTROLLABLE INCOME	(200)	(100)	(300)	n/a
457	NET CONTROLLABLE COST	37	(99)	(62)	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
252	Corporate support services bought in	252	(190)	62	(75)
252	TOTAL NON-CONTROLLABLE EXPENDITURE	252	(190)	62	n/a
709	NET COST OF SERVICE	289	(289)	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
709	TOTAL NET EXPENDITURE	289	(289)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 010 (revised) Increasing advertising income from Council assets and property					(100)
					(100)
<u>Other resource changes</u>					
2025/26 Pay Award					6
Pension Fund Reduced Employers Contribution					(5)
Change in Corporate Support Services Bought In					(190)
					(189)
TOTAL OTHER VARIATIONS IN RESOURCE					(289)

SERVICE: C1628F-STRATEGIC PROCUREMENT AND GOVERNANCE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,939	Employees	1,472	(93)	1,379	(6)
-	- Premises related expenditure	-	-	-	n/a
27	Supplies and Services	67	10	77	15
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	1	-	1	-
1	Recharges from other services	-	-	-	n/a
1,967	TOTAL CONTROLLABLE EXPENDITURE	1,540	(83)	1,457	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(541)	Recharges to other services	(46)	-	(46)	-
(541)	TOTAL CONTROLLABLE INCOME	(46)	-	(46)	n/a
1,426	NET CONTROLLABLE COST	1,494	(83)	1,411	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(1,828)	Corporate support services bought in	(1,828)	417	(1,411)	(23)
(1,828)	TOTAL NON-CONTROLLABLE EXPENDITURE	(1,828)	417	(1,411)	n/a
(402)	NET COST OF SERVICE	(334)	334	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(402)	TOTAL NET EXPENDITURE	(334)	334	-	(100)
* 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>					
2025/26 Pay Award					49
Pension Fund Reduced Employers Contribution					(30)
Transfer to Payments Revenues Benefits and Debt Accounts Payable - see RES2.4C1616F					(102)
Change in Corporate Support Services Bought In					417
					334
TOTAL OTHER VARIATIONS IN RESOURCE					334

SERVICE: C1630F-LIMITED LIABILITY PARTNERSHIPS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	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
-	TOTAL CONTROLLABLE EXPENDITURE	-	-	-	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
-	NET COST OF SERVICE	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					-

SERVICE: C1632F-FACILITIES AND ASSET MANAGEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,549	Employees	2,636	(333)	2,303	(13)
11,170	Premises related expenditure	10,511	897	11,408	9
1,350	Supplies and Services	912	114	1,026	13
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
169	Transport related expenditure	190	-	190	-
205	Recharges from other services	118	14	132	12
16,443	TOTAL CONTROLLABLE EXPENDITURE	14,367	692	15,059	n/a
-	Government Grants	-	-	-	n/a
(463)	Other Grants, reimbursements and contributions	(200)	(16)	(216)	8
(4,555)	Customer and Client Receipts	(3,949)	(190)	(4,139)	5
-	Interest Receivable	-	-	-	n/a
(2,370)	Recharges to other services	(1,384)	301	(1,083)	(22)
(7,388)	TOTAL CONTROLLABLE INCOME	(5,533)	95	(5,438)	n/a
9,055	NET CONTROLLABLE COST	8,834	787	9,621	n/a
2,294	Capital Charges	2,294	121	2,415	5
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(10,437)	Corporate support services bought in	(10,437)	955	(9,482)	(9)
(8,143)	TOTAL NON-CONTROLLABLE EXPENDITURE	(8,143)	1,076	(7,067)	n/a
912	NET COST OF SERVICE	691	1,863	2,554	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
912	TOTAL NET EXPENDITURE	691	1,863	2,554	270
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 RES GRO 003 Corporate Landlord - Business Rates national revaluation increases					500
					500
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV RES 004 (revised) Corporate disposals programme - reduced Facilities Management costs					(300)
2024-28 SAV RES 008 (revised) Charges to third party lease organisations for property services					(150)
					(450)
<u>Other resource changes</u>					
2025/26 Contract Inflation					284
2025/26 Pay Award					118
Pension Fund Reduced Employers Contribution					(84)
Transfer from Libraries - see SCRER3.3C1150F					105
Imperial Way Disposal					302
Transfer from Parking Services - see SCRER2.4-C1120F					12
Change in Corporate Support Services Bought In					955
Change in Capital Charges					121
					1,813
TOTAL OTHER VARIATIONS IN RESOURCE					1,863

SERVICE: C1330F-ASSET PLANNING AND CAPITAL DELIVERY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
753	Employees	881	-	881	-
-	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
753	TOTAL CONTROLLABLE EXPENDITURE	881	-	881	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(753)	Recharges to other services	(881)	-	(881)	-
(753)	TOTAL CONTROLLABLE INCOME	(881)	-	(881)	n/a
-	NET CONTROLLABLE COST	-	-	-	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
217	Corporate support services bought in	217	(19)	198	(9)
217	TOTAL NON-CONTROLLABLE EXPENDITURE	217	(19)	198	n/a
217	NET COST OF SERVICE	217	(19)	198	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
217	TOTAL NET EXPENDITURE	217	(19)	198	(9)
* 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>					
Change in Corporate Support Services Bought In					(19)
					(19)
TOTAL OTHER VARIATIONS IN RESOURCE					(19)

SERVICE: C1638F-HEALTH AND SAFETY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
347	Employees	384	4	388	1
35	Premises related expenditure	-	-	-	n/a
17	Supplies and Services	16	24	40	150
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
1	Recharges from other services	-	-	-	n/a
400	TOTAL CONTROLLABLE EXPENDITURE	400	28	428	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(24)	Customer and Client Receipts	(2)	(9)	(11)	450
-	- Interest Receivable	-	-	-	n/a
(5)	Recharges to other services	(5)	(15)	(20)	300
(29)	TOTAL CONTROLLABLE INCOME	(7)	(24)	(31)	n/a
371	NET CONTROLLABLE COST	393	4	397	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(15)	Corporate support services bought in	(15)	(382)	(397)	2,547
(15)	TOTAL NON-CONTROLLABLE EXPENDITURE	(15)	(382)	(397)	n/a
356	NET COST OF SERVICE	378	(378)	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	- TOTAL APPROPRIATIONS	-	-	-	n/a
356	TOTAL NET EXPENDITURE	378	(378)	-	(100)
* 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>					
2025/26 Pay Award					12
Pension Fund Reduced Employers Contribution					(8)
Change in Corporate Support Services Bought In					(382)
					(378)
TOTAL OTHER VARIATIONS IN RESOURCE					(378)

SERVICE: C1639F-COMMERCIAL MANAGEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
638	Employees	473	-	473	-
10,651	Premises related expenditure	10,529	(769)	9,760	(7)
-	Supplies and Services	40	346	386	865
6,670	Third Party Payments	5,775	895	6,670	15
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
1	Recharges from other services	-	-	-	n/a
17,960	TOTAL CONTROLLABLE EXPENDITURE	16,817	472	17,289	n/a
(2,869)	Government Grants	(2,869)	-	(2,869)	-
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(524)	Customer and Client Receipts	(224)	(27)	(251)	12
-	Interest Receivable	-	-	-	n/a
(5,008)	Recharges to other services	(4,920)	490	(4,430)	(10)
(8,401)	TOTAL CONTROLLABLE INCOME	(8,013)	463	(7,550)	n/a
9,559	NET CONTROLLABLE COST	8,804	935	9,739	n/a
884	Capital Charges	884	411	1,295	46
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(5,414)	Corporate support services bought in	(5,414)	(79)	(5,493)	1
(4,530)	TOTAL NON-CONTROLLABLE EXPENDITURE	(4,530)	332	(4,198)	n/a
5,029	NET COST OF SERVICE	4,274	1,267	5,541	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
5,029	TOTAL NET EXPENDITURE	4,274	1,267	5,541	30
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 RES GRO 002 Adult Care Homes PFI					600
					600
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
2025/26 Contract Inflation					235
2025/26 Pay Award					7
Pension Fund Reduced Employers Contribution					(7)
Transfer from Libraries - see SCRER3.3C1150F					100
Change in Corporate Support Services Bought In					(79)
Change in Capital Charges					411
					667
TOTAL OTHER VARIATIONS IN RESOURCE					1,267

SERVICE DESCRIPTION:

The Internal Audit and 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.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1650F	INTERNAL AUDIT SERVICE SUMMARY	(20)	20	-	(100)
	TOTAL NET EXPENDITURE	(20)	20	-	(100)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
INTERNAL AUDIT SERVICE SUMMARY	2.0	2.0	-
TOTAL FTE STAFF	2.0	2.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
210	Employees	203	2	205	1
-	- Premises related expenditure	-	-	-	n/a
356	Supplies and Services	380	1	381	0
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
4	Recharges from other services	-	-	-	n/a
570	TOTAL CONTROLLABLE EXPENDITURE	583	3	586	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
(25)	Customer and Client Receipts	(52)	-	(52)	-
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(25)	TOTAL CONTROLLABLE INCOME	(52)	-	(52)	n/a
545	NET CONTROLLABLE COST	531	3	534	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
(551)	Corporate support services bought in	(551)	17	(534)	(3)
(551)	TOTAL NON-CONTROLLABLE EXPENDITURE	(551)	17	(534)	n/a
(6)	NET COST OF SERVICE	(20)	20	-	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(6)	TOTAL NET EXPENDITURE	(20)	20	-	(100)
* 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>					
2025/26 Pay Award					7
Pension Fund Reduced Employers Contribution					(4)
Change in Corporate Support Services Bought In					17
					20
TOTAL OTHER VARIATIONS IN RESOURCE					20

SERVICE: C1650F-INTERNAL AUDIT SERVICE SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
210	Employees	203	2	205	1
-	Premises related expenditure	-	-	-	n/a
356	Supplies and Services	380	1	381	0
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
4	Recharges from other services	-	-	-	n/a
570	TOTAL CONTROLLABLE EXPENDITURE	583	3	586	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(25)	Customer and Client Receipts	(52)	-	(52)	-
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(25)	TOTAL CONTROLLABLE INCOME	(52)	-	(52)	n/a
545	NET CONTROLLABLE COST	531	3	534	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
(551)	Corporate support services bought in	(551)	17	(534)	(3)
(551)	TOTAL NON-CONTROLLABLE EXPENDITURE	(551)	17	(534)	n/a
(6)	NET COST OF SERVICE	(20)	20	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(6)	TOTAL NET EXPENDITURE	(20)	20	-	(100)
* 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>					
2025/26 Pay Award					7
Pension Fund Reduced Employers Contribution					(4)
Change in Corporate Support Services Bought In					17
					20
TOTAL OTHER VARIATIONS IN RESOURCE					20

TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY

CONTENTS

	Page
DIRECTORATE OVERVIEW	SCRERS1
DIRECTORATE SUMMARY	SCRERS2
DIRECTORATE SUBJECTIVE SUMMARY	SCRERS3
DIVISION AND SERVICE REVENUE BUDGETS	
DIVISION: SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	
DIVISION SUMMARY : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	SCRER 1.1-C1110E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	SCRER 1.2-C1110E
SERVICE SUBJECTIVE SUMMARY : STAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE	SCRER 1.3-C1110F
DIVISION: REETS AND ENVIRONMENT	
DIVISION SUMMARY : REETS AND ENVIRONMENT	SCRER 2.1-C1120E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	SCRER 2.2-C1120E
SERVICE SUBJECTIVE SUMMARY : STREETS AND ENVIRONMENT DIRECORATE	SCRER 2.3-C1105F
SERVICE SUBJECTIVE SUMMARY : PARKING SERVICES	SCRER 2.4-C1120F
SERVICE SUBJECTIVE SUMMARY : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING	SCRER 2.5-C1125F
SERVICE SUBJECTIVE SUMMARY : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOODS DIVISION	SCRER 2.6-C1130F
SERVICE SUBJECTIVE SUMMARY : INDEPENDENT TRAVEL SERVICE TEAM	SCRER 2.7-C1140F
SERVICE SUBJECTIVE SUMMARY : HIGHWAY SERVICES	SCRER 2.7-C1085F
DIVISION: CULTURE AND COMMUNITY SAFETY DIVISION	
DIVISION SUMMARY : CULTURE AND COMMUNITY SAFETY DIVISION	SCRER 3.1-C1130E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	SCRER 3.2-C1130E
SERVICE SUBJECTIVE SUMMARY :: CULTURE AND COMMUNITY SAFETY DIVISION	SCRER 3.3-C1150F
SERVICE SUBJECTIVE SUMMARY : MUSIC AND ARTS DIVISION	SCRER 3.4-C1155F
SERVICE SUBJECTIVE SUMMARY : VIOLENCE REDUCTION NETWORK DIVISION	SCRER 3.5-C1160F
SERVICE SUBJECTIVE SUMMARY : BEREAVEMENT AND REGISTRARS	SCRER 3.6-C1514F
SERVICE SUBJECTIVE SUMMARY : RESILIENCE SERVICE	SCRER 3.7-C1156F
SERVICE SUBJECTIVE SUMMARY : CROYDON MORTUARY	SCRER 3.8-C1515F
SERVICE SUBJECTIVE SUMMARY : CROYDON CORONERS SERVICE	SCRER 3.9-C1533F
DIVISION: PLANNING AND SUSTAINABLE REGENERATION DIVISION	
DIVISION SUMMARY : PLANNING AND SUSTAINABLE REGENERATION DIVISION	SCRER 4.1-C1140E
DIVISION: : SERVICE SUBJECTIVE SUMMARY :	SCRER 4.2-C1140E
SERVICE SUBJECTIVE SUMMARY : SPATIAL PLANNING SUMMARY	SCRER 4.3-C1165F
SERVICE SUBJECTIVE SUMMARY : STRATEGIC TRANSPORT	SCRER 4.4-C1170F
SERVICE SUBJECTIVE SUMMARY : BUILDING CONTROL SUMMARY	SCRER 4.5-C1180F
SERVICE SUBJECTIVE SUMMARY : DEVELOPMENT MANAGEMENT	SCRER 4.6-C1185F
SERVICE SUBJECTIVE SUMMARY : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	SCRER 4.7-C1190F
SERVICE SUBJECTIVE SUMMARY : EMPLOYMENT SKILLS	SCRER 4.8-C1192F
SERVICE SUBJECTIVE SUMMARY : GROWTH AND REGENERATION	SCRER 4.9-C1195F
SERVICE SUBJECTIVE SUMMARY : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	SCRER 4.10-C1198F

