# CROYDON COUNCIL

# DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2015/16

Appendix D to agenda item 6 Cabinet, 17th February 2015



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# **GENERAL FUND SUMMARY**

ACTUAL 2013/14	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)		in Level of ure on (A) Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's		£000's	£000's	£000's	£000's	(-)
	SERVICE BUDGETS					
213,849	People Department	253,974	2,317	(29,910)	226,381	(11
78,250	Place Department	78,142	558	2,057	80,757	` з
48,150	Resources Department	36,008	545	(15,823)	20,730	(42
	Contribution to Provision for Doubtful Debts	180		-	180	`
(3,328)	Efficiency Dividend	3,226		(3,226)	-	
8,121	Pensions Contribution	8,447	18	985	9,432	12
	Redundancy	1,000		(1,000)	-	
	Carbon Credits	255		-	255	
345,042	NET COST OF SERVICES	381,232	3,420	(46,917)	337,735	33,673
(14 684)	Core Grants	(15,286)		502	(14,784)	(5,535
	Contingency / Unallocated Provision	1,000		302	1,000	(5,535 n/
	Levies from Other Bodies	1,000		[	1,000	11/
253	Environment Agency	272			272	(33
386		407	,		407	n/a
400	London Boroughs Grants Committee	407			407	n/a
431	London Pensions Fund Authority	438			438	n/:
	Interest and Investment Income	(1,971)	9	_	(1,971)	
	Interest Payable	15,896		4,497	20,393	(95
,	· · · · · · · · · · · · · · · · · · ·	,		,, ,0.	25,655	(55
345,036	NET OPERATING EXPENDITURE	382,395	3,420	(41,918)	343,897	(113,224
	APPROPRIATIONS					
	Contributions to / (from) Earmarked Reserves	(304)		2,564	2,260	(111
	Provision for Repayment of External Loans	(21,428)		1,592	(19,836)	n/:
	Revenue Expenditure Funded from Capital under	(21,420)			, , ,	
(16,678)	Statute ( REFCUS)	(76,873)		22,828	(54,045)	n/s
	Deferred / Intangible Charges Written Off	(4,711)		428	(4,283)	(102
	Contribution to / (from) General Balances					n/a
292,716	BUDGET REQUIREMENT	279,079	3,420	(14,506)	267,992	(412
	FINANCED BY					
	Revenue Support Grant	80,485	1		61,367	83
	Collection Fund surplus / (deficit)	3,337			6,008	(95
	Business Rates Top Up Grant	32,340		1	32,958	(95) n/a
	Business Rates Income	33,604			34,246	(88)
	Council Tax - Band D Equivalent	129,313			133,413	n/a
	·	-				
292,716	TOTAL FINANCING	279,079			267,992	n/a
2013/14		8	0044/45	0045/40		Ohar
Band D		XX	2014/15 Band D	2015/16 Band D	1	Change Band D
	COUNCIL TAX SUMMARY					
£.pp	COUNCIL TAX GUIVIIVIANT		Equivalent	Equivalent		Equivalent %
	London Borough of Croydon		£.pp	£.pp	122 440	% 0.00%
	Greater London Authority		<b>1,171.39</b> 299.00	<b>1,171.39</b> 295.00	<b>133,413</b> 33,598	-1.34%
1,474.39			1,470.39	1,466.39	167,011	-0.27%

ACTUAL 2013/14		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2010/14	DESCRIPTION	2014/15	Inflation	Other	2015/16	CHANGE
	BEGOTHI TION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(-/
20000	EXPENDITURE					
282,054	Employees	125,168	1,236	(2,095)	124,309	(1
39,881	Premises related expenditure	24,149	163	843	25,155	4
83,751	Supplies and Services	46,363	167	(6,357)	40,173	(13
214,846	Third Party Payments	227,196	2,674	12,246	242,116	7
468,194	Transfer Payments	480,873	-	19,190	500,063	4
8,481	Transport related expenditure	7,715	120	591	8,426	9
39,733	Capital Charges	32,207	-	(1,586)	30,621	(5
4,953	Deferred/Intangible Charges	4,707	-	(434)	4,273	(9
21,521	REFCUS	76,876	-	(22,826)	54,050	(30
(4,696)	Corporate support services bought in	(4,899)	-	(1,434)	(6,333)	. 29
(12,672)	Recharges from other services	81,657	(1)	(59,004)	22,652	(72
1,146,046	TOTAL EXPENDITURE	1,102,012	4,359	(60,867)	1,045,505	(5
•	INCOME					
(695.965)	Government Grants	(550,979)	(38)	(17,218)	(568,235)	3
	Other Grants, reimbursements and contributions	(17,703)	(52)	(19,633)		111
	Fees and Charges	(48,778)	(595)	2,837	(46,536)	(5
	Customer and Client Receipts	(11,678)	(254)	(6,136)	(18,068)	55
	Interest Receivable	(28)	-	- 1	(28)	-
-	Recharges to other services	(91,614)	-	54,099	(37,515)	(59
(801,004)	TOTAL INCOME	(720,780)	(939)	13,950	(707,770)	(2
345.042	NET EXPENDITURE	381,232	3,420	(46,917)	337,735	(11

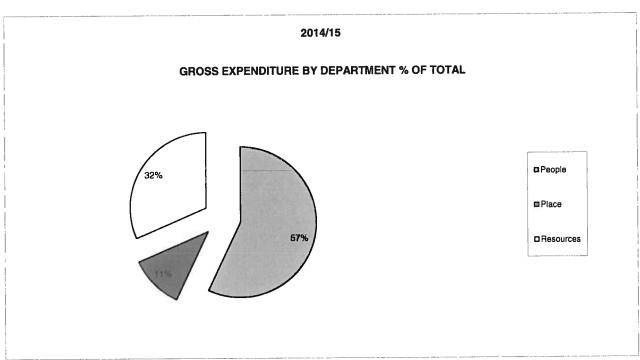
# STAFF ESTABLISHMENT NUMBERS

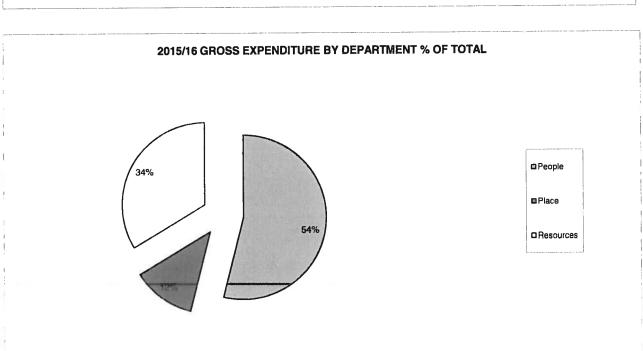
7 AND 100 STAND	ORIGINAL	ORIGINAL	CHANGE
DESCRIPTION	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAF	FTE STAFF	FTE STAFF
People	1,204.4	1,159.8	(44.7)
Place	565.3	546.8	(18.5)
Resources	1,036.2	999.8	(36.3)
TOTAL FTE STAFF	2,805.9	2,706.4	(99.5)

# CORPORATE SUPPORT SERVICES BOUGHT IN

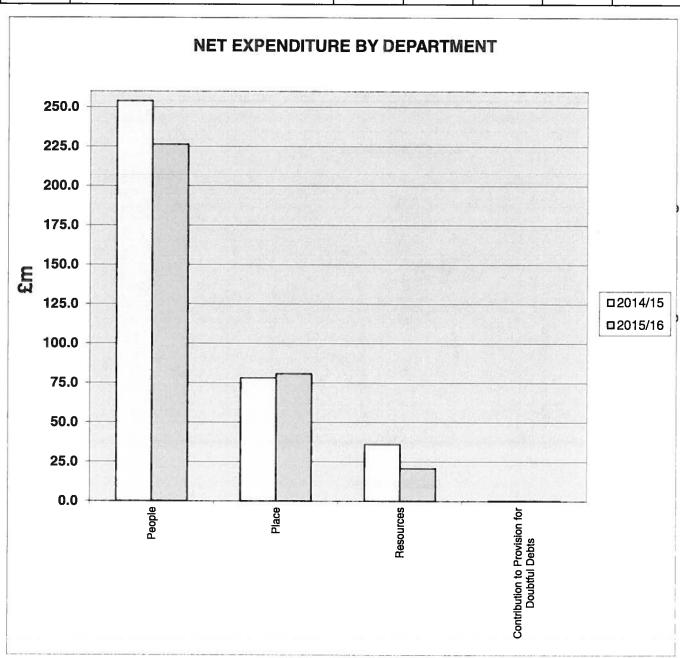
	People	Place	Besolitzes	HRA	
DESCRIPTION					TOTAL
				£'000	6,000
Financial Services	761	457	134	56	1 408
Treasury and Pensions	1	•	r	} '	
Governance	847	269	49	134	1 200
Risk Insurance and Business Continuity	(453)	(144)	(26)	(71)	(769)
Assets	182	. 58	10,	28	278
HR Finance Service Centre	1,404	583	480	654	3.121
Strategy and Performance	1,131	360	64	179	1,734
Procurement and Commissioning	741	235	42	116	1.134
SCPP - Services	548	249	1	•	262
Excheduer	935	75	20	80	1.068
Customer Strategy and Development	406	129	24	63	622
Contact Centre	290	923	331	422	2.266
Communications	360	114	21	28	553
FM Services - Soft	5,504	2,321	2,544	1,710	12.079
FM Services - Hard	1,765	752	402	163	3,0%
ST and ICT Strategy	193	64	99	49	372
Information Communication Technology	7,786	2,563	2,631	2,120	15,100
Telephony Service	ı	1	,	1	C
Service Transformation Program	643	212	218	163	1,236
Business Support	3,817	865	162	257	5,101
HR Consultancy Summary	1,140	432	281	294	2,147
Legal Summary	(323)	(71)	(24)	(20)	(488)
lotal	27,977	10,446	7,459	6,333	52,215

ACTUAL		ORIGINAL BUDGET	Variations Expenditu	in Level of	ORIGINAL BUDGET	%
ACTUAL 2013/14	DESCRIPTION	2014/15	Inflation	Other	2015/16	CHANGE
2010/14		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	s'0003	s'0003	
	SERVICE BUDGETS			-		
693,982	People	620,803	2,782	(65,078)	558,507	(10)
122,900		124,443	903	2,948	128,294	3
	Resources	343,658	674	4,505	348,837	2
,	Contribution to Provision for Doubtful Debts	180	-	-	180	- 1
	Efficiency Dividend	3,226	-	(3,226)	-	(100)
, , ,	Pensions Contribution	8,447	-	985	9,432	12
•	Redundancy	1,000	-	(1,000)	-	(100)
	Carbon Credits	255	-	-	255	-
1,146,046	GROSS DEPARTMENTAL COST OF SERVICE	1,102,012	4,359	(60,867)	1,045,505	(5)

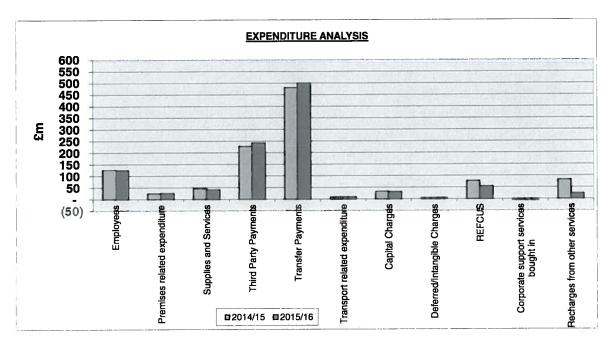


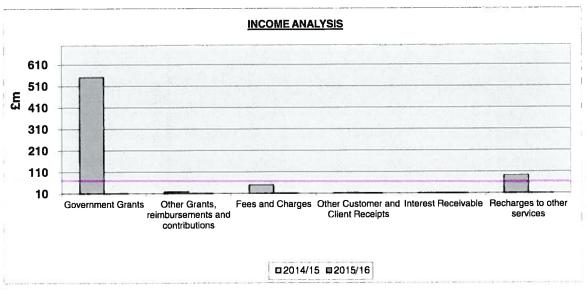


		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET	Expenditu	re on (A)	BUDGET	%
2013/14	DESCRIPTION	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	s'0003	s'0003	
	SERVICE BUDGETS					
213,849	People	253,974	2,317	(29,910)	226,381	(11
78,250	Place	78,142	558	2,057	80,757	3
48,150	Resources	36,008	545	(15,823)	20,730	(42
-	Contribution to Provision for Doubtful Debts	180	-	-	180	_
(3,328)	Efficiency Dividend	3,226	-	(3,226)	-	(100
8,121	Pensions Contribution	8,447	-	985	9,432	12
-	Redundancy	1,000	-	(1,000)	-	-
	Carbon Credits	255	-	- '	255	-
345,042	NET COST OF SERVICES	381,232	3,420	(46,917)	337,735	(11