KEY SERVICE TARGETS / PRIORITIES FOR 2026/27

1) Develop sustainable communities, planning and sustainable regeneration policies and strategies including the Town Centre Regeneration Vision, Town Centre Regeneration Strategy and Inward Investment Plan. Review Croydon's Local Plan to remove intensification zones, support sustainable development and emphasise design and character over density. 2) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers, homeowners and legislative changes. 3) Support the regeneration of Croydon's town and district centres, seeking inward investment and grants for Croydon to attract new businesses and jobs in growth sectors. 4) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the unique character of the borough. Work with regional and central government to unlock investment and growth, particularly through the Croydon Growth Zone. 5) Develop and deliver a clear shared vision with businesses, developers and residents to steer our town centre and high street recovery. Working with partners including Transport for London, Croydon Limited 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. 6) Support our Town Centres 'Blitz clean' to make our streets and open spaces cleaner so that Croydon is a place that residents and businesses can feel proud to call home. 7) Drive operational improvements in the Grounds Maintenance service, efficiencies and improve resident satisfaction with the service. Added value from our waste collection and street cleansing contracts, exploring new service offers and ways of working ensure value for money for our residents. 8) Support the local economy and enable residents to upskill and access job opportunities through the delivery of adult learning and a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment, and growth. 9) Tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer. 10) Build on the legacy of the Borough of Culture to offer an attractive annual program of cultural and community events, attracting inward investment in culture and Croydon. 11) Celebrate the heritage of Croydon, building pride in our borough's history, traditions and communities through the delivery of Croydon Museum, Croydon Music and Arts, and the culture program. 12) Co-ordinate the council's responses to emergency incidents, ensuring we are as best prepared as possible to manage events in Croydon and safeguard our residents. 13) Undertake the council's statutory responsibility to deliver SEND home to school transport arrangements which are safe, secure and represent best value. 14) Manage the delivery and transformation of the coroner's court, including the relocation of premises, embedding the restructure of staff, and the ongoing dialogue with the MPS to transfer responsibilities to ensure that the court continues to function and deliver best value for money for Croydon. 15) Deliver the regeneration programme for Croydon Town Centre, including a new physical heritage trail, the activation of North-end, and other projects as identified, working closely with partners. 16) Support the submission of substantial planning application for the redevelopment and regeneration of the Whitgift and retail core. 17) Delivery of a programme of town centre and district centre regeneration programmes and projects to support the vitality of the Town Centre and borough's district centres. 18) Deliver an efficient and effective Bereavements and Registrars service, ensuring value for money for Croydon residents.

FINANCIAL PERFORMANCE

COST CENTRE: C1100D

DESCRIPTION	ORIGINAL BUDGET 2025/26 £000	FORECAST 2025/26 £000	ORIGINAL BUDGET 2026/27 £000	% CHANGE
Employees	45,970	46,379	48,264	5
Premises related expenditure	3,896	4,632	3,225	(17)
Supplies and Services	49,305	50,042	50,327	2
Third Party Payments	7,563	8,217	8,334	10
Transfer Payments	271	650	291	7
Transport related expenditure	22,724	22,958	24,320	7
Capital Charges	14,012	14,012	15,386	10
Intangible Charges	25	25	15	(40)
REFCUS	-	-	2,627	n/a
Corporate support services bought in	12,576	12,527	11,863	(6)
Recharges from other services	2,804	3,563	2,934	5
TOTAL EXPENDITURE	159,146	163,006	167,586	3
Government Grants	(10,445)	(6,484)	(6,306)	(40)
Other Grants, reimbursements and contributions	(3,258)	(5,795)	(5,065)	55
Customer and Client Receipts	(43,766)	(45,272)	(46,521)	6
Interest Receivable	-	-	-	n/a
Recharges to other services	(28,594)	(29,077)	(35,863)	25
TOTAL INCOME	(86,063)	(86,628)	(93,755)	8

TOTAL NET EXPENDITURE	73,083	76,377	73,831	(3)
------------------------------	---------------	---------------	---------------	------------

Contributions to / (from) Reserves	-	(344)	-	(100)
------------------------------------	---	-------	---	-------

CURRENT BUDGET 2025/26	76,701
-------------------------------	---------------

TOTAL 2025/26 VARIANCE FROM BUDGET- Over/(Under)	(668)
---	--------------

TOP FINANCIAL RISKS 2026/27

- 1) The current cost of living crisis, continued changes in the number of people working remotely, the introduction of ULEZ may affect the number of people using Parking in Croydon and increased compliance with parking enforcement activities may have an impact on both PCN and Pay and Display Income. Counteracting this, in 2026/27 both parking tariffs and resident permits will increase by 3.5%.
- 2) The reduction in planning major applications is being experienced across the country and the GLA is reporting the reduction across London. It is the major applications, which have the most significant fees, therefore income will be reduced. This is further exacerbated by permitted development rights for office to residential conversions, which usually only yield a quarter of a full planning application fee.
- 3) Croydon Music and Arts is a grant funded service through Arts Council England and other funding sources. Reductions in grant funding and rising service costs means the service needs to review staffing arrangements.
- 4) The council's statutory community safety service is primarily funded through several grants from the Home Office and Mayor of London. These grants are being reduced, withdrawn and refreshed for 2026.
- 5) The CALAT service is facing escalating financial pressures due to a reduction in the Adults Education budget funding, rising accommodation costs, increased staffing costs and structural workforce challenges.
- 6) There is a risk given the current financial situation at TfL that anticipated funding for infrastructure projects may be delayed or rescinded which may result in additional capital borrowing needed by the council be that to cover loss of income or to complete projects. Additionally, TfL may recall some funding due to the Dingwall Road Town Centre Regeneration project.
- 7) Increased waste tonnages above contract maximum will mean budgetary pressure.

CABINET MEMBERS

Cllr Ola Kolade	Cabinet Member for Community Safety
Cllr Jeet Bains	Cabinet Member for Planning and Regeneration
Cllr Scott Roche	Cabinet Member for Streets and Environment
Cllr Andrew Stranack	Cabinet Member for Communities and Culture

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nazeya Hussain	Executive Director of Sustainable Communities Regeneration and Economic Recovery	28352
Karen Agbabiaka	Director - Streets & Environment	28195
Heather Cheesbrough	Director - Planning and Sustainable Regeneration	28196
Kristian Aspanall	Director - Culture and Community Safety	28495

DIVISION CODE	DIVISION
C1110E	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY
C1120E	STREETS AND ENVIRONMENT
C1130E	CULTURE AND COMMUNITY SAFETY DIVISION
C1140E	PLANNING AND SUSTAINABLE REGENERATION DIVISION

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2025/26 £000's	DIVISION	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
597	C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC	597	(2,069)	(1,472)	(347)
55,261	C1120E : STREETS AND ENVIRONMENT	53,103	349	53,452	1
12,045	C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	11,837	(268)	11,569	(2)
8,130	C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	7,546	2,736	10,282	36
76,033	TOTAL NET EXPENDITURE	73,083	748	73,831	1

STAFF ESTABLISHMENT NUMBERS

DIVISION	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE FTE STAFF
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	5.0	5.0	-
C1120E : STREETS AND ENVIRONMENT	415.9	404.2	(11.7)
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	172.2	184.8	12.6
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	241.0	241.0	-
			-
TOTAL FTE STAFF	834.1	835.0	0.9

STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

C1120E : STREETS & ENVIRONMENT: Decrease in fte's due to MTFS Option savings, other savings due to Pay and Display staff and School Crossings.

C1130E : CULTURE AND COMMUNITY SAFETY DIVISION: Increase in FTEs due to additional externally funded posts within Culture, Leisure and Libraries and Violence Reduction Network.

TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUBJECTIVE SUMMARY

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
46,379	Employees	45,970	2,294	48,264	5
4,632	Premises related expenditure	3,896	(671)	3,225	(17)
50,042	Supplies and Services	49,305	1,022	50,327	2
8,217	Third Party Payments	7,563	771	8,334	10
650	Transfer Payments	271	20	291	7
22,958	Transport related expenditure	22,724	1,596	24,320	7
3,563	Recharges from other services	2,804	130	2,934	5
136,442	TOTAL CONTROLLABLE EXPENDITURE	132,533	5,162	137,695	4
(6,484)	Government Grants	(10,445)	4,139	(6,306)	(40)
(5,795)	Other Grants, reimbursements and contributions	(3,258)	(1,807)	(5,065)	55
(45,272)	Customer and Client Receipts	(43,766)	(2,755)	(46,521)	6
-	Interest Receivable	-	-	-	n/a
(29,077)	Recharges to other services	(28,594)	(7,269)	(35,863)	25
(86,628)	TOTAL CONTROLLABLE INCOME	(86,063)	(7,692)	(93,755)	9
49,813	NET CONTROLLABLE COST	46,470	(2,530)	43,940	(5)
14,012	Capital Charges	14,012	1,374	15,386	10
25	Intangible Charges	25	(10)	15	(40)
-	REFCUS	-	2,627	2,627	n/a
12,527	Corporate support services bought in	12,576	(713)	11,863	(6)
26,564	TOTAL NON-CONTROLLABLE EXPENDITURE	26,613	3,278	29,891	12
76,377	NET COST OF SERVICE	73,083	748	73,831	1
(344)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
(344)	TOTAL APPROPRIATIONS	-	-	-	n/a
76,033	TOTAL NET EXPENDITURE	73,083	748	73,831	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands					1,172
Strategic budget - agreed additional income / savings					(6,541)
Other resource changes					6,117
TOTAL OTHER VARIATIONS IN RESOURCE					748

SERVICE DESCRIPTION

The focus of this directorate is to ensure the safe and effective delivery of the vital regulatory duties the Council has in terms of planning, building control, licensing, highways and parking services, independent travel, trading standards and environmental health; to safeguard vulnerable people at risk of violence and anti-social behaviour, to facilitate the delivery of new strategic and sustainable regeneration proposals, drive the economic recovery of the borough post covid and offer skills development opportunities for local people, to also safeguard and manage the public realm and the many beautiful parks and open spaces in the borough, promote place making and to develop the Council's cultural offer for the Borough including the museum, libraries, music and arts and leisure service.

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

- 1) Develop sustainable communities, planning and sustainable regeneration policies and strategies including the Town Centre Regeneration Vision, Town Centre Regeneration Strategy and Inward Investment Plan. Review Croydon's Local Plan to remove intensification zones, support sustainable development and emphasise design and character over density.
- 2) Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers, homeowners and legislative changes.
- 3) Use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the unique character of the borough. Work with regional and central government to unlock investment and growth, particularly through the Croydon Growth Zone.
- 4) Develop and deliver a clear shared vision with businesses, developers and residents to steer our town centre and high street recovery. Working with partners including Transport for London, Croydon Limited 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.
- 5) Drive operational improvements in the Grounds Maintenance service, efficiencies and improve resident satisfaction with the service. Added value from our waste collection and street cleansing contracts, exploring new service offers and ways of working ensure value for money for our residents.
- 6) Support the local economy and enable residents to upskill and access job opportunities through the delivery of adult learning and a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment, and growth.
- 7) Tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer.
- 8) Celebrate the heritage of Croydon, building pride in our borough's history, traditions and communities through the delivery of Croydon Museum, Croydon Music and Arts, and the culture program.
- 9) Co-ordinate the council's responses to emergency incidents, ensuring we are as best prepared as possible to manage events in Croydon and safeguard our residents.
- 10) Undertake the council's statutory responsibility to deliver SEND home to school transport arrangements which are safe, secure and represent best value.
- 11) Manage the delivery and transformation of the coroner's court, including the relocation of premises, embedding the restructure of staff, and the ongoing dialogue with the MPS to transfer responsibilities to ensure that the court continues to function and deliver best value for money for Croydon.
- 12) Deliver the regeneration programme for Croydon Town Centre, including a new physical heritage trail, the activation of North-end, and other projects as identified, working closely with partners.
- 13) Support the submission of substantial planning application for the redevelopment and regeneration of the Whitgift and retail core.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A) £000's	Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
C1110F	SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	597	(2,069)	(1,472)	(347)
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
		-	-	-	
	TOTAL NET EXPENDITURE	597	(2,069)	(1,472)	(347)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE STAFF
C1110F : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	5.0	5.0	-
TOTAL FTE STAFF	5.0	5.0	-

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
544	Employees	561	(44)	517	(8)
-	Premises related expenditure	-	-	-	n/a
2	Supplies and Services	2	(2)	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
80	Recharges from other services	63	17	80	27
626	TOTAL CONTROLLABLE EXPENDITURE	626	(29)	597	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(200)	Recharges to other services	(200)	(1,990)	(2,190)	995
(200)	TOTAL CONTROLLABLE INCOME	(200)	(1,990)	(2,190)	n/a
426	NET CONTROLLABLE COST	426	(2,019)	(1,593)	n/a
23	Capital Charges	23	(23)	-	(100)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
148	Corporate support services bought in	148	(27)	121	(18)
171	TOTAL NON-CONTROLLABLE EXPENDITURE	171	(50)	121	n/a
597	NET COST OF SERVICE	597	(2,069)	(1,472)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
597	TOTAL NET EXPENDITURE	597	(2,069)	(1,472)	(347)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
TOM - Digital Operating Model					(850)
TOM - Unified Front Door (including Info, Advice & Guidance)					(383)
TOM - Simpler Organisation					(125)
TOM - Community Partnerships					(90)
TOM - Commercial Excellence					(412)
TOM Digital Savings					(70)
TOM Layers and Spans					(60)
					(1,990)
<u>Other resource changes</u>					
Pay Award 2025/26					(22)
Pensions Adjustment (23.2 to 20.2%)					(7)
Capital Charges					(23)
Corporate support services bought in					(27)
					(79)
TOTAL OTHER VARIATIONS IN RESOURCE					(2,069)

DIRECTORATE: **C1100D : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY**

SERVICE SUBJECTIVE SUMMARY

DIVISION: **C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY**

SERVICE: C1110F-SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
544	Employees	561	(44)	517	(8)
-	Premises related expenditure	-	-	-	n/a
2	Supplies and Services	2	(2)	-	(100)
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
80	Recharges from other services	63	17	80	27
626	TOTAL CONTROLLABLE EXPENDITURE	626	(29)	597	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(200)	Recharges to other services	(200)	(1,990)	(2,190)	995
(200)	TOTAL CONTROLLABLE INCOME	(200)	(1,990)	(2,190)	n/a

426	NET CONTROLLABLE COST	426	(2,019)	(1,593)	n/a
-----	------------------------------	-----	---------	---------	-----

23	Capital Charges	23	(23)	-	(100)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
148	Corporate support services bought in	148	(27)	121	(18)
171	TOTAL NON-CONTROLLABLE EXPENDITURE	171	(50)	121	n/a

597	NET COST OF SERVICE	597	(2,069)	(1,472)	n/a
-----	----------------------------	-----	---------	---------	-----

-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a

597	TOTAL NET EXPENDITURE	597	(2,069)	(1,472)	(347)
-----	------------------------------	-----	---------	---------	-------

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
<u>Strategic budget - agreed additional income / savings</u>		
TOM - Digital Operating Model		(850)
TOM - Unified Front Door (including Info, Advice & Guidance)		(383)
TOM - Simpler Organisation		(125)
TOM - Community Partnerships		(90)
TOM - Commercial Excellence		(412)
TOM Digital Savings		(70)
TOM Layers and Spans		(60)
		(1,990)
<u>Other resource changes</u>		
Pay Award 2025/26		(22)
Pensions Adjustment (23.2 to 20.2%)		(7)
Capital Charges		(23)
Corporate support services bought in		(27)
		(79)
TOTAL OTHER VARIATIONS IN RESOURCE		(2,069)

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE DESCRIPTION

The Streets & Environment Division is made up of Highways and Parking Services, Environment and Waste management, Parks and Open Spaces, Environmental Health, Trading Standards and Licensing, Independent Travel Services, Fleet management and the Carbon Neutral service

Highway Service
Highways Services ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures, drainage, and flood management.
The Service fulfils the statutory obligation under the Traffic Management Act 2004 to provide the role of Traffic Manager and, as a consequence, monitor all highway related works across the borough to coordinate and minimise the delay and disruption to road users.
The Service is also responsible for the implementation of highway improvements, provides a road safety service which covers both preventative measures such as educational and physical measures on the highway and aids the School Travel Planning team.

Parking Service
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. Parking Services are improving the environment (air quality) for residents by introducing emissions-based permits and a surcharge for Diesel vehicles in addition to paid for parking. The School Streets scheme is improving the environment (air quality and safety) around schools and is improving punctuality while increasing the number of children who walk to school.

Environmental Services and Sustainable Neighbourhoods
The Environment and Sustainable Neighbourhoods Division sits at the very heart of residents' everyday experience of Croydon with responsibility for some of the Council's most visible and operationally complex services. This includes, Waste and recycling collection and Street Cleansing - Contracted Service, Waste disposal - Undertaken in Partnership with the South London Waste Partnership (SLWP), Parks Development and Strategy, Grounds Maintenance of our parks and open spaces. (Direct service offer), Trees and Woodlands (Arboriculture Services) and Environmental Enforcement.
The Waste Services team oversee the contract management of the waste collection and street cleansing contract which commenced in April 2025.
Waste disposal and recycling processing is managed 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.
The SLWP operate the Household Reuse and Recycling Centre and street cleansing contracts. The Sustainable Neighbourhoods - This team focuses on the Abandon Vehicle Service (AVS) and the Dog Warden, environmental crime, highway offences, licensing enforcement and unauthorised encampments.
The Parks and Open Spaces team oversee and manage the green spaces in the borough. They are responsible for the maintenance of all the borough's parks and green spaces including management and maintenance of open countryside. We are committed to ensuring our parks and open spaces are sustainable and can be enjoyed by current and future generations, this includes investing in our allotments. We are working with partners (Friends of Groups) to get our communities more active to improve their health and wellbeing. In addition, we are investing in sport and leisure facilities and working closely with our sporting partners on initiatives and facilities.

Environmental Health, Trading Standards and Licensing Team
The Environmental Health Service includes the Food safety, Health and Safety, Public events safety, Pollution control and Private Sector Housing functions, which covers the regulation of housing standards & conditions in the private rented sector and also the issuing of licenses and enforcement in respect of HMO's and other privately rented properties (when there is a selective licensing scheme.). 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. This requires the regular, risk-based inspection of food premises throughout the borough. Health and Safety secures the health, safety and welfare of people in those workplaces where the local authority is the designated enforcement agency. The team also conduct annual legionella assessments of cooling towers. Public Events Safety incorporates the Council's responsibility to issue and monitor the General Safety Certificate at Selhurst Park Stadium and to manage the SAG process in respect of public events (including large scale music events) in the borough. Pollution Control deals with a range of environmental pollution matters including air quality/pollution, contaminated land and nuisance, for example noise (i.e. noisy neighbours), smoke from bonfires and odour pollution.
Trading Standards ensure that Croydon residents and businesses are protected from illegal and unfair trade practices, including business scams and doorstep crime. They also deal extensively with counterfeit products and product safety matters (unsafe products) and the sale of age restricted products, such as knives. The Licensing Service process applications and issue licences for a wide range of licensable activities, such as the sale of alcohol, providing entertainment facilities, selling hot food at night, premises where gambling takes place, street trading (including markets), special treatments premises, scrap metal dealers, licensed sex establishments, animal welfare premises (such as pet shops, kennels & catteries) and highways licenses for skips, scaffolds & hoardings etc. The Service also visit premises to ensure compliance with the terms of licenses and any conditions attached to them. The team generates income from all licenses processed. In addition, the Service progresses contested applications through the committee process and is responsible for drafting and publishing policies (both statutory and non-statutory) in respect of licensing matters.

Independent Travel Service
The Independent Travel service incorporates the Council's travel services offered to students in education (5-25), and services for adults. This is undertaken through a number of routes. Provision of a 'traditional' transport offer is made which is a combination of a directly-provided 'in-house' bus services to four of the Borough's Special Educational Needs, as well as through the Croydon Transport Services' contracted management of transport of approximately 35 transport providers, transporting overall more than 1700 students (mostly daily).
Alternative travel provision is offered which is via the management of Personal Travel Budgets (parents/carers receiving payment for transporting their own students), and the training of some travellers to use public transport through the Council's Independent Travel Training program.

Carbon Neutral Plan
The delivery of the council's Carbon Neutral plan is also the responsibility of the Independent Travel team, through both a direct input of actions within the directorate, and a matrix management function of the responsibilities of the other services within the council, to deliver corporate objectives.

Fleet Management
The Independent Travel Service also covers the vehicle fleet functions on behalf of the Council. This is the legal and compliance undertaking of all

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26 (A)	Other (C)	ORIGINAL BUDGET 2026/27 (D)	% CHANGE (E)
		£000's	£000's	£000's	%
C1105F	STREETS AND ENVIRONMENT DIRECTORATE	231	(5)	226	(2)
C1120F	PARKING SERVICES	(16,032)	(4,637)	(20,669)	29
C1125F	ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS	3,022	(104)	2,918	(3)
C1130F	ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	42,512	1,739	44,251	4
C1140F	INDEPENDENT TRAVEL SERVICE TEAM	5,727	457	6,184	8
C1085F	HIGHWAY SERVICES	17,643	2,899	20,542	16
	TOTAL NET EXPENDITURE	53,103	349	53,452	1

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26	ORIGINAL BUDGET 2026/27	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
C1105F : STREETS AND ENVIRONMENT DIRECTORATE	1.0	1.0	-
C1120F : PARKING SERVICES	107.74	99.9	(7.8)
C1125F : ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENS	51.0	50.0	(1.0)
C1130F : ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOOD	107.0	111.0	4.0
C1140F : INDEPENDENT TRAVEL SERVICE TEAM	88.2	82.3	(5.9)
C1085F : HIGHWAY SERVICES	61.0	60.0	(1.0)
TOTAL FTE STAFF	415.9	404.2	(11.7)