ACTUAL 2013/14		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2010/14	DESCRIPTION	2014/15	Inflation	Other	2015/16	CHANGE
	BESSIM FISH	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	` ,
	EXPENDITURE					
282,054	Employees	125,168	1,236	(2,095)	124,309	(1
	Premises related expenditure	24,149	163	843	25,155	4
83,751	Supplies and Services	46,363	167	(6,357)	40,173	(13
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468,194	Transfer Payments	480,873	-	19,190	500,063	4
8,481	Transport related expenditure	7,715	120	591	8,426	9
39,733	Capital Charges	32,207	-	(1,586)	30,621	(5
4,953	Deferred/Intangible Charges	4,707	-	(434)	4,273	(9
21,521	REFCUS	76,876	-	(22,826)	54,050	(30
(4,696)	Corporate support services bought in	(4,899)	-	(1,434)	(6,333)	29
(12,672)	Recharges from other services	81,657	(1)	(59,004)	22,652	(72
	TOTAL EXPENDITURE	1,102,012	4,359	(60,867)	1,045,505	(5
	INCOME					
(695,965)	Government Grants	(550,979)	(38)	(17,218)	(568,235)	3
	Other Grants, reimbursements and contributions	(17,703)	(52)	(19,633)	(37,388)	111
	Fees and Charges	(48,778)	(595)	2,837	(46,536)	(5
	Other Customer and Client Receipts	(11,678)	(254)	(6,136)	(18,068)	55
	Interest Receivable	(28)	- 1	-	(28)	-
-	Recharges to other services	(91,614)		54,099	(37,515)	
(801,004)	TOTAL INCOME	(720,780)	(939)	13,950	(707,770)	(2
						1000
345,042	NET EXPENDITURE	381,232	3,420	(46,917)	337,735	(11









# PEOPLE DEPARTMENT

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# **KEY SERVICE TARGETS / PRIORITIES FOR 2015/16**

# ASC KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

- to improve the health and well-being of Croydon people with care and support needs, by helping them to live full lives as independently as possible
- to promote economic growth and prosperity, by improving the life of people with care and support needs
- to build safe and sustainable communities, in particular by empowering people to participate fully in their community.

Departmental Priorities

Our priorities are to:

- help people to live as independently as possible by offering bespoke solutions to support individual assessed need through professional support or care services, mostly in the community but also in residential settings, or other forms of assistance in the home to help people stay put and manage independently
- prevent crises or the need for more intensive services by intervening at an early stage and offering universal services
- empowering people by enabling individuals to make informed choices and gain greater control of their lives, by offering a wider range of options such as housing options, self-service options and personal budgets, and by engaging communities in making the decisions affecting them
- offer professional care services and meet social care needs effectively through the transformation of services
- continue to roll-out self-directed support through the use of personal budgets, to promote independence, well-being and choice
- safeguard those at risk and help people in emergencies
- promote better and fair access to adult services
- make best use of resources, achieve value for money and balance the budget, and invest in our staff.
- Deliver the above through programmes such as the implementation of the Care Act, the Better Care Fund, implementation of the Adult Mental Health Strategy, planning for Outcomes Based Commissioning for over 65s and relevant Croydon Challenge projects, as well as a more joined up approach to the preventative agenda across services within the People department.

# CFL KEY SERVICE TARGETS / PRIORITIES FOR 2015/16

Further improve independence, resilience and life-chances in the following ways:

-Development of synergies with adults services, welfare and housing needs to deliver more joined up approaches in line with Think Family principles and to deliver Croydon challenge projects, improving both outcomes and efficiencies, in line with the Council target operating model.

-Embed new arrangements for commissioning and delivery of services through the schools mutual, ensuring that the proportion of schools of choice, i.e. those judged good or better by OFSTED, and end of key stage achievement continues to improve, including narrowing the gap for disadvantaged groups. -Continue to secure sufficient school places for the rapidly expanding population of children and young people, including those with special educational

-Continue to improve work-related opportunities in schools and post-16 collaboration.

-Continue to improve the effectiveness of early intervention, driving down demand on specialist services, and creating a new model for children in need provision.

-Continue to improve the quality of children's social care, including key indicators such as timeliness on adoption performance, and ensuring preparedness for inspection.

. -Continue to improve the effectiveness of the Local Safeguarding Children board, as articulated in its annual business plan.

-Deliver key partnership plans, as articulated in the Children and Family Plan and the Integrated Commissioning Unit plans.

-Continue to secure sustainable arrangements for adult learning, ensuring developments are in line with skill needs in Croydon.

-Development of cultural strategy and proposals for a cultural trust.

### FINANCIAL PERFORMANCE

COOT OFNITOE	040000	C4000D	
COST CENTRE:	CIUUUD.	CIUZUU	

DESCRIPTION	ACTUAL	ORIGINAL	FORECAS	T BUDGET	%
	2013/14	2014/15	2014/15	2015/16	CHANGE
	£000	£000	£000	2000	
Employees	208,461	58,872	59,94		(3)
Premises related expenditure	17,623	2,725	2,78		(24)
Supplies and Services	43,298	9,312	8,77		(6)
Third Party Payments	147,682	153,338	147,24	9 169,526	15
Transfer Payments	209,246	214,389	272,99		(19)
Transport related expenditure	7,318	6,562	7,85		(6)
Capital Charges	16,142	9,864	9,77	3 8,127	(17)
Deferred/Intangible Charges	340	172	16	6 114	(31)
REFCUS	16,068	67,891	67,89	1 44,371	(35)
· · - · - · - ·	25.851	26,752	26,72	5 26,278	(2)
Corporate support services bought in Recharges (to) / from other services	1,953	511	(5,40	4) (2,537)	
TOTAL EXPENDITURE	693,982	550,388	598,75	8 543,855	(9)
Government Grants	(428,822)	(266,369)	(314,00	2) (269,776)	(14)
Other Grants, reimbursements and contributions	(19,432)		(8,41	9) (30,660)	264
	(26,543)	1 1 1	(16,33	9) (16,120	(1)
Fees and Charges Customer and Client Receipts	(5,336)	1 ' '	(76	(890)	17
Interest Receivable	(-,,	(28)		- (28)	
TOTAL INCOME	(480,133)	(296,414)	(339,52	(317,474	(6)
TOTAL INCOME		199	25-2-2		
NET EXPENDITURE	213,849	253,974	259,23	35 <b>226,381</b>	(13)
Contributions to / (from) Reserves	(4,883)	-	(14	18)	(100)
Contributions to / (north) reserves					
CURRENT BUDGET	203,723		253,60	9	
TOTAL VARIANCE FROM BUDGET- Over/(Under)	5,243	]	5,47	78	

# **TOP FINANCIAL RISKS 2015/16**

- Further increases in the demand for services
- Non-achievement of efficiencies
- Non-achievement of service transformartion savings
- Non-achievement of re-procurement savings
- Reduction in external grant and commercial income Non-achievement of in-house providers/staff
- Further increases in demand for services
- Non-achievement of efficiencies
- Unexpected significant increase due to ordinary residence claims
- Reduction in income due to the current economic conditions

# **PEOPLE DEPARTMENT**

# **DEPARTMENT SUMMARY**

# **CABINET MEMBERS**

Cllr Flemming	Cabinet Member for Children, Families & Learning
Clir Woodley	Cabinet Member for People and Communities

# **DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director (Acting) People Department	65729
lan Lewis	Director - Social Care and Family Support	88481
Jane Doyle	Director - Community and Support Services	65671
David Butler	Head of School Standards and Commissioning	65636
Brenda Scanlan	Director - Integrated Commissioning	65727
Edwina Morris	Interim Director - Personal Support	65416

COST CE	NTRE	
C1010E	Social Care and Family Support	
C1020E	School Standards and Commissioning	
C1030E	Schools ISB	
C1040E	Community and Support Services	
C1090E	CFL Central	
C1195F	Intergrated Commissioning Division	
C1190F	Personal Support	
C1200F	Adult Social Care Recharges	

# MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2014/15	DIVISION	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
2014/13	DIVISION	2014/15	Inflation	Other	2015/16	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
	Social Care and Family Support	62,772	695	(25)	63,442	1
	School Standards and Commissioning	5,495	(21)	(2,688)	2,786	(49)
	Community and Support Services	77,471	62	(66,950)	10,583	(86)
7,870	CFL Central Costs	7,392	(5)	40,434	47,821	547
-	Dedicated Schools Grant	(1,989)	-	(11)	(2,000)	1
	Intergrated Commissioning Division	106,839	544	(59,553)	47,830	(55)
	Personal Support	(4,006)	1,041	58,884	55,919	(1,496)
(66)	Adult Social Care Recharges	-	1	(1)	-	n/a
155,041	TOTAL NET SPEND	253,974	2,317	(29,910)	226,381	(1,138)

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
DIVISION	BUDGET	BUDGET	IN
BUDGET 2014/15   BUDGET 2015/16   FTE STAFF   FTE ST	FTE		
	FTE STAFF	FTE STAFF	FTE STAFF
	541.1	560.3	19.2
	88.2	17.9	(70.3)
Community and Support Services	130.7	123.8	(6.9)
CFL Central Costs	-	2.0	2.0
DSG*	N/A	N/A	N/A
Intergrated Commissioning Division	119.4	130.3	10.9
Personal Support	319.4	325.4	6.0
Adult Social Care Recharges	5.6	*	(5.6)
TOTAL FTE STAFF	1,204.4	1,159.8	(44.7)

<sup>\*</sup> The Dedicated Schools budget expenditure is fully funded by grants. Budgets are delegated and information on staffing levels is not available.

# PEOPLE DEPARTMENT

SUBJECTIV	E SUMMARY				ODIOMAL		
		ORIGINAL	Variations i		ORIGINAL	%	
FORECAST		BUDGET	Expenditu		BUDGET 2015/16	CHANGE	
2014/15	DESCRIPTION	2014/15	Inflation	* Other (C)	2015/16 (D)	(E)	
		(A) £000's	(B) £000's	s'000£	£000's	( <u>⊢)</u> %	
£000's	Employees	58,872	514	(1,138)	58,248	(1)	
59,947	Employees Premises related expenditure	2,725	-	(609)	2,116	(22)	
2,707	Supplies and Services	9,312	4	(1,109)	8,207	(12)	
		153,338	2,145	14,043	169,526	11	
	Transfer Payments	214,389		7,621	222,010	4	
7,851	Transport related expenditure	6,562	120	713	7,395	13	
10,498	Recharges from other services	70,926	(1)	(58,810)	12,115	(83)	
	TOTAL EXPENDITURE	516,124	2,782	(39,289)	479,617	(7)	
(314,002)	Government Grants	(266,369)	(38)	(3,369)	(269,776)	1	
(8,419)	Other Grants, reimbursements and contributions	(10,455)	-	(20,205)		193	
	Fees and Charges	(18,703)	(408)	2,991	(16,120)	(14)	
	Customer and Client Receipts	(859)	(19)	(12)	(890)	4	
(, 55,	Interest Receivable	(28)	- 1	-	(28)	-	
(15,903)	Recharges to other services	(70,415)		55,763	(14,652)	(79)	
	TOTAL INCOME	(366,829)	(465)	35,168	(332,126)	(9)	
-		100	- 1/25				
154,679	NET CONTROLLABLE COST	149,295	2,317	(4,121)	147,491	(1)	
						(10)	
9,773	Capital Charges	9,864	-	(1,737)		(18)	
166	Deferred/Intangible Charges	172	-	(58)		(34)	
67,891	REFCUS	67,891	-	(23,520)		(35)	
26,725	Corporate support services bought in	26,752	-	(474)	1	(2)	
104,555	TOTAL UNCONTROLLABLE COST	104,679	•	(25,789)	78,890	(25)	
		050.074	2,317	(29,910)	226,381	(11)	
259,235	NET COST OF SERVICE	253,974	2,317	(23,510)	220,001	(17)	
	To the state of Bossesses	T				n/a	
1 ' '	Contributions to / (from) Earmarked Reserves	_	_	_	_	n/a	
] -	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	]	_	_	_	n/a	
-	Provision for Repayment of External Loans	_	_	_	-	n/a	
]	Contribution to / (from) General Balances		-			n/a	
(148)	TOTAL APPROPRIATIONS	-	-	-	-	n/a	
<u> </u>	<u> </u>						
259,087	TOTAL NET EXPENDITURE	253,974	2,317	(29,910)	226,381	(11)	
						£000's	
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE				-	10003	
Strategic bu	dget - agreed pressures / service demands					6,637	
Strategic bu	dget - agreed additional income / savings					(8,690)	
Journal of the state of the sta	agot agreed additional interior / davings					(2,053)	
						(2,033)	
Other resou	Other resource changes						
TOTAL OT	TOTAL OTHER VARIATIONS IN RESOURCE						