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
21,172	Employees	22,305	232	22,537	1
4,001	Premises related expenditure	3,372	(432)	2,940	(13)
44,989	Supplies and Services	42,430	2,320	44,750	5
6,292	Third Party Payments	6,135	280	6,415	5
650	Transfer Payments	271	20	291	7
22,895	Transport related expenditure	22,692	1,612	24,304	7
1,355	Recharges from other services	1,169	92	1,261	8
101,354	TOTAL CONTROLLABLE EXPENDITURE	98,374	4,124	102,498	n/a
(10)	Government Grants	-	-	-	n/a
(1,676)	Other Grants, reimbursements and contributions	(1,782)	(297)	(2,079)	17
(36,359)	Customer and Client Receipts	(34,848)	(2,615)	(37,463)	8
-	Interest Receivable	-	-	-	n/a
(24,163)	Recharges to other services	(24,806)	(1,790)	(26,596)	7
(62,209)	TOTAL CONTROLLABLE INCOME	(61,436)	(4,702)	(66,138)	n/a
39,145	NET CONTROLLABLE COST	36,938	(578)	36,360	n/a
9,915	Capital Charges	9,915	1,715	11,630	17
10	Intangible Charges	10	(10)	-	(100)
-	REFCUS	-	-	-	n/a
6,191	Corporate support services bought in	6,240	(778)	5,462	(12)
16,116	TOTAL NON-CONTROLLABLE EXPENDITURE	16,165	927	17,092	n/a
55,261	NET COST OF SERVICE	53,103	349	53,452	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
55,261	TOTAL NET EXPENDITURE	53,103	349	53,452	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 SCRER GRO 001 - Waste Disposal Cost					1,095
					1,095
<u>Strategic budget - agreed additional income / savings</u>					
2026-30 SAV SCRER 011 - Income generation from hiring surplus bus and driver capacity					(80)
2025-29 SAV SCRER 001 - Realignment of staffing budgets					(300)
2025-29 SAV SCRER 017 - Recovery from Conduent contract					90
2024-28 SAV SCRER 007 (revised) - Fees and charges					(818)
2026-30 SAV SCRER 001 - Stabilisation Plan - Parking income					(1,000)
2026-30 SAV SCRER 002 - Increased parking income from IT system improvements					(150)
2026-30 SAV SCRER 005 - Parking services operational review					(660)
2026-30 SAV SCRER 010 - Increased income from Special Treatment Licences					(32)
2026-30 SAV SCRER 003 - Increased income Garden Waste					(30)
2026-30 SAV SCRER 004 - Increased income Bulky Waste					(20)
2025-29 SAV SCRER 006 - Reduction in general household waste sent to energy recovery facility					100
2025-29 SAV SCRER 019 - Street Lighting LED lightbulbs					(507)
2026-30 SAV SCRER 006 - Street Lighting - Dimming					(100)
2026-30 SAV SCRER 007 - Increased income from highways enforcement					(210)
2026-30 SAV SCRER 008 - Maximisation of highways grant income for administration costs					(270)
2026-30 SAV SCRER 009 - Increased income from DfT changes in charging for utility company road access					(35)
2026-30 SAV SCRER 009 - Increased income from DfT changes in charging for utility company road access					(4,022)
<u>Other resource changes</u>					
Pay Award 2024/25					749
Employer's additional NI contribution					(239)
Contract Inflation 2025/26					1,851
Corporate support services bought in					(778)
Capital Charges					1,715
Removed Intangibles Amortisation					(10)
Transfer to Mail service - RES 7.2-C1690E					(12)
					3,276
TOTAL OTHER VARIATIONS IN RESOURCE					349

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE: C1105F-STREETS AND ENVIRONMENT DIRECORATE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
263	Employees	180	(1)	179	(1)
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	2	-	2	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
263	TOTAL CONTROLLABLE EXPENDITURE	182	(1)	181	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
263	NET CONTROLLABLE COST	182	(1)	181	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	49	(4)	45	(8)
-		-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	49	(4)	45	n/a
263	NET COST OF SERVICE	231	(5)	226	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
263	TOTAL NET EXPENDITURE	231	(5)	226	(2)
* 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>					
Pay Award 2025/26					2
Pensions Adjustment (23.2 to 20.2%)					(3)
Corporate support services bought in					(4)
					(5)
TOTAL OTHER VARIATIONS IN RESOURCE					(5)

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
5,110	Employees	5,576	(103)	5,473	(2)
73	Premises related expenditure	73	-	73	-
1,304	Supplies and Services	1,085	16	1,101	1
1,156	Third Party Payments	1,078	111	1,189	10
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
592	Recharges from other services	397	84	481	21
8,235	TOTAL CONTROLLABLE EXPENDITURE	8,209	108	8,317	n/a
-	Government Grants	-	-	-	n/a
(25)	Other Grants, reimbursements and contributions	(25)	(660)	(685)	2,640
(28,726)	Customer and Client Receipts	(27,687)	(1,868)	(29,555)	7
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(28,751)	TOTAL CONTROLLABLE INCOME	(27,712)	(2,528)	(30,240)	n/a
(20,515)	NET CONTROLLABLE COST	(19,503)	(2,420)	(21,923)	n/a
1,663	Capital Charges	1,663	(1,663)	-	(100)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,808	Corporate support services bought in	1,808	(554)	1,254	(31)
3,471	TOTAL NON-CONTROLLABLE EXPENDITURE	3,471	(2,217)	1,254	n/a
(17,044)	NET COST OF SERVICE	(16,032)	(4,637)	(20,669)	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
(17,044)	TOTAL NET EXPENDITURE	(16,032)	(4,637)	(20,669)	29
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 007 (revised) - Fees and charges					(718)
2025-29 SAV SCRER 017 - Recovery from Conduent contract					90
2025-29 SAV SCRER 001 - Realignment of staffing budgets					(75)
2026-30 SAV SCRER 001 - Stabilisation Plan - Parking income					(1,000)
2026-30 SAV SCRER 002 - Increased parking income from IT system improvements					(150)
2026-30 SAV SCRER 005 - Parking services operational review					(660)
					(2,513)
<u>Other resource changes</u>					
Pay Award 2025/26					181
Pensions Adjustment (23.2 to 20.2%)					(115)
Corporate support services bought in					(554)
Capital Charges					(1,663)
Contract Inflation 2025/26					87
Transfer to Highways service SCRER 2.8-C1085F					(3)
Transfer to Independent Travel service SCRER 2.7-C1140F					(45)
Transfer to Mail service - RES 7.2-C1690E					(12)
					(2,124)
TOTAL OTHER VARIATIONS IN RESOURCE					(4,637)

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE: C1125F-ENVIRONMENTAL HEALTH, TRADING STANDARDS AND LICENSING

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
2,887	Employees	3,032	99	3,131	3
61	Premises related expenditure	44	-	44	-
317	Supplies and Services	420	(68)	352	(16)
13	Third Party Payments	13	(3)	10	(23)
-	Transfer Payments	-	-	-	n/a
5	Transport related expenditure	5	-	5	-
77	Recharges from other services	10	(2)	8	(20)
3,360	TOTAL CONTROLLABLE EXPENDITURE	3,524	26	3,550	n/a
(10)	Government Grants	-	-	-	n/a
(16)	Other Grants, reimbursements and contributions	(4)	-	(4)	-
(1,137)	Customer and Client Receipts	(1,342)	(74)	(1,416)	6
-	Interest Receivable	-	-	-	n/a
(170)	Recharges to other services	-	-	-	n/a
(1,334)	TOTAL CONTROLLABLE INCOME	(1,346)	(74)	(1,420)	n/a
2,026	NET CONTROLLABLE COST	2,178	(48)	2,130	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
844	Corporate support services bought in	844	(56)	788	(7)
844	TOTAL NON-CONTROLLABLE EXPENDITURE	844	(56)	788	n/a
2,870	NET COST OF SERVICE	3,022	(104)	2,918	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,870	TOTAL NET EXPENDITURE	3,022	(104)	2,918	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 - Realignment of staffing budgets					(75)
2026-30 SAV SCRER 010 - Increased income from Special Treatment Licences					(32)
					(107)
<u>Other resource changes</u>					
Pay Award 2025/26					115
Pensions Adjustment (23.2 to 20.2%)					(56)
Corporate support services bought in					(56)
					3
TOTAL OTHER VARIATIONS IN RESOURCE					(104)

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE: C1130F-ENVIRONMENT SERVICES AND SUSTAINABLE NEIGHBOURHOODS DIVISION

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
5,689	Employees	5,781	(66)	5,715	(1)
1,462	Premises related expenditure	670	20	690	3
41,164	Supplies and Services	38,892	2,285	41,177	6
195	Third Party Payments	310	(23)	287	(7)
-	Transfer Payments	-	-	-	n/a
335	Transport related expenditure	120	(1)	119	(1)
(73)	Recharges from other services	163	6	169	4
48,772	TOTAL CONTROLLABLE EXPENDITURE	45,936	2,221	48,157	n/a
-	Government Grants	-	-	-	n/a
(415)	Other Grants, reimbursements and contributions	(374)	-	(374)	-
(4,177)	Customer and Client Receipts	(3,817)	(175)	(3,992)	5
-	Interest Receivable	-	-	-	n/a
(1,082)	Recharges to other services	(1,356)	236	(1,120)	(17)
(5,674)	TOTAL CONTROLLABLE INCOME	(5,547)	61	(5,486)	n/a
43,098	NET CONTROLLABLE COST	40,389	2,282	42,671	n/a
598	Capital Charges	598	(378)	220	(63)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,525	Corporate support services bought in	1,525	(165)	1,360	(11)
2,123	TOTAL NON-CONTROLLABLE EXPENDITURE	2,123	(543)	1,580	n/a
45,221	NET COST OF SERVICE	42,512	1,739	44,251	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
45,221	TOTAL NET EXPENDITURE	42,512	1,739	44,251	4
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 SCRER GRO 001 - Waste Disposal Cost					1,095
					1,095
<u>Strategic budget - agreed additional income / savings</u>					
2026-30 SAV SCRER 003 - Increased income Garden Waste					(30)
2026-30 SAV SCRER 004 - Increased income Bulky Waste					(20)
2024-28 SAV SCRER 007 (revised) - Fees and charges					(100)
2025-29 SAV SCRER 006 - Reduction in general household waste sent to energy recovery facility					100
2025-29 SAV SCRER 001 - Realignment of staffing budgets					(75)
					(125)
<u>Other resource changes</u>					
Pay Award 2025/26					187
Pensions Adjustment (23.2 to 20.2%)					(160)
Contract Inflation 2025/26					1,285
Corporate support services bought in					(165)
Capital Charges					(378)
					769
TOTAL OTHER VARIATIONS IN RESOURCE					1,739

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE: C1140F-INDEPENDENT TRAVEL SERVICE TEAM

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,679	Employees	3,647	364	4,011	10
13	Premises related expenditure	-	-	-	n/a
137	Supplies and Services	24	-	24	-
6	Third Party Payments	24	(20)	4	(83)
650	Transfer Payments	271	20	291	7
22,538	Transport related expenditure	22,558	1,611	24,169	7
605	Recharges from other services	597	4	601	1
27,628	TOTAL CONTROLLABLE EXPENDITURE	27,121	1,979	29,100	n/a
-	Government Grants	-	-	-	n/a
(313)	Other Grants, reimbursements and contributions	(278)	278	-	(100)
(245)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(21,831)	Recharges to other services	(21,999)	(1,926)	(23,925)	9
(22,390)	TOTAL CONTROLLABLE INCOME	(22,277)	(1,648)	(23,925)	n/a
5,239	NET CONTROLLABLE COST	4,844	331	5,175	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
883	Corporate support services bought in	883	126	1,009	14
883	TOTAL NON-CONTROLLABLE EXPENDITURE	883	126	1,009	n/a
6,122	NET COST OF SERVICE	5,727	457	6,184	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
6,122	TOTAL NET EXPENDITURE	5,727	457	6,184	8
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2026-30 SAV SCRER 011 - Income generation from hiring surplus bus and driver capacity					(80)
					(80)
<u>Other resource changes</u>					
Pay Award 2025/26					133
Transfer from Parking SCRER 2.7 - C1120F					45
Contract Inflation 2025/26					47
Corporate support services bought in					126
Pension adjustment from 23.2% to 20.2%					186
					537
TOTAL OTHER VARIATIONS IN RESOURCE					457

DIVISION: **C1120E-STREETS AND ENVIRONMENT**

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,546	Employees	4,089	(61)	4,028	(1)
2,391	Premises related expenditure	2,585	(452)	2,133	(17)
2,066	Supplies and Services	2,007	87	2,094	4
4,922	Third Party Payments	4,710	215	4,925	5
-	Transfer Payments	-	-	-	n/a
18	Transport related expenditure	9	2	11	22
153	Recharges from other services	2	-	2	-
13,095	TOTAL CONTROLLABLE EXPENDITURE	13,402	(209)	13,193	n/a
-	Government Grants	-	-	-	n/a
(907)	Other Grants, reimbursements and contributions	(1,101)	85	(1,016)	(8)
(2,074)	Customer and Client Receipts	(2,002)	(498)	(2,500)	25
-	Interest Receivable	-	-	-	n/a
(1,079)	Recharges to other services	(1,451)	(100)	(1,551)	7
(4,060)	TOTAL CONTROLLABLE INCOME	(4,554)	(513)	(5,067)	n/a
9,035	NET CONTROLLABLE COST	8,848	(722)	8,126	n/a
7,654	Capital Charges	7,654	3,756	11,410	49
10	Intangible Charges	10	(10)	-	(100)
-	REFCUS	-	-	-	n/a
1,131	Corporate support services bought in	1,131	(125)	1,006	(11)
8,795	TOTAL NON-CONTROLLABLE EXPENDITURE	8,795	3,621	12,416	n/a
17,830	NET COST OF SERVICE	17,643	2,899	20,542	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
17,830	TOTAL NET EXPENDITURE	17,643	2,899	20,542	16
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 001 - Realignment of staffing budgets					(75)
2025-29 SAV SCRER 019 - Street Lighting LED lightbulbs					(507)
2026-30 SAV SCRER 006 - Street Lighting - Dimming					(100)
2026-30 SAV SCRER 007 - Increased income from highways enforcement					(210)
2026-30 SAV SCRER 008 - Maximisation of highways grant income for administration costs					(270)
2026-30 SAV SCRER 009 - Increased income from DfT changes in charging for utility company road access					(35)
					(1,197)
<u>Other resource changes</u>					
Pay Award 2025/26					131
Pensions Adjustment (23.2 to 20.2%)					(91)
Corporate support services bought in					(125)
Capital Charges					3,756
Contract Inflation 2025/26					432
Removed Intangibles Amortisation					(10)
Virement from Parking service 2.4-C1120F					3
					4,096
TOTAL OTHER VARIATIONS IN RESOURCE					2,899

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE DESCRIPTION

Culture and Community Safety is made up of Culture, Leisure and Libraries; the Violence Reduction Network; Bereavement and Registrars; Coroners Service; Croydon Music and Arts; Emergency Planning and Resilience; and the borough Mortuary provision.