SUBJ	ECTIV	E SUMM	ARY

SUBSECTIV	E SUMMARY	LODICHIA	14 1 11		ODIO:::::			
		ORIGINAL	Variations		ORIGINAL	•		
FORECAST	DECODIDEION	BUDGET		re on (A)	BUDGET	%		
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE		
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)		
	Employees					%		
	Employees Premises related expenditure	39,570 1,907	306	(1,312)	38,564 1,308	(3)		
	Supplies and Services		-	(599) 651	6,197	(31)		
	Third Party Payments	5,546 61,165	445		55,333	12 (10)		
	Transfer Payments	212,417	<del>44</del> 5	(6,277) 7,135	219,552	3		
	Transport related expenditure	6,102	120	7,133	6,934	14		
	Recharges from other services	4,923	120	928	5,851	19		
	TOTAL EXPENDITURE	331,630	871	1,238	333,739	1		
	Government Grants	(263,446)	(38)	(1,778)	(265,262)	1		
	Other Grants, reimbursements and contributions		(30)	(1,776)		-		
		(3,541)	(00)		(3,513)	(1)		
	Fees and Charges	(3,671)	(99)	271	(3,499)	(5)		
(198)	Customer and Client Receipts	(198)	(3)	41	(160)	(19)		
- (5.086)	Interest Receivable Recharges to other services	- (4,571)	-	- (2,266)	- (6,837)	n/a 50		
	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·	(4.40)					
(322,988)	TOTAL INCOME	(275,427)	(140)	(3,704)	(279,271)	1		
	1	·		4	[			
60,193	NET CONTROLLABLE COST	56,203	731	(2,466)	54,468	(3)		
0.004	Capital Charges	0.024		(1.700)	7 224	(10)		
9,024		9,024	-	(1,700)	7,324	(19)		
67,891	Deferred/Intangible Charges REFCUS	67 001	-	(00 500)	44 271	n/a		
	Corporate support services bought in	67,891 18,023		(23,520) (1,554)	44,371 16,469	(35) (9)		
	TOTAL UNCONTROLLABLE COST	94,938		(26,774)	68,164			
34,343	TOTAL DICONTROLLABLE COST	34,330	<u> </u>	(20,774)	00,104	(28)		
155 140	NET COST OF SERVICE	151,141	731	(29,240)	122,632	(10)		
155,142	INET COST OF SERVICE	151,141	731	(29,240)	122,032	(19)		
(101)	Contributions to / (from) Earmarked Reserves	Γ		-		n/a		
(,	Contributions to / (from) Capital Reserves:	_	-	_	_	n/a		
-	Financing of Capital Expenditure	-	-	-	-	n/a		
-	Provision for Repayment of External Loans	-	-	-	-	n/a		
-	Contribution to / (from) General Balances	-	-	_	-	n/a		
(101)	TOTAL APPROPRIATIONS	-	•	-		n/a		
					-			
155,041	TOTAL NET EXPENDITURE	151,141	731	(29,240)	122,632	(19)		
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				[	£000's		
OTTILIT VA	INTIONO IN LEVEL OF EAR ENDITONE					10003		
Strategic budget - agreed pressures / service demands						3,997		
Strategic budget - agreed additional income / savings						(4,376)		
<b>3</b> <del></del> -								
						(379)		
Other resour	Other resource changes							
100041	Tallet 1900al 90 Ginaligeo							
TOTAL OTH	OTAL OTHER VARIATIONS IN RESOURCE							

### **DIVISION SUMMARY**

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT

### SERVICE DESCRIPTION

1) The work in the Early Intervention and Family Support Service comprises a wide range of activities. It ensures the sufficiency and quality of early years and child care and ensures families can access children's centre services in their community. The Children's Centres provide a range of services to assist in parenting skills. A further range of family support services is commissioned from local and national organisations. The service also provides an integrated youth offer. Early Help Co-ordinators and Advisers are available to give advice to families and other agencies about services to children across all levels of need. Services are aimed at providing good quality of assistance and preventing a greater level of need for specialist services. Furthermore, EIFS includes services relating to all aspects of Domestic Abuse and Sexual Violence, to the Family Resilience Service which meets the Government Troubled Families agenda, a Functional Family Therapy Service working with vulnerable adolescents and their families and with the Children and Young People Resilience Service, also assisting vulnerable adolescents.

2) The Safeguarding and Looked After Children Quality Assurance Service has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked After Children. The Service co-ordinates the Local Safeguarding Children's Board to ensure that everyone in Croydon who comes into contact with children understands their responsibilities in relation to safeguarding, and that the appropriate action is taken where safeguarding concerns are raised. It is also responsible for the Learning and Development Service for Children's Social Care, and the wider Safeguarding Board. The service also has responsibility for the implementation and co ordination of quality assurance and audit activities across Children Social Care and member organisations of the Safeguarding Board. The Service further manages the implementation and maintenance of the electronic Children's Recording System throughout Children Social Care (CSC). In addition the service manages the LADO (Local Authority Designated Officer) whose function is to coordinate investigations where there are allegations of abuse by professionals working with children. The service has lead function for the implementation of the Systemic approach across CSC as well as the:

A Home Office Funded pilot project to provide advocacy to children who are trafficked; an NSPCC run CSCB funded project to provide return home interviews for children who have gone missing; group supervision pilots; Children in Care Council; the Independent Visitors Service; the Coram Advocacy Service and responsibility for children missing and CSE.

- 3) The Children in Need service is responsible for the assessment and support for all children in need, including children in need of protection. The Multi-Agency Safeguarding Hub brings together staff from across all agencies involved in child protection within the Council and externally. Social Work units are also employed to undertake assessments including child protection investigations. The Children in Need teams work with cases where children are on child protection plans and those who have longer term needs. This service will be responsible in the main for applications to court when children are assessed as requiring a Court Order for their protection. Moreover, they provide reports to the Court for private proceedings in relation to children. Other services are Private Fostering and the Family Group Conference service. This service also includes the Emergency Duty Team for all children and adults social care outside office hours All social work services for disabled children are based within Children in Need. A residential unit offering short term respite for children with disabilities is based at Calleydown.
- 4) The Looked After Children service is responsible for the planning and delivery of statutory social care services for approximately 800 looked after children and 750 care leavers. These are children and young people aged 0-18 years, placed for adoption, cared for in fostering placements, residential homes, or placed with family and friends carers, and care leavers aged 18-25 years. Approximately 400 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector.

### Inclusion, learning access and SEN

- 1) Inclusion and Learning Access supports and promotes access to learning for vulnerable pupils with complex needs or other alternative provision, pupils with poor school attendance and young people excluded from school and education in pupil referral units.
- 2) The Special Educational Needs (SEN) Service has a statutory responsibility to provide specialist educational assessment, support and placements for pupils presenting with a range of special educational needs, as well as educational psychology and specialist teaching services.

# **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL	Variations in Level of		ORIGINAL	
		BUDGET	Expenditu	ire on (A)	BUDGET	%
COST						
CENTRE	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1030F	Social Care & Family Support Directorate	194	1	494	689	255
C1025F	Safeguarding and Looked After Children		ì			
	Quality Assurance	2,599	17	(728)	1.888	(27)
C1120F	Early Intervention and Family Support Service	11,048	59	` (7)	11,100	(_',
C1105F	Children in Need Service	14,829	96	612	15,537	5
C1110F	Looked After Children	21,514	381	217	22,112	3
C1070F	Inclusion, Learning Access and SEN	12,588	141	(613)		(4)
	TOTAL NET SPEND	62,772	695	(25)	63,442	1

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	l IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Social Care & Family Support Directorate	1.0	1.0	-
Safeguarding and Looked After Children Quality Assurance	30.8	31.8	1.0
Early Intervention and Family Support Service	139.8	150.6	10.8
Children in Need Service	143.4	151.4	8.0
Looked After Children	141.0	139.8	(1.2)
Inclusion, Learning Access and SEN	85.1	85.7	0.6
TOTAL FTE STAFF	541.1	560.3	19.2

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT

COST CENTRE: C1010E

FORECAST		ORIGINAL BUDGET					
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE	
		(A)	(B)	(C)	(D)	(E)	
£000's		£000's	£000's	£000's	s'0003	<u>%</u>	
	Employees	27,706	241	338	28,285	2	
	Premises related expenditure	304	-	7	311 3,520	2 1	
	Supplies and Services	3,502	- 201	18 1,361	40,168	5	
	Third Party Payments	38,426 1,147	381	58	1,205	5	
35,026	Transfer Payments Transport related expenditure	6,058	120	722	6,900	14	
7,002 4,609	Recharges from other services	4,533	-	1,148	5,681	25	
	TOTAL EXPENDITURE	81,676	742	3,652	86,070	5	
	Government Grants	(25,138)	(38)	(1,926)	(27,102)	8	
(2.288)	Other Grants, reimbursements and contributions	(2,288)	`-1	(288)	(2,576)	13	
	Fees and Charges	(380)	(9)	- 1	(389)	2	
	Customer and Client Receipts	`-`	-	-	-	n/a	
-	Interest Receivable	-	-	-	-	n/a	
(3.688)	Recharges to other services	(3,173)		(2,241)	(5,414)	71	
	TOTAL INCOME	(30,979)	(47)	(4,455)	(35,481)	15	
		50,697	695	(803)	50,589	(0)	
52,396	NET CONTROLLABLE COST	50,097	093	(803)	30,000	(0)	
25/	Capital Charges	254	_	(64)	190	(25)	
	Deferred/Intangible Charges		-	\ - '	-	`n/á	
_	REFCUS	_	-	-	-	n/a	
11.832	Corporate support services bought in	11,821		842	12,663	7	
	TOTAL UNCONTROLLABLE COST	12,075	-	778	12,853	6	
64,482	NET COST OF SERVICE	62,772	695	(25)	63,442	11_	
(404)	Contributions to / (from) Earmarked Reserves				-	n/a	
(101)	Contributions to / (from) Capital Reserves:		_	-	-	n/a	
_	Financing of Capital Expenditure	_	_	- 1	-	n/a	
_	Provision for Repayment of External Loans	_	-	- 1	-	n/a	
_	Contribution to / (from) General Balances	_	-	-		n/a	
	TOTAL APPROPRIATIONS	-		-		n/a	
		······					
64,381	TOTAL NET EXPENDITURE	62,772	695	(25)	63,442	1	
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE		PM26			£000's	
	d nunner / non-ico domando					3,891	
Strategic but	dget - agreed pressures / service demands					0,001	
						(0.001)	
Strategic but	dget - agreed additional income / savings					(2,821)	
						(1,095	
Other resour	rce changes					(1,035)	
TOTAL OTH	IER VARIATIONS IN RESOURCE					(25)	

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT DIRECTORATE

**COST CENTRE: C1030F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Expendite Inflation	in Level of ure on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	308	1	15	324	5
- 44	Premises related expenditure Supplies and Services	44		3 58	3 102	n/a 132
:	Third Party Payments	] []		600	600	n/a
:	Transfer Payments	- 1	-	-	- 1	n/a
1 1	Transport related expenditure Recharges from other services	1 1	-	-	1	
354		354	1	676	1,031	191
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
	Customer and Client Receipts Interest Receivable		-		]	n/a n/a
	Recharges to other services	(188)	_	(172)	(360)	91
	TOTAL INCOME	(188)	_	(172)	(360)	91
(100)		(100)		(1, 2)	(000)	91
166	NET CONTROLLABLE COST	166	1	504	671	304
	Capital Charges	Γ		· .	_	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS Corporate support services bought in	- 28	-	- (10)	- 18	n/a
	TOTAL UNCONTROLLABLE COST	28		(10)	18	(36)
	TOTAL UNCONTROLLABLE 0031	20		(10)	10	(36)
194	NET COST OF SERVICE	194	1	494	689	255
134	NET COST OF SERVICE	134	ļ	434	003	200
-	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	•	-	-	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-		-	:	n/a n/a
<u> </u>	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
					T	
194	TOTAL NET EXPENDITURE	194	1	494	689	255
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
	get - agreed additional income / savings					
Public health	funding for emotional wellbeing of Looked After Chi	ildren				(100)
						(100)
						, , , , , , , , , , , , , , , , , , ,
Other resource						
	charges/transfers-£600k for CAHMS budget,(£71k) corporate and capital charges (SeRCOP)	tor UASC legal an	ia £76k UASC	recharge cha	anges	604 (10)
i ieduction in	corporate and capital charges (Sencor)					(10)
						594
TOTAL OTHI	ER VARIATIONS IN RESOURCE					494