Culture, Leisure and Libraries
Culture, Leisure and Libraries covers libraries, museum and archives; culture and the arts; leisure centres, sports and physical activities

Croydon's cultural offer continues to deliver against the Mayor's priorities and is central to the town centre regeneration programme. In 2025 this has included the ongoing development of a calendar of annual festivals for the borough including Open House, Harvest and A Very Croydon Christmas in addition to celebrating key cultural moments such as Pride and Black History Month. 2025 also included a major programme celebrating the 150th anniversary of Samuel Coelridge-Taylor. This programme has supported development of pride in Croydon with audiences reporting that the events are important for Croydon and make a difference to how people feel about the borough. The programme is also supporting economic development in the town centre, demonstrated through high numbers of attendees visiting for the events, staying the town centre for longer periods and spending money outside of the event while here. We have also delivered grant funding programmes and creative commissions to support the work and growth of Croydon's cultural and community sector. The cultural events programme forms part of a wider programme of work to enable the regeneration of the town centre through creative infrastructure, wayfinding, sector support, communications and activation.

A new model for the libraries has been adopted with nine library buildings open full time from April 2025 and a new outreach service providing access to a library service offer in other community venues and services across the borough. These changes have enabled the service to work more responsively to local need and engage more residents through books, information and events programmes. The Museum of Croydon and Croydon Archives have come together in a new Heritage Service which makes better use of resources to extend the public offer and opening hours of the Research Room, introduce a dedicated learning programme for schools and education settings and increase engagement with communities around the borough. An additional art gallery space on the 1st floor also opened in 2024 which will host touring exhibitions in addition to displays of the borough art collection.

The council secured grant funding to deliver two Playzone facilities in the borough with works due to be undertaken in 2026/27, upgrading two MUGAs with improved facilities and an extended community participation offer. The sports facilities strategy is also due to report back in 2026/27 providing a framework to guide future investment in our facilities.

The service is also delivering a Creative Health programme of work, funded through public health. This includes community grants, targeted interventions, health information events and a new network to deliver training, advice and support to enable the local creative health sector to become more sustainable.

Croydon Music and Arts
Croydon Music and Arts (CMA) works with children and young people in borough to ensure they have access to creative arts opportunities. It is a lead delivery partner for Southwest London Music, funded by Department for Education (DfE) via Arts Council England (ACE), to deliver the National Plan for Music Education. The service offers affordable and accessible music and arts education, both in schools and through out-of-school activity, often working with local and national partners to deliver high quality programmes and outcomes. CMA is primarily funded through a mixture of grants, traded income and external awards.

Resilience Service
The Corporate Resilience Team is responsible for ensuring the Council upholds its statutory responsibilities set out in the Civil Contingencies Act (CCA) 2004, and other relevant legislation and guidance including the Resilience Standards for London, to deliver an appropriate and effective response to significant and major incidents within the borough, coordinate internally business continuity and resilience matters and provide pan-London mutual aid to other Local Authorities.

It leads and coordinates resilience across the borough by chairing the Borough Resilience Forum, working in partnership with multi-agency responders, and using robust risk assessment to prevent, mitigate and respond to emergencies. It maintains the councils framework and aprochs and tests for organisational resilience, supporting emergency and business continuity plans, supports businesses and communities, ensures clear communication with residents, and promotes a flexible, learning-focused approach to response and recovery.

Violence Reduction Network
Community Safety - The council's Violence Reduction Network fulfils the role of Community Safety within Croydon Council and lead s on strategic and operational crime reduction (outside of the statutory duties of Children's and Adult's Safeguarding). The service is made up of several small teams focusing on the key priorities of the council: tackling violence against women and girls, youth safety and priority neighbourhoods. The service leads on the Youth Safety Delivery Plan which is a clear plan for improving youth safety. The CCTV service lead on monitoring public space cameras in the borough and well as operates the council's out of hours service. The FJS offers support, comfort and understanding to victims and survivors of domestic abuse. The team also coordinates the Tackling Violence Against Women and Girls Action Plan which details the partnerships approach for the next three years. The Anti-Social Behaviour team work to address the high harm, high impact cases across the borough to address behaviour that is having a detrimental impact on the community. The service co-ordinates and runs the Safer Croydon Partnership (SCP), which is the statutory 'Community Safety Partnership' (CSP) for the London Borough of Croydon. The core members of the Partnership are the five 'responsible authorities' (the Council, Police, London Fire service, Local Integrated Care Board (ICB) and Probation services) that have a statutory duty outlined under the Crime and Disorder Act 1998 to maintain a CSP for the borough and to collaborate in identifying the priorities for reducing crime, anti-social behaviour, substance misuse and reoffending.

Bereavement and Registrars
Croydon's Bereavement Services provide sensitive, accessible and high-quality burial, cremation and memorial services across the borough's cemeteries and crematorium, offering guidance to families and managing ceremonies and providing a compassionate approach to final arrangements. The Registrar's Service is responsible for administering births, deaths, marriages, civil partnerships and citizenship processes, including organising and delivering citizenship ceremonies and ensuring accurate public records and supportive customer service.

Borough Mortuary - the service is responsible for the provision of the borough's mortuary service for deaths in the community, provided through Croydon University Hospital.

Coroner's Service
Supporting the south-west London Coroner's Court and Senior Coroner, on behalf of Croydon / Sutton / Bexley / Bromley.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET 2025/26	Other	ORIGINAL BUDGET 2026/27	% CHANGE
		(A) £000's	(C) £000's	(D) £000's	
C1130E	C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	8252	(243)	8,009	(3)
C1155F	C1155F-MUSIC AND ARTS DIVISION	469	(33)	436	(7)
C1160F	C1160F-VIOLENCE REDUCTION NETWORK DIVISION	2,139	69	2,208	3
C1514F	C1514F-BEREAVEMENT AND REGISTRARS	-752	(122)	(874)	16
C1156F	C1156F-RESILIENCE SERVICE	497	(28)	469	(6)
C1515F	C1515F-CROYDON MORTUARY	421	12	433	3
C1533F	C1533F-CROYDON CORONERS SERVICE	811	77	888	9
	TOTAL NET EXPENDITURE	11,837	(268)	11,569	(2)

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2025/26 FTE STAFF	ORIGINAL BUDGET 2026/27 FTE STAFF	CHANGE IN FTE
C1130E : C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	75.2	82.4	7.2
C1155F : C1155F-MUSIC AND ARTS DIVISION	20.3	18.3	(2.0)
C1160F : C1160F-VIOLENCE REDUCTION NETWORK DIVISION	36.2	43.6	7.4
C1514F : C1514F-BEREAVEMENT AND REGISTRARS	4.0	4.0	-
C1156F : C1156F-RESILIENCE SERVICE			-
C1514F : BEREAVEMENT AND REGISTRARS	36.5	36.5	-
TOTAL FTE STAFF	172.2	184.8	12.6

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
10,560	Employees	9,254	1,288	10,542	14
542	Premises related expenditure	523	(275)	248	(53)
2,618	Supplies and Services	1,685	2,321	4,006	138
1,904	Third Party Payments	1,415	13	1,428	1
-	Transfer Payments	-	-	-	n/a
56	Transport related expenditure	23	(16)	7	(70)
524	Recharges from other services	742	72	814	10
16,203	TOTAL CONTROLLABLE EXPENDITURE	13,642	3,403	17,045	n/a
(815)	Government Grants	(881)	(417)	(1,298)	47
(3,486)	Other Grants, reimbursements and contributions	(1,476)	(1,460)	(2,936)	99
(5,302)	Customer and Client Receipts	(5,068)	(122)	(5,190)	2
-	Interest Receivable	-	-	-	n/a
(1,052)	Recharges to other services	(979)	(1,294)	(2,273)	132
(10,654)	TOTAL CONTROLLABLE INCOME	(8,404)	(3,293)	(11,697)	n/a
5,549	NET CONTROLLABLE COST	5,238	110	5,348	n/a
3,952	Capital Charges	3,952	(346)	3,606	(9)
15	Intangible Charges	15	-	15	-
-	REFCUS	-	-	-	n/a
2,632	Corporate support services bought in IAS19 SETTLEMENT AND CURTAILMENT	2,632	(32)	2,600	n/a
6,599	TOTAL NON-CONTROLLABLE EXPENDITURE	6,599	(378)	6,221	n/a
12,148	NET COST OF SERVICE	11,837	(268)	11,569	n/a
(103)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-		-	-	-	n/a
(103)	TOTAL APPROPRIATIONS	-	-	-	n/a
12,045	TOTAL NET EXPENDITURE	11,837	(268)	11,569	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 SCRER GRO 003 Coroner's Service - transfer of staffing responsibility from Met Police					77
					77
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 007 (revised) Fees and charges					(100)
2024-28 SAV ACE 001 (service moved from ACE to SCRER) Fees and charges - Registrars & Bereavement					(10)
					(110)
<u>Other resource changes</u>					
2025/26 Pay Award					330
Pension Fund Reduced Employers Contribution					(182)
2025/26 Contract Inflation					205
Corporate support services bought in					(32)
Centralisation of Libraries Business Rates, Utilities and Insurance RES7.6-C1632F, RES7.9-C1639F, RES5.3-C					(210)
Capital Charges					(346)
					(235)
TOTAL OTHER VARIATIONS IN RESOURCE					(268)

DIRECTORATE: **C1100D : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY**

SERVICE SUBJECTIVE SUMMARY

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE: **C1150F-CULTURE, LEISURE AND LIBRARIES**

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
4,006	Employees	3,440	627	4,067	18
421	Premises related expenditure	360	(242)	118	(67)
1,148	Supplies and Services	348	2,331	2,679	670
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
47	Transport related expenditure	17	(15)	2	(88)
(529)	Recharges from other services	7	38	45	543
5,092	TOTAL CONTROLLABLE EXPENDITURE	4,172	2,739	6,911	n/a
(2)	Government Grants	-	-	-	n/a
(848)	Other Grants, reimbursements and contributions	(201)	(2,149)	(2,350)	1,069
(462)	Customer and Client Receipts	(309)	(63)	(372)	20
-	Interest Receivable	-	-	-	n/a
(80)	Recharges to other services	-	(684)	(684)	n/a
(1,392)	TOTAL CONTROLLABLE INCOME	(510)	(2,896)	(3,406)	n/a
3,700	NET CONTROLLABLE COST	3,662	(157)	3,505	n/a
3,685	Capital Charges	3,685	(218)	3,467	(6)
15	Intangible Charges	15	-	15	-
-	- REFCUS	-	-	-	n/a
890	Corporate support services bought in	890	132	1,022	
-	- IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	n/a
4,590	TOTAL NON-CONTROLLABLE EXPENDITURE	4,590		4,504	n/a
8,290	NET COST OF SERVICE	8,252	(243)	8,009	n/a
(15)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
		-	-	-	n/a
(15)	TOTAL APPROPRIATIONS	-	-	-	n/a
8,275	TOTAL NET EXPENDITURE	8,252	(243)	8,009	(3)
* 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>					
2025/26 Pay Award					128
Pension Fund Reduced Employers Contribution					(78)
Corporate support services bought in					132
2025/26 Contract Inflation					3
Capital Charges					(218)
Centralisation of Libraries Business Rates, Utilities and Insurance RES7.6-C1632F, RES7.9-C1639F, RES5.3-C					(210)
					(243)
TOTAL OTHER VARIATIONS IN RESOURCE					(243)

DIRECTORATE: **C1100D : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY** : SERVICE SUBJECTIVE SUMMARY
 DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE: C1155F-MUSIC AND ARTS DIVISION