# PEOPLE - CHILDREN, FAMILIES AND LEARNING

# SOCIAL CARE AND FAMILY SUPPORT

# SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE

COST CENTRE: C1025F

FORECAST		ORIGINAL BUDGET	Expenditu	in Level of ure on (A)	ORIGINAL BUDGET	%		
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE		
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %		
	Employees	1,928	17	92	2,037	6		
8 F	Premises related expenditure		-	6	6	n/a		
	Supplies and Services	384	-	1	385	0		
13 T	Third Party Payments	47	-	-	47	n/a		
	Fransfer Payments Fransport related expenditure	3	-	_	3	-		
	Recharges from other services	88	-	-	88	-		
	TOTAL EXPENDITURE	2,450	17	99	2,566	5		
	Government Grants	(71)	_		(71)			
` '	Other Grants, reimbursements and contributions	(60)	_	(30)	(90)	50		
' '	Fees and Charges	(,	-	-		n/a		
	Customer and Client Receipts	-	-	-	-	n/a		
	nterest Receivable	-	-	-	-	n/a		
(830) F	Recharges to other services	(712)	-	(29)	(741)	4		
(933) T	TOTAL INCOME	(843)	-	(59)	(902)	7		
()					· · · · · · · · · · · · · · · · · · ·	· · · · ·		
1,768 N	NET CONTROLLABLE COST	1,607	17	40	1,664	4		
_  r	Capital Charges					n/a		
	Deferred/Intangible Charges	-	-		-	n/a		
	REFCUS	-	-	-	-	n/a		
992 0	Corporate support services bought in	992		(768)	224	(77)		
992 T	TOTAL UNCONTROLLABLE COST	992		(768)	224	(77)		
2,760 N	NET COST OF SERVICE	2,599	17	(728)	1,888	(27)		
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a		
- JC	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a		
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	_	n/a n/a		
ا . ا	Contribution to / (from) General Balances	-		]	]	n/a		
	TOTAL APPROPRIATIONS	-	_			n/a		
L			<u></u>	L		IVa		
2,760	TOTAL NET EXPENDITURE	2,599	17	(728)	1,888	(27)		
+ OTUED WAR	NATIONS IN LEVEL OF EXPENDITURE					£000's		
OTHER VAN	RIATIONS IN LEVEL OF EXPENDITURE					10002		
Strategic budg	get - agreed pressures / service demands					Į		
LADO- Local A	Authority Designated Officer for child protection alk	egations				60		
1						]		
						60		
Strategic budg	get - agreed additional income / savings					J.		
Otralogio pode								
1						_		
Ì						<del>-</del>		
Other resource	Other resource changes							
	:harges/transfers- UASC recharge changes					9		
	corporate and capital charges (SeRCOP)					(768)		
Virements acti	ioned in year to CFL for removal of HR internal rec	charges				(29)		
						/7001		
						(788)		
L	D VARIATIONS IN RESOURCE					(728)		
ITOTAL OTHE	TOTAL OTHER VARIATIONS IN RESOURCE							

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT

# EARLY INTERVENTION AND FAMILY SUPPORT SERVICE

**COST CENTRE: C1120F** 

30   Transport related expenditure   112			ORIGINAL	Variations	in Level of	ORIGINAL	T -
COOD'S		DESCRIPTION					
Coop	2014/10			ı			4
287   Premises related expenditure   287   30   30   327   328   328   328   1.816   50   50   50   50   50   50   50   5		E	£000's	£000's			
1,816   Supplies and Services   1,759   1,75		Employees Premises related expenditure		59	308		6
6,669 [Third Party Payments	1,816	Supplies and Services		-	:		-
30				-	(658)		(9
513   Recharges from other services   513   .   .   .   .   .   .   .   .   .				-	-		-
15,688   TOTAL EXPENDITURE   16,352   59   (638)   15,773   (2,544)   Government Grants   (2,544)   Government Grants   (2,186)   (2,892)   (2,186)   (2,1				-	(288)		(56
(2,544) Government Grants (2,544) (2,648) (2,682) (2,186) (2,1	15,668	TOTAL EXPENDITURE		59			(4
(2,186) Other Grants, reimbursements and contributions Fees and Charges - Customer and Cilent Receipts - Customer Receipts			(2,544)	-	(348)	(2,892)	14
Customer and Cilent Receipts Interest Receivable (1,093) Recharges to other services (958) . (325) (1,283) (5,823) TOTAL INCOME (5,688) . (673) (6,381) . (6			(2,186)	-	-	(2,186)	-
Interest Receivable (1,039) Recharges to other services (958) . (325) (1,283) . (6,381) . (6,383) Recharges to other services (958) . (673) (6,381) . (6,381) . (6,381) . (6,381) . (6,381) . (6,381) . (7,381			-	•	-	-	n/a
(5.823) TOTAL INCOME (5.888) - (325) (1.283) 3 (5.828) TOTAL INCOME (5.888) - (673) (6.361) 1 (6				-		-	n/a n/a
(5,883) TOTAL INCOME  (5,883) TOTAL INCOME  (5,883) - (673) (6,361) 1  9,845 NET CONTROLLABLE COST  10,664 59 (1,311) 9,412 (1  198 Capital Charges	(1,093)	Recharges to other services	(958)	-	(325)	(1.283)	34
9.845 NET CONTROLLABLE COST 10.664 59 (1.311) 9,412 (1.311) 19,412	(5,823)	TOTAL INCOME	(5,688)				12
198 Capital Charges Deferred/intangible Charges REFCUS 186 Corporate support services bought in 186 . 1,332 1,518 71 384 TOTAL UNCONTROLLABLE COST 384 . 1,304 1,588 34  10,229 NET COST OF SERVICE 11,048 59 (7) 11,100  (101) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of Esternal Loans Contribution to / (from) General Balances (101) TOTAL APPROPRIATIONS 10,128 TOTAL NET EXPENDITURE 11,048 59 (7) 11,100  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Funding for Domestic Abuse from Public Health Grant  Cother resource changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Inter-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Inter-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-departmental recharges- Decrease in recharges to HRA for street-based work Inter-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Inter-depart						(-,,	12
Deferred/Intangible Charges REFCUS 186 Corporate support services bought in 186 - 1,332 1,518 71  384 TOTAL UNCONTROLLABLE COST 384 - 1,304 1,688 34  10,229 NET COST OF SERVICE 11,048 59 (7) 11,100  (101) Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves:	9,845	NET CONTROLLABLE COST	10,664	59	(1,311)	9,412	(12
Deferred/Intangible Charges - REFCUS - 186 Corporate support services bought in 186 - 1,332 1,518 71 - REFCUS - 187 TOTAL UNCONTROLLABLE COST 384 - 1,304 1,688 34 - 10,229 NET COST OF SERVICE 11,048 59 (7) 11,100  - 10,229 NET COST OF SERVICE 11,229 NET COST OF SERVICE 12,229 NE			198		(28)	170	(14)
186 Corporate support services bought in 186 - 1,332 1,518 71  384 TOTAL UNCONTROLLABLE COST 384 - 1,304 1,688 34  10.229 NET COST OF SERVICE 11,048 59 (7) 11,100  (101) Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves - Contributions to / (from) Capital Reserves - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution of General Balances - Contribution to / (from) General Balances			-	-	-		n/a
10,229 NET COST OF SERVICE  11,048 59 (7) 11,100  (101) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances  (101) TOTAL APPROPRIATIONS  10,128 TOTAL NET EXPENDITURE  11,048 59 (7) 11,100  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - foresty project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration  Childcare places previously commissioned from nursery schools Deleted traded service - foresty project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration  Childcare places previously commissioned from Public Health Grant  (177) Contribution to the properties of the proper			186		1 222	1 510	n/a
10,229 NET COST OF SERVICE  11,048 59 (7) 11,100  (101)   Contributions to / (from) Earmarked Reserves							
(101) Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Provision for Repayment of External Loans - Contribution to / (from) General Balances				l	1,004	1,000	340
(101) Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) - Cont	10,229	NET COST OF SERVICE	11,048	59	(7)	11.100	0
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances	20		,5.0		(1)	11,100	
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	(101)	Contributions to / (from) Earmarked Reserves	-	- 1	- 1	•	n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances  10,128 TOTAL APPROPRIATIONS  10,128 TOTAL NET EXPENDITURE  11,048 59 (7) 11,100  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  (85)  Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary)  (17) (12) (17) (18) (17) (19) (17) (19) (19) (19) (19) (10) (10) (10) (10) (11) (11	-			-	-	•	n/a
-   Contribution to / (from) General Balances		Provision for Repayment of External Loans	-	- ]			n/a n/a
TOTAL NET EXPENDITURE  11,048  59  (7)  11,100  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  (856)  Childcare places previously commissioned from nursery schools Deleted tradeds service - forestry project (discretionary) Family Based Early intervention - efficiency through recommissioning and service integration  (35) Funding for Domestic Abuse from Public Health Grant  (85)  Childcare places previously commissioned from nursery schools  (35)  (45)  Childcare places previously commissioned from nursery schools  (35)  (45)  (46)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)  (47)	1						n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  Childcare places previously commissioned from nursery schools (17) (12) (12) (12) (13) (14) (15) (15) (16) (17) (17) (17) (18) (18) (17) (18) (19) (19) (19) (19) (19) (19) (19) (19	(101)	TOTAL APPROPRIATIONS				-	n/a
Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP)  Virements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41  (42  (43  (44)  (45  (45  (46)  (47  (47  (47)  (47  (47  (47  (47  (	10,128	TOTAL NET EXPENDITURE	11,048	59	(7)	11,100	0
Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP)  Virements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41  (42  (43  (44)  (45  (45  (46)  (47  (47  (47)  (47  (47  (47  (47  (	OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE		<u></u>	122		COOO!-
Strategic budget - agreed additional income / savings Childcare places previously commissioned from nursery schools Deleted traded service - forestry project (discretionary) Family Based Early Intervention - efficiency through recommissioning and service integration Funding for Domestic Abuse from Public Health Grant  Chief resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP)  Virements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41  (41  (41  (42  (42  (43  (44)  (44)  (44)  (45  (45)  (45)  (46)  (47  (47  (47  (47  (47  (47  (47  (4							£000'S
Childcare places previously commissioned from nursery schools  Deleted traded service - forestry project (discretionary)  Family Based Early Intervention - efficiency through recommissioning and service integration  Funding for Domestic Abuse from Public Health Grant  (200  (856)  Other resource changes  Inter-departmental recharges- Decrease in recharges to HRA for street-based work  Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes  Increase in corporate and capital charges (SeRCOP)  Interments actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41)  (42)	Strategic budg	et - agreed pressures / service demands				]	
Childcare places previously commissioned from nursery schools  Deleted traded service - forestry project (discretionary)  Family Based Early Intervention - efficiency through recommissioning and service integration  Funding for Domestic Abuse from Public Health Grant  (200  (856)  Other resource changes  Inter-departmental recharges- Decrease in recharges to HRA for street-based work  Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes  Increase in corporate and capital charges (SeRCOP)  Interments actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41)  (42)							
Childcare places previously commissioned from nursery schools  Deleted traded service - forestry project (discretionary)  Family Based Early Intervention - efficiency through recommissioning and service integration  Funding for Domestic Abuse from Public Health Grant  Childcare places previously commission in grant service integration  (35)  (20)  Chief resource changes  Inter-departmental recharges - Decrease in recharges to HRA for street-based work  Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes  Increase in corporate and capital charges (SeRCOP)  Intermelts actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41)  (42)							
Childcare places previously commissioned from nursery schools  Deleted traded service - forestry project (discretionary)  Family Based Early Intervention - efficiency through recommissioning and service integration  Funding for Domestic Abuse from Public Health Grant  Childcare places previously commission in grant service integration  (35)  (20)  Chief resource changes  Inter-departmental recharges - Decrease in recharges to HRA for street-based work  Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes  Increase in corporate and capital charges (SeRCOP)  Intermelts actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41)  (42)						ŀ	-
Deleted traded service - forestry project (discretionary)  Family Based Early Intervention - efficiency through recommissioning and service integration  Funding for Domestic Abuse from Public Health Grant   Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP)  Intermelts actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41  (42)	Strategic budg	et - agreed additional income / savings					
Tamily Based Early Intervention - efficiency through recommissioning and service integration  (35)  (20)  (20)  (25)  (26)  (27)  (27)  (28)  (38)  (38)  (38)  (40)  (4	Deleted traded	es previously commissioned from nursery schools  I service - forestry project (discretionary)					(178)
Cooking for Domestic Abuse from Public Health Grant  (200  (858)  Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP)  (40)  (41)  (41)  (41)	amily Based	Early Intervention - efficiency through recommission	ining and service i	integration		ľ	(128)
Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP) Interior in the composition of the composition	unding for Do	mestic Abuse from Public Health Grant	ming und corrido	intogration			(200)
Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP) Interest actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR Internal recharges)						ŀ	(===)
Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP) Interest actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR Internal recharges)							
Other resource changes Inter-departmental recharges - Decrease in recharges to HRA for street-based work Intra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes Increase in corporate and capital charges (SeRCOP) Interest actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR Internal recharges)						-	(858)
nter-departmental recharges- Decrease in recharges to HRA for street-based work  ntra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes  (406 1,304						-	(030)
ntra-service charges/transfers-Cancellation of Leon House recharges and UASC recharge changes (406 ncrease in corporate and capital charges (SeRCOP) //irements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR nternal recharges) (406 1,304			atomat bases at				
ncrease in corporate and capital charges (SeRCOP)  //irements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR  (41  Anternal recharges)	ntra-service ch	mai recharges. Decrease in recharges to HHA for the name of the na	street-based work	charge chara	IOC.		(6)
firements actioned in year (£38K to School Improvement for transfer of NEET post and £3k to CFL for removal of HR (41 ternal recharges)	ncrease in cor	porate and capital charges (SeRCOP)					
nternal recharges)	irements actio	oned in year (£38K to School Improvement for trans	sfer of NEET post	and £3k to Ci	L for remova	l of HR	(41)
851	nternal rechar	ges)					, · · · /
850						_	004
						-	851
OTAL OTHER VARIATIONS IN RESOURCE (7	OTAL OTHE	R VARIATIONS IN RESOURCE			<b></b>		(7)

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT CHILDREN IN NEED SERVICE

**COST CENTRE: C1105F** 

ORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Inflation	re on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
00001-		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
£000's 7.998	Employees	7,558	70	6	7,634	1
10	Premises related expenditure	10	-	- 1	10   669	-
	Supplies and Services Third Party Payments	669 5,387	26	(463)	4,950	(8)
	Transfer Payments	527	-	(171)	356	(32)
40	Transport related expenditure	53	- '	(2) 250	51 1,483	(4) 20
	Recharges from other services	1,233	96	(380)	15,153	(2)
	TOTAL EXPENDITURE	15,437	96	400	(513)	(44)
(513)	Government Grants Other Grants, reimbursements and contributions	(913)	-	400	(513)	n/a
•	Fees and Charges		-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(577)	Recharges to other services	(134)	-	(443)	(577)	331
(1,090)	TOTAL INCOME	(1,047)	<u> </u>	(43)	(1,090)	4
15,047	NET CONTROLLABLE COST	14,390	96	(423)	14,063	(2)
4.4	Capital Charges	11			11	-
- 11	Deferred/Intangible Charges	· · ·	-	-	-	n/a
-	REFCUS		-	4.005	4 462	n/a
	Corporate support services bought in	428	<u> </u>	1,035	1,463	242
439	TOTAL UNCONTROLLABLE COST	439	-	1,035	1,474	236
15,486	NET COST OF SERVICE	14,829	96	612	15,537	5
	Contributions to / (from) Earmarked Reserves			-	-	n/a
-	Contributions to / (from) Capital Reserves:	-		-	-	n/a
-	Financing of Capital Expenditure	-	-	-		n/a
-	Provision for Repayment of External Loans		!	_		n/a n/a
<del></del>	Contribution to / (from) General Balances TOTAL APPROPRIATIONS					n/
15,486	TOTAL NET EXPENDITURE	14,829	96	612	15,537	5
OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bu Increased L	dget - agreed pressures / service demands egal costs - due to the length of legal proceedings a	nd the levels of co	mplexity			458
						458
Legal Costs	dget - agreed additional income / savings - review of care number and level of complexity of lar or Children contact and assessment framework at re	egal work undertal duced rates	ken and provi	ders used		(308 (50
						(358
Intra-service	rce changes e charges/transfers- CAHMS budget transfer to direct corporate and capital charges (SeRCOP) actioned in year- £400k re-allocation of HNB DSG ar					1,03
Intra-service	e charges/transfers- CAHMS budget transfer to direct comorate and capital charges (SeRCOP)					39
Intra-service	e charges/transfers- CAHMS budget transfer to direct comorate and capital charges (SeRCOP)					(920 1,035 397 512

# **SERVICE SUBJECTIVE SUMMARY**

n/a

3

-

217

-

22,112

# **PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT** LOOKED AFTER CHILDREN

TOTAL APPROPRIATIONS

24,479 TOTAL NET EXPENDITURE

**COST CENTRE: C1110F** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
<b>FORECAST</b>	•	BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£0000's	%
	Employees	7,063	64	301	7,428	5
9	Premises related expenditure	[ 4 ]	-	-	4	-
	Supplies and Services	389	-	(33)	356	(8) 9
	Third Party Payments	25,513	355	1,903	27,771	9
	Transfer Payments	468	-	26	494	6
26	Transport related expenditure	26	-	-	26	-
	Recharges from other services	2,602	-	1,082	3,684	42
39,201	TOTAL EXPENDITURE	36,065	419	3,279	39,763	10
(18,387)	Government Grants	(18,216)	(38)	(1,308)	(19,562)	7
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	- 1	n/a
-	Customer and Client Receipts			-	_	n/a
-	Interest Receivable	_	-	_	_	n/a
(1,081)	Recharges to other services	(1,081)	-	(1,372)	(2,453)	127
(19,468)	TOTAL INCOME	(19,297)	(38)	(2,680)	(22,015)	14
19,733	NET CONTROLLABLE COST					
19,733	NET CONTROLLABLE COST	16,768	381	599	17,748	6
45	Capital Charges	45		(36)	9	(80)
	Deferred/Intangible Charges	73		(30)		(60) n/a
_	REFCUS	[ ]	_ [ ]		]	n/a
4,701	Corporate support services bought in	4,701	-	(346)	4,355	(7)
	TOTAL UNCONTROLLABLE COST	4,746	-	(382)	4,364	(8)
		l <del></del>			<u> </u>	(0)
24,479	NET COST OF SERVICE	21,514	381	217	22,112	3
			To the second			
	Contributions to / (from) Earmarked Reserves	-	-	-	•	n/a
-	Contributions to / (from) Capital 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 ADDDODDIATIONS		I			

OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	!
Looked After Children - Service Demand	2,199
Pressure from revised staying put policy as a result of Central Government regulatory change	107
The second secon	'0'
	2,306
Strategic budget - agreed additional income / savings	
Reduction of number of Looked After Children (LAC) through an approach of 'Looking After the Right Children	(775)
Recruitment of in house foster carers to reduce the reliance on Independent Foster Agencies for LAC placements	(333)
Savings from contract management and rates renegotiation for Independent Foster Agencies contracts	(19)
	<u> </u>
	(1,127)
Other resource changes	
Intra-service charges/transfers- UASC recharge changes £630k, UASC legal costs (£100k), (£24k)CIN and (£76k) directors	430
Reduction in corporate and capital charges (SeRCOP)	(382)
Virements actioned in year to CFL for removal of HR internal recharges	(10)
Public Health Funding recharge	(1,000)
	,,,,,,,
	(962)
TOTAL OTHER VARIATIONS IN RESOURCE	217

21,514

381

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SOCIAL CARE AND FAMILY SUPPORT INCLUSION LEARNING ACCESS AND SEN

**COST CENTRE: C1070F** 

		ORIGINAL	Variations		ORIGINAL			
FORECAST 2014/15	DESCRIPTION	BUDGET 2014/15	Expenditu Inflation	re on (A)  * Other	BUDGET 2015/16	% CHANGE		
2014/15	DESCRIPTION	(A)	(B)	(C)	(D)	(E)		
£0009s		£000's	£000's	£000's (384)	£000's 4,233	% (8)		
	Employees Premises related expenditure	4,587 3	- 30	(364)	4,233	(67)		
	Supplies and Services	257	-	(8)	249	(3)		
	Third Party Payments	110	-	(21)	89	(19)		
	Transfer Payments Transport related expenditure	102 5,863	120	203 724	305 6,707	199 14		
	Recharges from other services	96	-	104	200	108		
	TOTAL EXPENDITURE	11,018	150	616	11,784	7		
	Government Grants	(3,394)	-	(670)	(4,064)	20		
	Other Grants, reimbursements and contributions	(42)	-	(258)	(300)	614		
(433)	Fees and Charges	(380)	(9)	-	(389)	2		
-	Customer and Client Receipts	- [	-	-	-	n/a		
-	Interest Receivable	(100)	-	100	[	n/a (100)		
	Recharges to other services				(4.752)	·		
(52,226)	TOTAL INCOME	(3,916)	(9)	(828)	(4,753)	21		
5,837	NET CONTROLLABLE COST	7,102	141	(212)	7,031	(1)		
-	Capital Charges	-	-	-	· -	n/a		
1	Deferred/Intangible Charges	-	-	-	-	n/a		
	REFCUS	5 480		- (401)	5,085	n/a (7)		
	Corporate support services bought in	5,486	-	(401)	1			
5,497	TOTAL UNCONTROLLABLE COST	5,486		(401)	5,085	(7)		
11,334	NET COST OF SERVICE	12,588	141	(613)	12,116	(4)		
		550		25:32		-/-		
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:			_	1 :	n/a n/a		
-	Financing of Capital Expenditure	_	-	-	-	n/a		
-	Provision for Repayment of External Loans	-	-	-	-	n/a		
	Contribution to / (from) General Balances	-	-	-	<u> </u>	n/a		
•	TOTAL APPROPRIATIONS	-	-	-	<u> </u>	n/a		
11,334	TOTAL NET EXPENDITURE	12,588	141	(613)	12,116	(4)		
						00001-		
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE			<del></del> -	<del></del>	£000's		
Strategic bud	dget - agreed pressures / service demands							
	n e e e e e e e e e e e e e e e e e e e		CNI) Transport	_		1,067		
Additional fu	nding to meet the increased demand for Special Edu	ucational Needs (S	SEN) Transpor	π		1,067		
1								
						1,067		
Strategic but	dget - agreed additional income / savings							
						,,,,		
	/elfare Service - Reduction in Legal costs	enort contract				(20) (342)		
	e achieved through the re-procurement of SEN Trar of Parent Partnership contract	isport contract				(16		
nellewal of t	or Farent Farmership contract					,		
						(378		
Othor ross	roo changes							
Other resource changes Intra-service charges/transfers								
	ntra-service charges/transfers  Reduction in corporate and capital charges							
Virements a	ctioned in year- (£400K) to Children in Need, (£142k	t) to EMS data mar	nagement tea	m to SCPP, (8	3k) to CFL for	(498		
removal of H	IR internal recharges, transfer of SENCO officer from	m School improver	ment £52k					
removal of H	HR internal recharges, transfer of SENCO officer from	m School improver	ment £52k			(1.302		
removal of H	IR internal recharges, transfer of SENCO officer from	m School improver	ment £52k			(1,302		

# **DIVISION SUMMARY**

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SCHOOL STANDARDS AND COMMISSIONING SERVICE DESCRIPTION

### **School Standards and Commissioning**

- The Schools Improvement Service contains the primary and secondary and special phase teams who focus on school
  improvement matters in the main to drive forward both national and local strategies as well as local projects. It also contains a
  strategic team who are responsible for working to promote the educational opportunities of vulnerable children and young people.
  A major part of their work is also establishing and developing a Traded Service across CFL.
- 2) The Division has focused on five key themes to improve the quality of education and learning provision in Croydon over the coming five years. These are improving service delivery, raising all standards, narrowing the gap, enriching the curriculum and building learning communities.
- In this way there is a comprehensive and coherent approach to both provision and improvement and the Service seeks to live up to providing the opportunities embraced under its mission statement 'learning without boundaries' to illustrate the nature and inclusivity of its work.
- 3) School standards and commissioning -This service area is responsible for the commissioning and contract monitoring of the education mutual, the local authority statutory functions in relation to intervention in underperforming schools, the Virtual School for looked after children, 16-19 including NEET tracking, SACRE, and the schools music service.