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,258	Employees	1,343	(179)	1,164	(13)
52	Premises related expenditure	88	(33)	55	(38)
232	Supplies and Services	102	(72)	30	(71)
0	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	-	4	4	n/a
41	Recharges from other services	35	4	39	11
1,585	TOTAL CONTROLLABLE EXPENDITURE	1,568	(276)	1,292	n/a
(723)	Government Grants	(591)	91	(500)	(15)
(16)	Other Grants, reimbursements and contributions	(156)	149	(7)	(96)
(609)	Customer and Client Receipts	(714)	72	(642)	(10)
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(1,348)	TOTAL CONTROLLABLE INCOME	(1,461)	312	(1,149)	n/a
237	NET CONTROLLABLE COST	107	36	143	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
362	Corporate support services bought in	362	(69)	293	(19)
362	TOTAL NON-CONTROLLABLE EXPENDITURE	362	(69)	293	n/a
599	NET COST OF SERVICE	469	(33)	436	n/a
(86)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
(86)	TOTAL APPROPRIATIONS	-	-	-	n/a
513	TOTAL NET EXPENDITURE	469	(33)	436	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					43
Pension Fund Reduced Employers Contribution					(8)
Corporate support services bought in					(69)
2025/26 Contract Inflation					1
					(33)
TOTAL OTHER VARIATIONS IN RESOURCE					(33)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,829	Employees	2,146	742	2,888	35
6	Premises related expenditure	-	-	-	n/a
681	Supplies and Services	695	(15)	680	(2)
584	Third Party Payments	96	(74)	22	(77)
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
897	Recharges from other services	626	18	644	3
4,998	TOTAL CONTROLLABLE EXPENDITURE	3,563	671	4,234	n/a
(90)	Government Grants	(290)	(508)	(798)	175
(2,464)	Other Grants, reimbursements and contributions	(963)	618	(345)	(64)
(9)	Customer and Client Receipts	(36)	27	(9)	(75)
-	Interest Receivable	-	-	-	n/a
(926)	Recharges to other services	(979)	(589)	(1,568)	60
(3,489)	TOTAL CONTROLLABLE INCOME	(2,268)	(452)	(2,720)	n/a
1,508	NET CONTROLLABLE COST	1,295	219	1,514	n/a
132	Capital Charges	132	(132)	-	(100)
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
712	Corporate support services bought in	712	(18)	694	(3)
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	
844	TOTAL NON-CONTROLLABLE EXPENDITURE	844	(150)	694	n/a
2,352	NET COST OF SERVICE	2,139	69	2,208	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,352	TOTAL NET EXPENDITURE	2,139	69	2,208	3
* 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>					
2025/26 Pay Award					86
Pension Fund Reduced Employers Contribution					(49)
2025/26 Contract Inflation					182
Capital Charges					(132)
Corporate support services bought in					(18)
					69
TOTAL OTHER VARIATIONS IN RESOURCE					69

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE: C1514F-BEREAVEMENT AND REGISTRARS

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
2,129	Employees	1,981	93	2,074	5
63	Premises related expenditure	75	-	75	-
473	Supplies and Services	495	77	572	16
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
6	Transport related expenditure	6	(5)	1	(83)
116	Recharges from other services	74	12	86	16
2,786	TOTAL CONTROLLABLE EXPENDITURE	2,631	177	2,808	n/a
-	Government Grants	-	-	-	n/a
(55)	Other Grants, reimbursements and contributions	(54)	(78)	(132)	144
(4,220)	Customer and Client Receipts	(4,009)	(158)	(4,167)	4
-	Interest Receivable	-	-	-	n/a
(23)	Recharges to other services	-	(21)	(21)	n/a
(4,298)	TOTAL CONTROLLABLE INCOME	(4,063)	(257)	(4,320)	n/a
(1,512)	NET CONTROLLABLE COST	(1,432)	(80)	(1,512)	n/a
120	Capital Charges	120	2	122	2
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
560	Corporate support services bought in	560	(44)	516	(8)
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	-
680	TOTAL NON-CONTROLLABLE EXPENDITURE	680	(42)	638	n/a
(832)	NET COST OF SERVICE	(752)	(122)	(874)	n/a
(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
(2)	TOTAL APPROPRIATIONS	-	-	-	n/a
(834)	TOTAL NET EXPENDITURE	(752)	(122)	(874)	16
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2024-28 SAV SCRER 007 Fees & Charges					(100)
2024-28 SAV ACE 001 Fees & Charges - Registrars & Bereavement					(10)
					(110)
<u>Other resource changes</u>					
2025/26 Pay Award					63
Pension Fund Reduced Employers Contribution					(42)
2025/26 Contract Inflation					9
Corporate support services bought in					(44)
Capital Charges					2
					(12)
TOTAL OTHER VARIATIONS IN RESOURCE					(122)

DIRECTORATE: **C1100D : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY**

SERVICE SUBJECTIVE SUMMARY

DIVISION: **C1130E : CULTURE AND COMMUNITY SAFETY DIVISION**

SERVICE:

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
339	Employees	344	5	349	1
-	Premises related expenditure	-	-	-	n/a
84	Supplies and Services	45	-	45	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
423	TOTAL CONTROLLABLE EXPENDITURE	389	5	394	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(1)	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(23)	Recharges to other services	-	-	-	n/a
(24)	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
398	NET CONTROLLABLE COST	389	5	394	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
108	Corporate support services bought in	108	(33)	75	(31)
-		-	-	-	
108	TOTAL NON-CONTROLLABLE EXPENDITURE	108	(33)	75	n/a
506	NET COST OF SERVICE	497	(28)	469	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
506	TOTAL NET EXPENDITURE	497	(28)	469	(6)
* 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>					
2025/26 Pay Award					10
Pension Fund Reduced Employers Contribution					(5)
Corporate support services bought in					(33)
					(28)
TOTAL OTHER VARIATIONS IN RESOURCE					(28)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
407	Third Party Payments	406	10	416	2
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
407	TOTAL CONTROLLABLE EXPENDITURE	406	10	416	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
-	TOTAL CONTROLLABLE INCOME	-	-	-	n/a
407	NET CONTROLLABLE COST	406	10	416	n/a
15	Capital Charges	15	2	17	13
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	IAS19 SETTLEMENT AND CURTAILMENT	-	-	-	n/a
15	TOTAL NON-CONTROLLABLE EXPENDITURE	15	2	17	n/a
422	NET COST OF SERVICE	421	12	433	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
422	TOTAL NET EXPENDITURE	421	12	433	3
* 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>					
2025/26 Contract Inflation					10
Capital Charges					2
					12
TOTAL OTHER VARIATIONS IN RESOURCE					12

SERVICE: C1533F-CROYDON CORONERS SERVICE

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
-	Employees	-	-	-	n/a
-	Premises related expenditure	-	-	-	n/a
-	Supplies and Services	-	-	-	n/a
913	Third Party Payments	913	77	990	8
-	Transfer Payments	-	-	-	n/a
-	Transport related expenditure	-	-	-	n/a
-	Recharges from other services	-	-	-	n/a
913	TOTAL CONTROLLABLE EXPENDITURE	913	77	990	n/a
-	Government Grants	-	-	-	n/a
(102)	Other Grants, reimbursements and contributions	(102)	-	(102)	-
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
-	Recharges to other services	-	-	-	n/a
(102)	TOTAL CONTROLLABLE INCOME	(102)	-	(102)	n/a
811	NET CONTROLLABLE COST	811	77	888	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
-	Corporate support services bought in	-	-	-	n/a
-	TOTAL NON-CONTROLLABLE EXPENDITURE	-	-	-	n/a
811	NET COST OF SERVICE	811	77	888	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
-	TOTAL APPROPRIATIONS	-	-	-	n/a
811	TOTAL NET EXPENDITURE	811	77	888	9
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
2026-30 SCRER GRO 003 Coroner's Service - transfer of staffing responsibility from Met Police					77
					77
<u>Strategic budget - agreed additional income / savings</u>					
					-
<u>Other resource changes</u>					
					-
TOTAL OTHER VARIATIONS IN RESOURCE					77

DIVISION: C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION

SERVICE DESCRIPTION

The Planning & Sustainable Regeneration Division comprises Building Control, Development Management, Spatial Planning, Growth and Regeneration, Strategic Transport, The Employment, Skills & Economic Development.

Building Control

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

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

The Spatial Planning Service provides the functions of placemaking and plan making, which, combined, provide the council's spatial planning strategy over twenty years. Plan Making primarily carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan (and waste Local Plan), principally through the Strategic Policies, site allocations, designations and detailed development management policies. Plan Making are also responsible for the Council's Local Development Scheme components, Infrastructure Delivery Plan (IDP), Community Infrastructure Levy (Charging Schedule and collection and assignment), Section 106 collection and assignment, providing observations on developments to Development Management and the Council's planning research and monitoring function. Placemaking provide qualitative inputs into the plan making processes regarding design and local distinctiveness, undertake site appraisals, briefs, feasibility studies and area based master plans and provide design observations on developments to Development Management. Placemaking are responsible for the Council's statutory obligations regarding conservation and heritage, as well as providing advice and supporting projects in this field, including the borough's conservation area appraisals and management plans. Place making also undertake a number of income generation commissions, particularly related to the project management and design of public realm, town centre regeneration, delivery of the Growth Zone Programme and District Centre Regeneration.

Growth and Regeneration

The Growth Zone Team in 2026/27 will oversee the implementation of the delivery of the Growth Zone programme 2026 – 2028 approved by the Executive Mayor (January 2026) Cabinet Report and the Growth Zone projects that form part of the wider Croydon Town Centre Regeneration Programme (May 2025).

The focus for the Regeneration Team in 2026/27 will be the completion of the UK Shared Prosperity Fund programme 2025/26 and the management and delivery of the Pride in Place regeneration programmes.

Strategic Transport

The Strategic Transport Service shapes Croydon's transport policy, delivers the Local Implementation Plan, and advises on planning proposals to ensure development supports sustainable travel and high-quality transport infrastructure. It secures investment for local transport priorities by bidding for TfL LIP funding, using CL, S106 and the Capital Programme, and preparing bids to major central government funds. This combined funding enables a coordinated programme that improves connectivity, supports growth and enhances the borough's public realm.

The Employment, Skills & Economic Development

The Employment, Skills & Economic Development service supports inclusive and sustainable growth across Croydon by working collaboratively with partners, employers, and local organisations to strengthen the borough's economic resilience.

Our functions bring together skills development, employment support, business engagement and support, adult learning, and inward-investment activity to help residents and businesses succeed.

We provide broad, accessible pathways that enable residents to develop their skills, improve their employment prospects, and progress in learning and work. Through a blend of adult learning provision, skills initiatives, and employment support programmes, we ensure residents can access opportunities that align with their needs and the wider labour market.

We help build a confident and competitive local economy, supported by a comprehensive offer for businesses across all sectors. Alongside this, our inward-investment activity promotes Croydon as a place for businesses to locate, innovate and invest. Working with partners and major stakeholders, we position the borough to attract investment that supports job creation, regeneration, and long-term economic vitality.

MOVEMENT IN NET EXPENDITURE

SERVICE CODE	SERVICE NAME	ORIGINAL BUDGET		ORIGINAL BUDGET	% CHANGE
		2025/26 (A) £000's	Other (C) £000's	2026/27 (D) £000's	
C1165F	SPATIAL PLANNING SUMMARY	921	264	1,185	29
C1170F	STRATEGIC TRANSPORT	527	(11)	516	(2)
C1180F	BUILDING CONTROL SUMMARY	1,161	(7)	1,154	(1)
C1185F	DEVELOPMENT MANAGEMENT	2,611	(86)	2,525	(3)
C1190F	EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	1,013	191	1,204	19
C1192F	EMPLOYMENT SKILLS	147	30	177	20
C1195F	GROWTH AND REGENERATION	772	2,367	3,139	307
C1198F	ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	394	(12)	382	(3)
	TOTAL NET EXPENDITURE	7,546	2,736	10,282	36