# **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
CENTRE	SERVICE	2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
		£000's	£000's	£000's	£000's	%
C1140F	Central L&I School Costs	834	1	(26)	809	(3)
C1125F	School improvement	4,661	(22)	(2,662)	1,977	(58)
	TOTAL NET SPEND	5,495	(21)	(2,688)	2,786	(49)

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Central Learning and Inclusion School Costs		1.0	1.0
School Improvement	88.2	16.9	(71.3)
TOTAL FTE STAFF	88.2	17.9	(70.3)

# **DIVISION SUBJECTIVE SUMMARY**

# PEOPLE - CHILDREN, FAMILIES AND LEARNING

# SCHOOL STANDARDS AND COMMISSIONING

**COST CENTRE: C1020E** 

669 391 712 - 15 20 7,307 (875)	DESCRIPTION  Employees Premises related expenditure Supplies and Services Third Party Payments Transfer Payments Transport related expenditure Recharges from other services  TOTAL EXPENDITURE  Government Grants Other Grants, reimbursements and contributions	ORIGINAL BUDGET 2014/15 (A) £000's 5,543 669 920 879 - 15 20 8,046 (1,508) (726)	Variations i Expenditu Inflation (B) £000's 34 34		ORIGINAL BUDGET 2015/16 (D) £000's 4,493 775 381 879 - 15 20 6,563 (972) (815)	% CHANGE (E) % (19) 16 (59) - n/a - (18) (36)
(580)	Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME	(2,196) - - (580) (5,010)	(55) - - - - (55)	163 - - 287 897	(2,088) - - (293) (4,168)	(5) n/a n/a (49)
	NET CONTROLLABLE COST	3,036	(21)	(620)	2,395	(21)
2,459	Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST	2,459 2,459	- - - - -	(2,068)	391 391	- n/a n/a (84)
5,524	NET COST OF SERVICE	5,495	(21)	(2,688)	2,786	(49)
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	- - - -	- - - - -	n/a n/a n/a n/a n/a
5,524	TOTAL NET EXPENDITURE	5,495	(21)	(2,688)	2,786	(49)
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	lget - agreed additional income / savings					(990)
Other resoure	<del></del>					(1,804)
TOTAL OTH	ER VARIATIONS IN RESOURCE					(2,688)

# SERVICE SUBJECTIVE SUMMARY

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SCHOOL STANDARDS AND COMMISSIONING

# **CENTRAL L&I SCHOOL COSTS**

**COST CENTRE: C1140F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	1	in Level of ure on (A) * Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's		£000's	£000's	£000's	a'0003	%
1,150	Employees Premises related expenditure	1,150	1	-	1,151	0
	Supplies and Services	1 1	1 :	1 :		
-	Third Party Payments			_	:	n/a
-	Transfer Payments	-	-	-		n/a
19	Transport related expenditure Recharges from other services	- 19	<u> </u>	-	- 19	n/a
	TOTAL EXPENDITURE	1,171	1			0
	Government Grants	(252)	-		1,172	
	Other Grants, reimbursements and contributions	(22)	]	:	(252) (22)	-
-	Fees and Charges				- (/	n/a
-	Customer and Client Receipts	-	-	· -	-	n/a
(154)	Interest Receivable Recharges to other services	-	-	-		n/a
		(154)	-		(154)	<del>-</del> _
(426)	TOTAL INCOME	(428)	<u> </u>	-	(428)	<u> </u>
743	NET CONTROLL ARLE COOT					
743	NET CONTROLLABLE COST	743	1	-	744	0
	Capital Charges					
.,	Deferred/Intangible Charges	•	-	- :	1020	n/a n/a
-	REFCUS	-	-	-		n/a
	Corporate support services bought in	91		(26)	65	(29)
91	TOTAL UNCONTROLLABLE COST	91	-	(26)	65	(29)
834	NET COST OF SERVICE	834	1	(26)	809	(3)
- 1	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	•	-	•	n/a
	Financing of Capital Expenditure	-	-		-	n/a n/a
-	Provision for Repayment of External Loans	•	-	-		n/a
	Contribution to / (from) General Balances					n/a
-	TOTAL APPROPRIATIONS	<u> </u>	-		-	n/a
834	TOTAL NET EXPENDITURE	834	1	(26)	809	(3)
+ OTUED VA	DIATIONS IN LEVEL OF TWO INC.		E-50%			
- OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bude	get - agreed pressures / service demands					ĺ
	assess programmer of the second					
l .						
					-	
Strategic bude	get - agreed additional income / savings				ŀ	<del></del>
	a moone, savingo					-
}						
					-	
0.1					-	
Other resource						
Decrease in C	orporate charges					(26)
					Ì	
						ĺ
						(26)
TOTAL OTHE	R VARIATIONS IN RESOURCE				 	
. S INE OTHE	II TANIATIONS IN RESOURCE	<del></del>				(26)

# PEOPLE - CHILDREN, FAMILIES AND LEARNING SCHOOL STANDARDS AND COMMISSIONING

# SCHOOL IMPROVEMENT

COST CENTRE: C1125F

				1 1 1	ODIOMAI I	
		ORIGINAL	Variations		ORIGINAL BUDGET	%
FORECAST		BUDGET 2014/15	Expenditu Inflation	* Other	2015/16	CHANGE
2014/15	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	s,0003	£0000's	£0000's	%
	Employees	4,393	33	(1,084)	3,342	(24)
	Premises related expenditure	668	-	106	774   380	16 (59)
	Supplies and Services	919 879	-	(539)	879	(59)
	Third Party Payments Transfer Payments	0/9			-	n/a
	Transport related expenditure	15	-	-	15	-
	Recharges from other services	1	-		1	-
6.136	TOTAL EXPENDITURE	6,875	33	(1,517)	5,391	(22)
	Government Grants	(1,256)	-	536	(720)	(43)
	Other Grants, reimbursements and contributions	(704)	-	(89)	(793)	13
	Fees and Charges	(2,196)	(55)	163	(2,088)	(5)
-	Customer and Client Receipts	-	- 1	-	-	n/a
-	Interest Receivable	- 1	-		-	n/a
(426)	Recharges to other services	(426)	-	287	(139)	(67)
(3,814)	TOTAL INCOME	(4,582)	(55)	897	(3,740)	(18)
2,322	NET CONTROLLABLE COST	2,293	(22)	(620)	1,651	(28)
		7824				n/a
-	Capital Charges Deferred/Intangible Charges		_	_	_ '	n/a
-	REFCUS	-	-	-	-	n/a
2,368	Corporate support services bought in	2,368		(2,042)	326	(86)
2,368		2,368	-	(2,042)	326	(86)
4,690	NET COST OF SERVICE	4,661	(22)	(2,662)	1,977	(58)
-	Contributions to / (from) Earmarked Reserves	-	-	_	[ ]	l n/a π/a
-	Contributions to / (from) Capital Reserves: 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
		4.004	(00)	(0,660)	1,977	(58)
4,690	TOTAL NET EXPENDITURE	4,661	(22)	(2,662)	1,977	(50)
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bu	idget - agreed pressures / service demands			<del></del>		106
Additional fu	unding for Not In Education, Employment or Training	(NEET) Tracking	to enable th	e service to it	ieet	106
increased d	emand from new statutory requirements					106
	de la company de della company de la company					
Strategic bu	<u>idget - agreed additional income / savings</u> c Service (£50k) & Croydon Faith Education Resour	ce centre (CEEP 6	F40k)			(90
Cuts - Musii	e to setting up of Mutual Trading Organisation	ce centre (Or En a	LHON			(900
Savings due	e to setting up of Mutual Trading Organisation					,
1						(990
l .						
	_					007
	urce changes	m\				
Inter-depart	tmental recharges (Leon house recharge cancellatio	n)				1
Inter-depart	tmental recharges (Leon house recharge cancellation comparate and capital charges (SeRCOP)		recharges ar	d (£52k) to In	clusion,	(2,042
Inter-depart Reduction i Virements a	tmental recharges (Leon house recharge cancellatio n corporate and capital charges (SeRCOP) actioned in year- £38K for transfer of NEET post, (£5		recharges ar	id (£52k) to In	clusion,	(2,042
Inter-depart Reduction i Virements a	tmental recharges (Leon house recharge cancellation comparate and capital charges (SeRCOP)		recharges ar	id (£52k) to In	clusion,	(2,042
Inter-depart Reduction i Virements a	tmental recharges (Leon house recharge cancellatio n corporate and capital charges (SeRCOP) actioned in year- £38K for transfer of NEET post, (£\$		recharges ar	id (£52k) to In	clusion,	(2,042
Inter-depart Reduction i Virements a	tmental recharges (Leon house recharge cancellatio n corporate and capital charges (SeRCOP) actioned in year- £38K for transfer of NEET post, (£\$		recharges an	d (£52k) to in	clusion,	(2,042 (23
Inter-depart Reduction i Virements a	tmental recharges (Leon house recharge cancellatio n corporate and capital charges (SeRCOP) actioned in year- £38K for transfer of NEET post, (£\$		recharges an	d (£52k) to In	clusion,	(2,042 (2,042 (23
Inter-depart Reduction i Virements a learning and	tmental recharges (Leon house recharge cancellatio n corporate and capital charges (SeRCOP) actioned in year- £38K for transfer of NEET post, (£\$		recharges an	d (£52k) to In	clusion,	(2,042 (23

# **COMMUNITY AND SUPPORT SERVICES**

### SERVICE DESCRIPTION

### Partnership and Business Development

This service is responsible for managing the Croydon Children and Families Partnership and providing the strategic lead for the commissioning cycle and preparation of the Children and Families Plan and ensuring that appropriate arrangements are in place across the Partnership to deliver improvements against key priorities. The service leads on delivering the child poverty strategy which is one of the Partnership priorities including the role of play streets coordinator and supporting effective engagement of children, young people and families in strategic decision making and service improvement. This service area also delivers cross departmental support for responding to complex enquiries, oversight of notifiable school off site visits, the traded school whistleblowing service and embedding learning from customer feedback and specific support for school admissions in managing appeals.

### Libraries & Culture

This service is responsible for the borough's archive service and management of the Museum of Croydon. It is also responsible for the provision of the Borough's library service which comprises the Central library and 12 community libraries. The Libraries service is provided by an external provider (Carillion Integrated Services).

# Adult Learning

The adult education provision is known as CALAT (Croydon Adult Learning and Training) and provides a wide range of accredited (1000) and non-accredited (500) courses annually in every curriculum area. The service offers courses in basic skills to level 2/3 qualifications, leisure and recreational courses, extensive family learning programme and support services such as IAG, dyslexia support and language support. The service is operating from 4 sites across the borough following the completion of the service's capital strategy.

### School Places & Admissions

Three services are provided by School Places and Admissions; the Schools Crossing Patrol Team, the Admissions Team and the School Places Team
This service has responsibility for ensuring there are sufficient school places for every child in Croydon, implementing transparent policies and arrangements
to ensure each child is allocated an appropriate place at a local school and co-ordinating support to assist their safe journey to school where required. The
School Places Team is responsible for forecasting pupil demand and securing the right levels of capital funding to support changes to the school estate, works
closely with the Capital Delivery Hub, commissioning it to deliver expansions and improvements to meet an exceptional increase in demand for places. There
are approximately 60 live projects being delivered at any time through community schools, Academies, VA and VC schools. The School Admissions Team is
the core team responsible for allocating school places to children and young people. It co-ordinates admissions work across several council teams and works
collaboratively with other London Boroughs to ensure a consistent cross authority co-ordination of allocation.

# MOVEMENT IN NET EXPENDITURE

		ORIGINAL BUDGET	-   ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '		ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
PASS FOR		£000's	£000's	£000's	£000's	%
C1060F	Partnerships and Business Development	246	1	(35)	212	(14)
C1130F	Libraries and Culture	7,640	67	967	8,674	14
C1035F	Adult Learning	1,716	(6)	(374)	1,336	(22)
C1050F	School Places & Admissions	67,869	- 1	(67,508)	361	(99)
	TOTAL NET SPEND	77,471	62	(66,950)	10,583	(86)

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Partnerships and Business Development	5.6	3.9	(1.7)
Libraries and Culture	8.2	8.2	-
Adult Learning	92.8	86.2	(6.6)
School Places & Admissions	24.1	25.5	1.4
TOTAL FTE STAFF	130.7	123.8	(6.9)

# PEOPLE - CHILDREN, FAMILIES AND LEARNING

# **DIVISION SUBJECTIVE SUMMARY**

# COMMUNITY AND SUPPORT SERVICES

**COST CENTRE: C1040E** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	5,748	28	(212)	5,564	(3)
	Premises related expenditure	933	-	(712)	221	(76)
	Supplies and Services	789	-	6	795	1
	Third Party Payments	4,470	64	335	4,869	9
	Transfer Payments	- 20		- (1)	- 19	n/a (5)
	Transport related expenditure Recharges from other services	177	-	(120)	57	(68)
	TOTAL EXPENDITURE	12,137	92	(704)	11,525	(5)
l	Government Grants	(5,675)		(493)	(6,168)	9
	Other Grants, reimbursements and contributions	(5,675)	-	(493)	(6, 100)	-
	Fees and Charges	(1,095)	(27)	108	(1,014)	(7)
	Customer and Client Receipts	(1,033)	(3)	41	(160)	(19)
	Interest Receivable	(100/	-		- (,	n/a
	Recharges to other services	38	_	(312)	(274)	(821)
	TOTAL INCOME	(6,972)	(30)	(656)	(7,658)	
(7,037)	TOTAL INCOME	(0,972)	(30)	(000)	(7,036)	10_
4.960	NET CONTROLLABLE COST	5,165	62	(1,360)	3,867	(25)
4,500	NET CONTROLLABLE COST	3,100	1000	(1,000)	0,001	(20)
844	Capital Charges	844	-	(217)	627	(26)
	Deferred/Intangible Charges	-	-	-	_	n/a
67,887	REFCUS	67,887	-	(64,887)	3,000	(96)
	Corporate support services bought in	3,575	-	(486)	3,089	(14)
72,306	TOTAL UNCONTROLLABLE COST	72,306	-	(65,590)	6,716	(91)
			.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		L	(01/)
77,266	NET COST OF SERVICE	77,471	62	(66,950)	10,583	(86)
1 5	On the time to 1/4- and Formanded Brosses					n/a
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	[ ]	-		[ ]	n/a
] [	Financing of Capital Expenditure	[ ]	-		[ ]	n/a
[ ]	Provision for Repayment of External Loans		_	_	_	n/a
-	Contribution to / (from) General Balances	_	_	-	-	n/a
T T	TOTAL APPROPRIATIONS	-	-		-	n/a
	100-00-00-00-00-00-00-00-00-00-00-00-00-					11/4
77,266	TOTAL NET EXPENDITURE	77,471	62	(66,950)	10,583	(86)
+ OTHER 1455	DIATIONS IN LEVEL OF EVERYDITUES					£000's
" UTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					70002
1						
Strategic bude	get - agreed pressures / service demands					_
Strategic bud	get - agreed additional income / savings					(485)
	<u>a</u>					· /
1						
Other resource	ce changes					(66,465)
TOTAL OTHER VARIATIONS IN RESOURCE						(66,950)

# **SERVICE SUBJECTIVE SUMMARY**

# PEOPLE - CHILDREN, FAMILIES AND LEARNING COMMUNITY AND SUPPORT SERVICES PARTNERSHIP AND BUSINESS DEVELOPMENT

**COST CENTRE: C1060F** 

		ORIGINAL	Variations in	a Lovel of	00101111	
FORECAST		BUDGET	Expenditur		ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A)	(B)	(C)	(D)	(E)
	Employees	£000's	£000's	£000's (33)	8'0003	% (4.4)
-	Premises related expenditure	-	-	(33)	248	(11) n/a
	Supplies and Services	11	-	-	11	100
12	Third Party Payments	12	-	498	510	4,150
•	Transfer Payments Transport related expenditure	-	-	-	-	n/a
18	Recharges from other services	18	- 1		- 18	n/a
	TOTAL EXPENDITURE	320	2	465	787	146
	Government Grants			(498)	(498)	
-	Other Grants, reimbursements and contributions	-	_	(430)	(436)	n/a n/a
(45)	Fees and Charges	(40)	(1)	(10)	(51)	28
-	Customer and Client Receipts	· - ']	$\cdot$	-	, ,	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(176)	-	20	(156)	(11)
(221)	TOTAL INCOME	(216)	(1)	(488)	(705)	226
71	NET CONTROLLABLE COST	104.00	1	(23)	82	(21)
	Capital Charges					
-	Deferred/Intangible Charges		[ ]		-	n/a n/a
- 1	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	142		(12)	130	(8)
142	TOTAL UNCONTROLLABLE COST	142	-	(12)	130	(8)
213	NET COST OF SERVICE	246	1	(35)	212	(14)
	Contributions to / (from) Earmarked Reserves			12		
-	Contributions to / (from) Capital Reserves:	- 1	•	-	-	n/a
-	Financing of Capital Expenditure	-		- 1	[ ]	n/a n/a
- ]	Provision for Repayment of External Loans	-	-	-	- [	n/a
I	Contribution to / (from) General Balances		-	-		n/a
	TOTAL APPROPRIATIONS	-	-	-		n/a
213	TOTAL NET EXPENDITURE	246	1	(35)	212	(14)
OTHER VAN	PIATIONS IN LEVEL OF EXPENDITURE		<u></u>			
	RIATIONS IN LEVEL OF EXPENDITURE				-	£000's
trategic bude	get - agreed pressures / service demands					
					1	
					ŀ	-
rategic bude	get - agreed additional income / savings				1	
educe fundir	ng for Children and Family Partnership					(22)
					ŀ	
					-	(22)
					-	(22)
her resource						
	ental recharges					20
	harges/transfers					(21)
suuction in C	orporate and capital charges					(12)
					-	(4.6)
					-	(13)
TAL OTHE	R VARIATIONS IN RESOURCE				F	(35)
						(33)

# PEOPLE - CHILDREN, FAMILIES AND LEARNING COMMUNITY AND SUPPORT SERVICES

# LIBRARIES AND CULTURE

COST CENTRE: C1130F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations i Expenditu Inflation		ORIGINAL BUDGET 2015/16	% CHANGE
£000's	DESCRIF HON	(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
316	Employees	324 823	3	(1) (712)	326 111	1 (87)
65 4,206	Premises related expenditure Supplies and Services Third Party Payments	65 4,205	- 64	(163)	65 4,106	(2) n/a
-	Transfer Payments Transport related expenditure Recharges from other services	135	:	(120)	- 15	n/a (89
	TOTAL EXPENDITURE	5,552	67	(996)	4,623	(17)
(20)	Government Grants Other Grants, reimbursements and contributions	(20)	-	-	(20)	n/a -
(49)	Fees and Charges Customer and Client Receipts	(49)	-	(1) 43	(1) (6)	n/a (88) n/a
	Interest Receivable Recharges to other services	27		(12)	15	(44
	TOTAL INCOME	(42)	-	30	(12)	(71
5,500	NET CONTROLLABLE COST	5,510	67	(966)	4,611	(16
373	Capital Charges	373	-	(25)	348	(7
- 750	Deferred/Intangible Charges REFCUS	750	-	2,250	3,000	n/a 300
	Corporate support services bought in TOTAL UNCONTROLLABLE COST	1,007 2,130	-	(292) 1,933	715 4,063	(2 <u>9</u> 91
2,130	TOTAL UNCONTROLLABLE COST	2,130				91
7,630	NET COST OF SERVICE	7,640	67	967	8,674	14
-	Contributions to / (from) Earmarked Reserves	-	-		:	n/
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-		n/ n/
-	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	-	n/
7.630	TOTAL NET EXPENDITURE	7,640	67	967	8,674	14
	.l <u>.                                   </u>		1000	l		£000's
	ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands					2000 3
Strategic budget - agreed additional income / savings Fairfields Halls - Grant reduction						(16
Reduction in	Other resource changes Reduction in corporate and capital charges REFCUS Virements actioned in year- transfer of clocktower budget to Facilities Management CED					
TOTAL OT	HER VARIATIONS IN RESOURCE					1,13

# PEOPLE - CHILDREN, FAMILIES AND LEARNING COMMUNITY AND SUPPORT SERVICES

# **ADULT LEARNING**

COST CENTRE: C1035F

SCORPTION   BUDGET   Content   Budget   Expenditure on (A)   Budget   Chance   Content   Conte			ORIGINAL	Variations	in Level of	ORIGINAL	
COOUTS	FORECAST		BUDGET	Expenditu	ire on (A)	BUDGET	
2000's   2	2014/15	DESCRIPTION					
4.152   Employees   4.167   21   (.278)   3.910   (.6	£000's						
84	4,125						
252   Third Party Payments				-	` - '		
Transfer Payments				-	7		1
16   Transport related expenditure   16   .   (1)   15   (6)   21   Rechanges from other services   21			252			252	n/s
21			16	-	(1)	15	
(4,830) Government Grants (4,777) . 105 (4,872) . 2. (4,873) . (4) Other Grants, reimbursements and contributions (22) . 105 (22) . (22) . (22) . (22) . (23) . (23) . (23) . (24) . (25) . (25) . (26) . (26) . (27) . (28			21	-	-	21	
(4,480) Government Grants (4,777)	5,106	TOTAL EXPENDITURE	5,136	21	(272)	4,885	(5)
(49) Other Grants, reimbursements and contributions (22) (22) (22) (1,036) [9520] [9] (952) [9] (952) [9] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (952) [9] (953) [10] (953	(4,830)	Government Grants	(4,777)	-	105	(4,672)	
(55) Customer and Client Receipts (55) (1) (2) (58) 5   Interest Receivable	(48)	Other Grants, reimbursements and contributions	(22)	-	- 1	(22)	-
Interest Receivable   76							
76   Recharges to other services   76   - (20)   56 (28 (5.893)   TOTAL INCOME   (5.893)   (27)   202 (5.695)   (3	(55)		(55)		(2)	(58)	
(5,893) TOTAL INCOME (5,833) (27) 202 (5,658) [3]  (787) NET CONTROLLABLE COST (697) (6) (70) (773) 11  435 Capital Charges 435 - (156) 279 (36 - 16 - 16 - 16 - 16 - 16 - 16 - 16 -	76		-	•	- (00)	-	
1				-			(26
435   Capital Charges	(5,893)	TOTAL INCOME	(5,833)	(27)	202	(5,658)	(3)
435   Capital Charges	(787)	NET CONTROLLABLE COST	(697)	(6)	(70)	(773)	11
Deferred/Intanglible Charges	***************************************		\ <u></u>	(-)	(, -)	()	
REFCUS			435		(156)	279	(36)
1,978   Corporate support services bought in 1,978 - (148) 1,830   (77			-		-	- 1	n/a
2,413   TOTAL UNCONTROLLABLE COST   2,413   - (304)   2,109   (13)			1 978		(148)	1 830	
1,626 NET COST OF SERVICE  1,716 (6) (374) 1,336 (22)  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Contributions to / (from) Capital Reserves: - Private of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS							
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) Ceneral Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - 1,716 - 1,626 - TOTAL NET EXPENDITURE - 1,716 -	2,110	TOTAL SHOOTH HOLLADZE GOOT	2,410		(004)	2,100	(13)
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) Ceneral Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - 1,716 - 1,626 - TOTAL NET EXPENDITURE - 1,716 -	1.626	NET COST OF SERVICE	1 716	(6)	(374)	1.336	(22)
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Financing of Capital Expenditure Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  1,628 TOTAL NET EXPENDITURE 1,716 (6) (374) 1,336 (22)  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Citrategic budget - agreed additional income / savings  Citrategic budget - agreed add		2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	1,710	(0)	(014)	1,000	(EE)
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE 1,628 TOTAL NET EXPENDITURE 1,628 TOTAL NET EXPENDITURE 1,716 (6) (374) 1,336 (22) TOTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands	-		-	- 1	-	-	n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE 1,716 (6) (374) 1,336 (22)  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Inter-departmental recharges Inter-departmental recharges Inter-departmental recharges Inter-departmental recharges Inter-service charges/transfers Inter-servi			-	-	-	-	n/a
- Contribution to / (from) General Balances	-		-	-	-	-	
TOTAL APPROPRIATIONS	_ ]	Contribution to / (from) General Balances				_	
1,626 TOTAL NET EXPENDITURE  1,716 (6) (374) 1,336 (22)  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands			-	-		-	
Contract variations in Level of expenditure  Strategic budget - agreed pressures / service demands  Contract variations in Level of expenditure  Contract variations in Level of expenditure  Contract variations in Level of expenditure demands  C							IVa
Strategic budget - agreed pressures / service demands	1,626	TOTAL NET EXPENDITURE	1,716	(6)	(374)	1,336	(22)
Strategic budget - agreed pressures / service demands	* OTHER VA	PIATIONS IN LEVEL OF EXPENDITURE					£000'c
Chrategic budget - agreed additional income / savings  Chief resource changes Inter-departmental recharges Inter-departmental recharges Inter-service charges/transfers Indeduction in corporate and capital charges Ideduction in corporate and capital charges Ideduction in year- transfer of CALAT finance budget to corporate finance  (69)	OTHER VA	HIATIONS IN LEVEL OF EXPENDITURE					£000 S
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic	Strategic bud	lget - agreed pressures / service demands					
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic							
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic							
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic							
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic							
Dither resource changes Inter-departmental recharges Inter-service charges/transfers Inter-departmental recharges Inter-service charges/transfers Inter-servic							-
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)	Strategic bud	get - agreed additional income / savings					
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							-
nter-departmental recharges (20) ntra-service charges/transfers 19 Reduction in corporate and capital charges (irements actioned in year- transfer of CALAT finance budget to corporate finance (69)	Dibar rasawa aba						
ntra-service charges/transfers Reduction in corporate and capital charges /irements actioned in year- transfer of CALAT finance budget to corporate finance (69)							
Reduction in corporate and capital charges  /irements actioned in year- transfer of CALAT finance budget to corporate finance  (69)	Intra-service charges/transfers						
/irements actioned in year- transfer of CALAT finance budget to corporate finance (69)	Reduction in corporate and capital charges						
(374)	Virements actioned in year- transfer of CALAT finance budget to corporate finance						(69)
	- ·						
	-						/074
OTAL OTHER VARIATIONS IN RESOURCE (374)						}	(3/4)
	(374)						