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE
	2025/26	2026/27	IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
C1165F : SPATIAL PLANNING SUMMARY	25.6	26.0	0.4
C1170F : STRATEGIC TRANSPORT	10.5	10.5	-
C1180F : BUILDING CONTROL SUMMARY	21.0	21.0	-
C1185F : DEVELOPMENT MANAGEMENT	56.0	56.0	-
C1190F : EMPLOYMENT SKILLS AND ECONOMIC DEVELOPMENT	95.9	94.5	(1.4)
C1192F : EMPLOYMENT SKILLS	7.0	8.0	1.0
C1195F : GROWTH AND REGENERATION	19.0	19.0	-
C1198F : ECONOMIC DELIVERY AND EMPLOYMENT INVESTMENT	6.0	6.0	-
TOTAL FTE STAFF	241.0	241.0	(0.0)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
14,103	Employees	13,850	818	14,668	6
90	Premises related expenditure	1	36	37	3,600
2,434	Supplies and Services	5,188	(3,617)	1,571	(70)
21	Third Party Payments	13	478	491	3,677
-	Transfer Payments	-	-	-	n/a
7	Transport related expenditure	9	-	9	-
1,604	Recharges from other services	830	(51)	779	(6)
18,259	TOTAL CONTROLLABLE EXPENDITURE	19,891	(2,336)	17,555	n/a
(5,659)	Government Grants	(9,564)	4,556	(5,008)	(48)
(634)	Other Grants, reimbursements and contributions	-	(50)	(50)	n/a
(3,611)	Customer and Client Receipts	(3,850)	(18)	(3,868)	0
-	Interest Receivable	-	-	-	n/a
(3,662)	Recharges to other services	(2,609)	(2,195)	(4,804)	84
(13,565)	TOTAL CONTROLLABLE INCOME	(16,023)	2,293	(13,730)	n/a
4,693	NET CONTROLLABLE COST	3,868	(43)	3,825	n/a
122	Capital Charges	122	28	150	23
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	2,627	2,627	n/a
3,556	Corporate support services bought in	3,556	124	3,680	3
3,678	TOTAL NON-CONTROLLABLE EXPENDITURE	3,678	2,779	6,457	n/a
8,371	NET COST OF SERVICE	7,546	2,736	10,282	n/a
(241)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
(241)	TOTAL APPROPRIATIONS	-	-	-	n/a
8,130	TOTAL NET EXPENDITURE	7,546	2,736	10,282	36
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
Strategic budget - agreed additional income / savings					
2025-29 SAV SCRER 011 External funding of the District Centre Regeneration Team					(369)
2025-29 SAV SCRER 009 Planning - increased income through streamlined working, including					(50)
					(419)
<u>Other resource changes</u>					
2025/26 Pay Award					482
Corporate support services bought in					124
Pension Fund Reduced Employers Contribution					(156)
REFCUS					2,627
Virement - SCRER 1.3-C1110F					50
Capital Charges					28
					3,155
TOTAL OTHER VARIATIONS IN RESOURCE					2,736

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,746	Employees	1,308	328	1,636	25
-	Premises related expenditure	-	-	-	n/a
124	Supplies and Services	12	-	12	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
3	Recharges from other services	-	-	-	n/a
1,872	TOTAL CONTROLLABLE EXPENDITURE	1,320	328	1,648	n/a
-	Government Grants	-	-	-	n/a
(367)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(762)	Recharges to other services	(640)	(242)	(882)	38
(1,129)	TOTAL CONTROLLABLE INCOME	(640)	(242)	(882)	n/a
744	NET CONTROLLABLE COST	680	86	766	n/a
6	Capital Charges	6	-	6	-
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
235	Corporate support services bought in	235	178	413	76
241	TOTAL NON-CONTROLLABLE EXPENDITURE	241	178	419	n/a
985	NET COST OF SERVICE	921	264	1,185	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
985	TOTAL NET EXPENDITURE	921	264	1,185	29
* 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>					
2025/26 Pay Award					48
Corporate support services bought in					178
Pension Fund Reduced Employers Contribution					(12)
Virement - SCRER 1.3-C1110F					50
					264
TOTAL OTHER VARIATIONS IN RESOURCE					264

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
401	Employees	781	20	801	3
0	Premises related expenditure	-	-	-	n/a
365	Supplies and Services	6	-	6	-
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
6	Recharges from other services	-	-	-	n/a
772	TOTAL CONTROLLABLE EXPENDITURE	787	20	807	n/a
-	- Government Grants	-	-	-	n/a
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(539)	Recharges to other services	(481)	(12)	(493)	2
(539)	TOTAL CONTROLLABLE INCOME	(481)	(12)	(493)	n/a
233	NET CONTROLLABLE COST	306	8	314	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
221	Corporate support services bought in	221	(19)	202	(9)
221	TOTAL NON-CONTROLLABLE EXPENDITURE	221	(19)	202	n/a
454	NET COST OF SERVICE	527	(11)	516	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
454	TOTAL NET EXPENDITURE	527	(11)	516	(2)
* 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>					
2025/26 Pay Award					25
Corporate support services bought in					(19)
Pension Fund Reduced Employers Contribution					(17)
					(11)
TOTAL OTHER VARIATIONS IN RESOURCE					(11)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,493	Employees	1,534	43	1,577	3
17	Premises related expenditure	-	-	-	n/a
65	Supplies and Services	87	-	87	-
-	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
4	Transport related expenditure	2	-	2	-
3	Recharges from other services	-	-	-	n/a
1,582	TOTAL CONTROLLABLE EXPENDITURE	1,623	43	1,666	n/a
-	Government Grants	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	n/a
(720)	Customer and Client Receipts	(904)	(6)	(910)	1
-	Interest Receivable	-	-	-	n/a
(100)	Recharges to other services	-	-	-	n/a
(820)	TOTAL CONTROLLABLE INCOME	(904)	(6)	(910)	n/a
762	NET CONTROLLABLE COST	719	37	756	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
442	Corporate support services bought in	442	(44)	398	(10)
442	TOTAL NON-CONTROLLABLE EXPENDITURE	442	(44)	398	n/a
1,204	NET COST OF SERVICE	1,161	(7)	1,154	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,204	TOTAL NET EXPENDITURE	1,161	(7)	1,154	(1)
* 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>					
2025/26 Pay Award					46
Corporate support services bought in					(44)
Pension Fund Reduced Employers Contribution					(9)
					(7)
TOTAL OTHER VARIATIONS IN RESOURCE					(7)

DIRECTORATE: **C1100D : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY** SERVICE SUBJECTIVE SUMMARY
 DIVISION: **C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION**

SERVICE: C1185F-DEVELOPMENT MANAGEMENT

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
3,894	Employees	3,881	70	3,951	2
0	Premises related expenditure	-	-	-	n/a
186	Supplies and Services	194	-	194	-
4	Third Party Payments	-	-	-	n/a
-	Transfer Payments	-	-	-	n/a
2	Transport related expenditure	6	-	6	-
398	Recharges from other services	321	-	321	-
4,484	TOTAL CONTROLLABLE EXPENDITURE	4,402	70	4,472	n/a
(53)	Government Grants	-	-	-	n/a
(141)	Other Grants, reimbursements and contributions	-	-	-	n/a
(2,642)	Customer and Client Receipts	(2,753)	(55)	(2,808)	2
-	Interest Receivable	-	-	-	n/a
(63)	Recharges to other services	(131)	-	(131)	-
(2,899)	TOTAL CONTROLLABLE INCOME	(2,884)	(55)	(2,939)	n/a
1,586	NET CONTROLLABLE COST	1,518	15	1,533	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
1,093	Corporate support services bought in	1,093	(101)	992	(9)
1,093	TOTAL NON-CONTROLLABLE EXPENDITURE	1,093	(101)	992	n/a
2,679	NET COST OF SERVICE	2,611	(86)	2,525	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
2,679	TOTAL NET EXPENDITURE	2,611	(86)	2,525	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 009 Planning - increased income through streamlined working, including together with legal services					(50)
<u>Other resource changes</u>					(50)
2025/26 Pay Award					116
Corporate support services bought in					(101)
Pension Fund Reduced Employers Contribution					(51)
					(36)
TOTAL OTHER VARIATIONS IN RESOURCE					(86)

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
4,481	Employees	4,053	72	4,125	2
38	Premises related expenditure	1	36	37	3,600
394	Supplies and Services	320	(33)	287	(10)
-	- Third Party Payments	-	-	-	n/a
-	- Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
886	Recharges from other services	508	(50)	458	(10)
5,799	TOTAL CONTROLLABLE EXPENDITURE	4,882	25	4,907	n/a
(5,146)	Government Grants	(4,805)	133	(4,672)	(3)
-	- Other Grants, reimbursements and contributions	-	(50)	(50)	n/a
(248)	Customer and Client Receipts	(193)	43	(150)	(22)
-	- Interest Receivable	-	-	-	n/a
-	- Recharges to other services	-	-	-	n/a
(5,394)	TOTAL CONTROLLABLE INCOME	(4,998)	126	(4,872)	n/a
404	NET CONTROLLABLE COST	(116)	151	35	n/a
116	Capital Charges	116	28	144	24
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
1,013	Corporate support services bought in	1,013	12	1,025	n/a
1,129	TOTAL NON-CONTROLLABLE EXPENDITURE	1,129	40	1,169	n/a
1,533	NET COST OF SERVICE	1,013	191	1,204	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
1,533	TOTAL NET EXPENDITURE	1,013	191	1,204	19
* 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>					
2025/26 Pay Award					180
Pension Fund Reduced Employers Contribution					(29)
Corporate support services bought in					12
Capital Charges					28
					191
TOTAL OTHER VARIATIONS IN RESOURCE					191

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
466	Employees	445	153	598	34
-	- Premises related expenditure	-	-	-	n/a
411	Supplies and Services	4,445	(3,924)	521	(88)
2	Third Party Payments	7	478	485	6,829
-	- Transfer Payments	-	-	-	n/a
0	Transport related expenditure	-	-	-	n/a
171	Recharges from other services	-	-	-	n/a
1,050	TOTAL CONTROLLABLE EXPENDITURE	4,897	(3,293)	1,604	n/a
(460)	Government Grants	(4,639)	4,303	(336)	(93)
-	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(322)	Recharges to other services	(239)	(1,002)	(1,241)	419
(782)	TOTAL CONTROLLABLE INCOME	(4,878)	3,301	(1,577)	n/a
268	NET CONTROLLABLE COST	19	8	27	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	-	-	n/a
128	Corporate support services bought in	128	22	150	17
128	TOTAL NON-CONTROLLABLE EXPENDITURE	128	22	150	n/a
396	NET COST OF SERVICE	147	30	177	n/a
(241)	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
(241)	TOTAL APPROPRIATIONS	-	-	-	n/a
155	TOTAL NET EXPENDITURE	147	30	177	20
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
Other resource changes					
2025/26 Pay Award					17
Corporate support services bought in					22
Pension Fund Reduced Employers Contribution					(9)
					30
TOTAL OTHER VARIATIONS IN RESOURCE					30

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's	* Other (C) £000's	ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
1,278	Employees	1,426	123	1,549	9
34	Premises related expenditure	-	-	-	n/a
418	Supplies and Services	94	(92)	2	(98)
2	Third Party Payments	2	-	2	-
-	- Transfer Payments	-	-	-	n/a
-	- Transport related expenditure	-	-	-	n/a
27	Recharges from other services	1	(1)	-	(100)
1,758	TOTAL CONTROLLABLE EXPENDITURE	1,523	30	1,553	n/a
-	- Government Grants	-	-	-	n/a
(114)	- Other Grants, reimbursements and contributions	-	-	-	n/a
-	- Customer and Client Receipts	-	-	-	n/a
-	- Interest Receivable	-	-	-	n/a
(1,232)	- Recharges to other services	(1,053)	(379)	(1,432)	36
(1,346)	TOTAL CONTROLLABLE INCOME	(1,053)	(379)	(1,432)	n/a
413	NET CONTROLLABLE COST	470	(349)	121	n/a
-	- Capital Charges	-	-	-	n/a
-	- Intangible Charges	-	-	-	n/a
-	- REFCUS	-	2,627	2,627	n/a
302	Corporate support services bought in	302	89	391	29
302	TOTAL NON-CONTROLLABLE EXPENDITURE	302	2,716	3,018	n/a
715	NET COST OF SERVICE	772	2,367	3,139	n/a
-	- Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	- Financing of Capital Expenditure	-	-	-	n/a
-	- Provision for Repayment of External Loans	-	-	-	n/a
-	- Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
715	TOTAL NET EXPENDITURE	772	2,367	3,139	307
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE					£000's
<u>Strategic budget - agreed pressures / service demands</u>					
<u>Strategic budget - agreed additional income / savings</u>					
2025-29 SAV SCRER 011 External funding of the District Centre Regeneration Team					(369)
					(369)
<u>Other resource changes</u>					
2025/26 Pay Award					38
Corporate support services bought in					89
Pension Fund Reduced Employers Contribution					(18)
REFCUS					2,627
					2,736
TOTAL OTHER VARIATIONS IN RESOURCE					2,367

FORECAST 2025/26 £000's	DESCRIPTION	ORIGINAL BUDGET 2025/26 (A) £000's		ORIGINAL BUDGET 2026/27 (D) £000's	% CHANGE (E) %
			* Other (C) £000's		
345	Employees	422	9	431	2
-	Premises related expenditure	-	-	-	n/a
472	Supplies and Services	30	432	462	1,440
13	Third Party Payments	4	-	4	-
-	Transfer Payments	-	-	-	n/a
1	Transport related expenditure	1	-	1	-
111	Recharges from other services	-	-	-	n/a
941	TOTAL CONTROLLABLE EXPENDITURE	457	441	898	n/a
-	Government Grants	(120)	120	-	(100)
(12)	Other Grants, reimbursements and contributions	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	n/a
-	Interest Receivable	-	-	-	n/a
(645)	Recharges to other services	(65)	(560)	(625)	862
(657)	TOTAL CONTROLLABLE INCOME	(185)	(440)	(625)	n/a
284	NET CONTROLLABLE COST	272	1	273	n/a
-	Capital Charges	-	-	-	n/a
-	Intangible Charges	-	-	-	n/a
-	REFCUS	-	-	-	n/a
122	Corporate support services bought in	122	(13)	109	(11)
122	TOTAL NON-CONTROLLABLE EXPENDITURE	122	(13)	109	n/a
406	NET COST OF SERVICE	394	(12)	382	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	n/a
406	TOTAL NET EXPENDITURE	394	(12)	382	(3)
* 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>					
2025/26 Pay Award					12
Corporate support services bought in					(13)
Pension Fund Reduced Employers Contribution					(11)
					(12)
TOTAL OTHER VARIATIONS IN RESOURCE					(12)

CAPITAL PROGRAMME 2025-2031

2025-31 General Fund Capital Programme								
Please note that this table shows the total expenditure budget for each project and in rows beneath each scheme any non-borrowing funding sources.								
If a project has no other funding or total expenditure is above other funding, then the remainder of the total expenditure budget is using borrowing to fully/partially finance it.								
Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	2030-31 (£000's)
GF CAP 86	Network Refresh	Total Expenditure Budget	1,166					
GF CAP 87	Tech Refresh	Total Expenditure Budget	112					
GF CAP 90	Laptop Refresh and Re-imaging	Total Expenditure Budget	424					
GF CAP 91	Cloud and Disaster Recovery	Total Expenditure Budget	616					
GF CAP 89	Synergy Education System	Total Expenditure Budget	220					
GF CAP 93	NEC Housing System Phase 1	Total Expenditure Budget	108					
GF CAP 93	NEC Housing System Phase 1	HRA Contribution	(70)					
GF CAP 102	Public Switched Telephone Network Digital Migration Phase 1	Total Expenditure Budget	240					
	Windows 2016 Server Upgrades	Total Expenditure Budget	10	990				
NEW BID	Uniform Planning System module updates	Total Expenditure Budget	83					
Subtotal	Assistant Chief Executive	Borrowing	2,909	990	-	-	-	-
	Samuel Coleridge Taylor Hub	Total Expenditure Budget	25					
	Samuel Coleridge Taylor Hub	Grant	(25)					
GF CAP 79	Children Home DFE (Precious House)	Total Expenditure Budget	215					
GF CAP 79	Children Home DFE (Precious House)	Grant	(190)					
	Children Home DFE (South Norwood)	Total Expenditure Budget	280	500				
	Children Home DFE (South Norwood)	Grant	(280)	(500)				
NEW BID	Childcare Reform Expansion	Total Expenditure Budget	234					
NEW BID	Childcare Reform Expansion	Section 106	(234)					
Subtotal	Children, Young People and Education	Borrowing	25	-	-	-	-	-
GF CAP 04	Disabled Facilities Grant	Total Expenditure Budget	4,112	3,335	3,335	3,335	3,335	3,335
GF CAP 04	Disabled Facilities Grant	Grant	(4,112)	(3,335)	(3,335)	(3,335)	(3,335)	(3,335)
	Discharge Temporary Accommodation	Total Expenditure Budget	16,000					
	NEC Housing System Phase 2	Total Expenditure Budget	810					
	NEC Housing System Phase 2	HRA Contribution	(727)					
Subtotal	Housing (General Fund)	Borrowing	16,083	-	-	-	-	-
GF CAP 56	Asset Strategy - Stubbs Mead	Total Expenditure Budget	146	500				
GF CAP 57	Asset Strategy Programme (stock condition surveys)	Total Expenditure Budget	60	26				
GF CAP 59	Clocktower Chillers	Total Expenditure Budget	19	441				
NEW BID	BWH utilities sub-metering infrastructure	Total Expenditure Budget	200					
GF CAP 60	Corporate Property Maintenance Programme	Total Expenditure Budget	1,786	2,000	2,000	2,000	2,000	2,000
GF CAP 18	Fairfield Halls - Council	Total Expenditure Budget	800	206				
	Fairfield Halls External Screen	Total Expenditure Budget	8	81				

Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	2030-31 (£000's)
	Fairfield Halls External Screen	Section 106	(8)	(81)				
GF CAP 24	Fieldway Cluster (Timebridge Community Centre)	Total Expenditure Budget	59	109				
	Coroner's Court Relocation	Total Expenditure Budget	255	4,305				
	Coroner's Court Relocation	Partner LA contributions	(191)	(3,229)				
NEW BID	Mortuary Services - Design/appraisal work	Total Expenditure Budget	150	100				
NEW BID	Mortuary Services - Design/appraisal work	CIL LMP	(50)					
GF CAP 100	Contingency	Total Expenditure Budget	1,000	1,000	1,000	1,000	1,000	1,000
GF CAP 105	Oracle Improvement Programme	Total Expenditure Budget	3,693					
GF CAP 105	Oracle Improvement Programme	Capital Receipts	(3,693)					
GF CAP 08	Education - Compliance and Fire Safety	Total Expenditure Budget	815	800				
GF CAP 08	Education - Compliance and Fire Safety	Grant	(815)	(800)				
GF CAP 10	Education - Major Maintenance	Total Expenditure Budget	4,607	3,953	2,268			
GF CAP 10	Education - Major Maintenance	Grant	(4,607)	(3,953)	(2,268)			
GF CAP 11	Education - Miscellaneous	Total Expenditure Budget	749	2,380				
GF CAP 11	Education - Miscellaneous	Grant	(749)	(2,380)				
GF CAP 12	Education - Permanent Expansion	Total Expenditure Budget	50					
GF CAP 12	Education - Permanent Expansion	Grant	(50)					
GF CAP 14	Education - SEN	Total Expenditure Budget	4,750	3,150				
GF CAP 14	Education - SEN	Grant	(4,750)	(3,150)				
NEW BID	The Hayes Primary School - Wraparound Provision	Total Expenditure Budget	60	223				
NEW BID	The Hayes Primary School - Wraparound Provision	Section 106	(60)	(223)				
	NHS Coulsdon - GP Hub	Total Expenditure Budget	1,581	2,856				
	NHS Coulsdon - GP Hub	NHS Grant Funding	(1,581)	(2,856)				
Subtotal	Resources	Borrowing	4,234	5,458	3,000	3,000	3,000	3,000
GF CAP 103	Ashburton Park Heritage Fund	Total Expenditure Budget	374					
GF CAP 103	Ashburton Park Heritage Fund	Grant	(374)					
GF CAP 95	Cashless Pay & Display	Total Expenditure Budget	500					
GF CAP 26	Grounds Maintenance Insourced Equipment	Total Expenditure Budget	1,133					
GF CAP 26	Grounds Maintenance Insourced Equipment	Capital Receipts	(80)					
GF CAP 53	Waste and Recycling Investment	Total Expenditure Budget		2,925				
	Waste and Street Cleansing Fleet Vehicles	Total Expenditure Budget	16,900				790	
GF CAP 27	Highways	Total Expenditure Budget	7,418	8,618	8,618	8,618	8,618	8,618
GF CAP 106	Highways - DFT	Total Expenditure Budget	1,243	2,707	2,909	3,115	3,569	
GF CAP 106	Highways - DFT	Grant	(1,243)	(2,707)	(2,909)	(3,115)	(3,569)	
GF CAP 30	Highways - bridges and structures	Total Expenditure Budget	1,500	9,377	4,230	4,230	4,230	4,230
GF CAP 29	Highways - flood water management	Total Expenditure Budget	436	435	435	435	435	435
GF CAP 31	Highways - tree works GLA	Total Expenditure Budget	114					
GF CAP 31	Highways - tree works GLA	Grant	(114)					
NEW BID	Highway Improvement	Total Expenditure Budget	411					
NEW BID	Highway Improvement	CIL	(349)					
NEW BID	Highway Improvement	Section 106	(62)					

Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	2030-31 (£000's)
NEW BID	Open Space Improvement	Total Expenditure Budget	116					
NEW BID	Open Space Improvement	CIL	(23)					
NEW BID	Open Space Improvement	Section 106	(93)					
GF CAP 81	Local Authority Tree Fund	Total Expenditure Budget	67					
GF CAP 81	Local Authority Tree Fund	Grant	(67)					
GF CAP 82	Trees Sponsorship	Total Expenditure Budget	11					
GF CAP 82	Trees Sponsorship	Grant	(11)					
GF CAP 99	Park Asset Management	Total Expenditure Budget	1,000	1,283				
GF CAP 39	Parking cameras replacements	Total Expenditure Budget	168	1,000	1,000			
	Parking IT system replacement	Total Expenditure Budget	75	75				
	Street Lighting LED replacement	Total Expenditure Budget	500	2,711	4,100			
GF CAP 34,77,80	Libraries Investment	Total Expenditure Budget	405	900	702			
GF CAP 34,77,80	Libraries Investment	CIL LMP	(255)	(900)	(453)			
GF CAP 34,77,80	Libraries Investment	Grant	(150)					
	Archive Stores	Total Expenditure Budget	90	89				
	Archive Stores	CIL LMP	(90)	(89)				
	Museum Refurbishment	Total Expenditure Budget	150	38				
	Museum Refurbishment	CIL LMP	(25)	(38)				
	Museum Refurbishment	Reserves	(125)					
GF CAP 84	Leisure centres equipment - contractual agreement	Total Expenditure Budget	574	355	208	316		
	PlayZones	Total Expenditure Budget	170	431				
	PlayZones	CIL LMP		(80)				
	PlayZones	Grant	(170)	(351)				
GF CAP 43	Safety - digital upgrade of CCTV	Total Expenditure Budget	1,524					
GF CAP 83	Tennis Court Upgrade	Total Expenditure Budget	20					
GF CAP 83	Tennis Court Upgrade	Grant	(20)					
GF CAP 97	Electric Vehicle Charging Point (EVCP)	Total Expenditure Budget	196	950				
GF CAP 97	Electric Vehicle Charging Point (EVCP)	Section 106	(183)					
GF CAP 97	Electric Vehicle Charging Point (EVCP)	Grant		(950)				
GF CAP 25	Growth Zone	Total Expenditure Budget	5,724	8,893	4,666	4,000	4,000	
GF CAP 25	Growth Zone	Growth Zone	(5,724)	(8,893)	(4,666)	(4,000)	(4,000)	
	Amplifying Surrey Street	Total Expenditure Budget	976	1,581	1,423			
	Amplifying Surrey Street	Growth Zone	(624)	(1,119)	(1,263)			
	Amplifying Surrey Street	Grant	(352)	(462)				
	Amplifying Surrey Street	Landowner's Contributions			(160)			
	Surrey Street Drinking Fountain	Total Expenditure Budget	36					
	Surrey Street Drinking Fountain	Grant	(12)					
	Surrey Street Drinking Fountain	Section 106	(24)					
GF CAP 48	Kenley Good Growth	Total Expenditure Budget	85					
GF CAP 48	Kenley Good Growth	Section 106	(85)					
GF CAP 47	South Norwood Good Growth	Total Expenditure Budget	269					
GF CAP 47	South Norwood Good Growth	Grant	(269)					

Capital Project Reference	Capital Project Description	Expenditure and Funding Type	2025-26 (£000's)	2026-27 (£000's)	2027-28 (£000's)	2028-29 (£000's)	2029-30 (£000's)	2030-31 (£000's)
Subtotal	Corporate	Borrowing	104,299	107,110	99,417	77,805	67,024	67,024
Total General Fund Capital Programme Borrowing		Borrowing	159,444	140,337	121,257	94,404	84,097	83,307
Summary of Capital Receipts								
	Allocation of flexible use of capital receipts to fund transformation		(10,397)	(15,875)	(6,097)	(2,124)	-	-
	Capital receipts allocated to Grounds Maintenance Equipment		(80)	-	-	-	-	-
	Unallocated capital receipts available to fund capitalisation directions		(2,401)	(9,890)	1,704	2,124	-	-
	Total forecast usage of Capital Receipts income		(12,878)	(25,765)	(4,393)	-	-	-
Summary of General Fund Capital Financing								
	CIL		(2,372)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	CIL LMP		(460)	(1,324)	(632)	(127)	-	-
	Section 106		(749)	(2,475)	-	-	-	-
	HRA contribution		(797)	-	-	-	-	-
	Growth Zone		(6,348)	(10,012)	(5,929)	(4,000)	(4,000)	-
	Grants and contributions		(30,256)	(38,155)	(12,658)	(6,450)	(6,904)	(3,335)
	Right to Buy Receipts		-	-	-	-	-	-
	Reserves		(1,261)	-	-	-	-	-
	Capital Receipts		(12,878)	(25,765)	(4,393)	-	-	-
	Borrowing		(159,444)	(140,337)	(121,257)	(94,404)	(84,097)	(83,307)
	Total Financing		(214,565)	(220,068)	(146,869)	(106,981)	(97,001)	(88,642)