# PEOPLE - CHILDREN, FAMILIES AND LEARNING

# **LEARNING AND INCLUSION**

# SCHOOL PLACES AND ADMISSIONS

**COST CENTRE: C1050F** 

FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
829	Employees	978	2	100	1,080	10
	Premises related expenditure Supplies and Services	26   117	-	- (1)	26 116	(1)
1	Third Party Payments	''1		- (1)	1 1	(1)
	Transfer Payments	-	-	-	:	n/a
	Transport related expenditure Recharges from other services	4	-	-	4 3	-
	TOTAL EXPENDITURE	1,129	2	99	1,230	9
(898)	Government Grants	(898)	-	(100)	(998)	11
	Other Grants, reimbursements and contributions	-	- 1	-	-	n/a
	Fees and Charges Customer and Client Receipts	- (94)	(2)	-	- (96)	n/a 2
	Interest Receivable	(34)	-	-	-	n/a
111	Recharges to other services	111	-	(300)	(189)	(270)
(881)	TOTAL INCOME	(881)	(2)	(400)	(1,283)	46
176	NET CONTROLLABLE COST	248	-	(301)	(53)	(121)
26 [	Capital Charges	36		(36)		(100)
	Deferred/Intangible Charges	-		(30)	_	(100) n/a
67,137	REFCUS	67,137	-	(67,137)	-	(100)
	Corporate support services bought in	448		(34)	414	(8)
67,621	TOTAL UNCONTROLLABLE COST	67,621	-	(67,207)	414	(99)
67,797	NET COST OF SERVICE	67,869		(67,508)	361	(99)
0.1.0.		0.1000		(0.,000)		(/
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-	-		n/a n/a
- }	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances		-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-			n/a
67,797	TOTAL NET EXPENDITURE	67,869	-	(67,508)	361	(99)
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
	get - agreed additional income / savings					
	Capitalise salaries of School Places Team					(300)
						(300)
Other resource changes						
Decrease in corporate and capital charges (SeRCOP) to CFL and libraries & culture						(67,207
Posts funded by increase in Dedicated Schools Grant						100
Increase in Dedicated Schools Grant funding Decrease in supplies and services						(100 <u>)</u> (1
_ 50,0000 1113						(
						(67.209
						(67,208
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(67,508

#### PEOPLE - CHILDREN, FAMILIES AND LEARNING

#### **DIVISION SUMMARY**

#### **CFL CENTRAL COSTS**

#### **SERVICE DESCRIPTION**

This cost centre is used to charge all administration costs relating to CFL including capital charges.

The grouping of the services is subject to review as part of the development of people department.

#### MOVEMENT IN NET EXPENDITURE

		ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
C1135F	CFL Central Costs	£000's 7,392	£000's (5)	£000's 40,434	£000's 47,821	% 547
	5. 2 55.11.2. 5565	7,002	(5)	70,707	47,021	347
	TOTAL NET SPEND	7,392	(5)	40,434	47,821	547

•	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
CFL Central Costs		2.0	2.0
TOTAL FTE STAFF	-	2.0	2.0

#### **DIVISION SUBJECTIVE SUMMARY**

CFL CENTRAL COSTS

COST CENTRE: C1090E

FORECAST		ORIGINAL BUDGET	Expenditu	in Level of ire on (A)	ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	s'0003	%
	Employees	299	3	(80)	222	(26)
	Premises related expenditure Supplies and Services	1 230		(8)	222	(3)
	Third Party Payments	23	-	-	23	-
	Transfer Payments	•	-	-	-	n/a
	Transport related expenditure Recharges from other services	93	-		93	n/a -
	TOTAL EXPENDITURE	646	3	(88)	561	(13)
_	Government Grants	-	-	-		n/a
-	Other Grants, reimbursements and contributions	(485)	-	405	(80)	(84)
-	Fees and Charges Customer and Client Receipts	-	(8)	-	(8)	n/a n/a
	Interest Receivable	-		-	-	n/a
(856)	Recharges to other services	(856)	-		(856)	-
(856)	TOTAL INCOME	(1,341)	(8)	405	(944)	(30)
(217)	NET CONTROLLABLE COST	(695)	(5)	317	(383)	(45)
		, ,				
	Capital Charges Deferred/Intangible Charges	7,926	-	(1,419) -	6,507	(18) n/a
4	REFCUS	4	-	41,367	41,371	1,034,175
	Corporate support services bought in	157	-	169	326	108
8,087	TOTAL UNCONTROLLABLE COST	8,087	<u>.</u>	40,117	48,204	496
7.070	NET COOT OF OFFINIOR	7,000	(5)	40,434	47 001	547
7,870	NET COST OF SERVICE	7,392	(5)	40,434	47,821	347
_	Contributions to / (from) Earmarked Reserves	-	-	· •		n/a
-	Contributions to / (from) Capital Reserves:	- '	-	-	•	n/a n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans	-			:	n/a
	Contribution to / (from) General Balances	-	<u> </u>	-	-	n/a
-	TOTAL APPROPRIATIONS	<u>.</u>	-		-	n/a
7,870	TOTAL NET EXPENDITURE	7,392	(5)	40,434	47,821	547
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE			,	5-0-0-0	£000's
OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE			<del></del>		20003
Strategic bu	dget - agreed pressures / service demands					
						-
Strategic bu	dget - agreed additional income / savings					
Think Famil	y efficiencies from service redesign					(80)
						(80)
						,
	irce changes	ated with Scho	nol niaces ar	d admission	e	41,367
1	apital charges due to REFCUS previously associate charges/transfers- from Inclusion,Learning and		voi hiaces ai	G GUIIIISSIUI		405
Decrease in	n corporate and capital charges (SeRCOP and de	preciation)				(1,250)
Virements a	actioned in year- removal of HR internal recharges	3				(8)
						40,514
TOTAL OF	HED VADIATIONS IN DESCRIPCE					40,434
TOTAL OIL	HER VARIATIONS IN RESOURCE					70,434

#### **PEOPLE - CHILDREN, FAMILIES AND LEARNING**

#### **DIVISION SUMMARY**

#### **SCHOOLS BUDGET**

#### **SERVICE DESCRIPTION**

Schools Budget

This page describes the funding that is passed to Croydon to provide education for children from age 2 to students at post 16 1) The main funding is the Dedicated Schools Grant (DSG) from the Department for Education (DfE). This funding is broken down into 3

- i) Early Years block this includes funding for 2, 3 and 4 year olds in nursery schools, nursery classes and private, voluntary and in dependent schools (PVIs) and childminders. It also includes funding for some early years central services.
- ii) Schools block this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, Carbon Reduction Commitment (CRC), Key Stage 4 (KS4), and funding for pupil growth such as expansions and bulge classes. Note most funding for academies is passed directly to the academies by the Education Funding Agency (EFA).
- iii) High Needs block this includes the funding for the education for all Croydon responsible children and young adults with high needs from birth until age 25

Other funding streams from the EFA include:

- Pupil Premium funding for 5 to 16 year olds in mainstream schools
- post 16 pupils
- 2) Establishments are broken down into the following categories and number:
- i) PVIs currently 150 (note settings close and open throughout the year)
  ii) Childminders currently 20 (note childminders join and leave throughout the year)
- iii) Nursery and early years centres 6
- iv) Infant Schools 9 schools (2 academies)
- v) Junior Schools 10 schools (3 academies)
- vi) Primary Schools 64 (25 academies and 1 free school)
- vii) Secondary Schools 22 schools for ages from 11 to 16/18 (13 academies, 1 free school and 1 City Technology College 14-18)
- viii) Special Schools 6 schools
- ix) Pupil Referral Units (PRUs) 5 PRU's

Note numbers above are projected as at 1 April 2015 and are subject to change due to academy conversions.

- 3) All schools and PRUs have fully delegated staffing powers. Some staff who work in schools are purchased through service agreements. Some schools are now providing provision outside of the school day either directly or through the services of another organisation
- 4) DSG that is retained to fund LA provided services is shown on the relevant division's page of the budget book.
- 5) DSG income is shown after the deduction of Academy recoupment, estimated at £-95m. Total DSG before recoupment is estimated at £334m for Croydon Council. Other specific grant funding received for education is the Pupil Premium. This is estimated to be £24m for 2015/16.

#### MOVEMENT IN NET EXPENDITURE

INI CA PINIPI	II IN NET EXPENDITORE					
		ORIGINAL	Variations	in Level of	ORIGINAL	
		BUDGET Expenditure on (A)		BUDGET	%	
CENTRE	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
The state of		(A)	(B)	(C)	(D)	(E)
	A STREET	£000's	£000's	£000's	\$,0003	%
<u> </u>	Schools	165,123	157.1	166	165,288	0
	High Needs	49,987	( <b>4</b> )	2,446	52,433	5
	Early Years	22,373	-	(540)	21,833	(2)
	Dedicated Schools Grant	(220,263)		3,708	(216,554)	(2)
	Pupil Premium	(19,209)	<b>.</b> *.	(5,791)	(25,000)	30
	TOTAL NET SPEND	(1,989)	_	(11)	(2,000)	1

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
The budgets are delegated and information on staffing levels is not available	N/A	N/A	N/A
TOTAL FTE STAFF	-	•	-

### PEOPLE - CHILDREN, FAMILIES AND LEARNING DEDICATED SCHOOLS BUDGET

COST CENTRE: C1030E

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	1	BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
	Schools					
122,497	Primary	122,497	-	7,251	129,748	
80,634	Secondary	80,634	-	17,004	97,638	2
	Recoupment	(62,000)	-	(33,000)	(95,000)	5
	Central	4,783	-	4,110	8,893	8
19,209	Pupil Premium	19,209	-	4,800	24,009	2
-						
-						
-	 					
-	High Needs					
43,629	Provision	43,629	_	1,700	45,329	
8,347	Central	6,358	-	249	6,607	
0,0 11	Pupil Premium	] 5,555	_	497	497	r
-				,		•
-						
_						
-	Early Years					
-						
	2 yr Old	5,078	-	(512)		(1
	3 & 4 yr Old	15,295	- 1	(443)	14,852	(
2,000	Central	2,000	-	(79)	1,921	(
-	Pupil Premium	-	-	494	494	п
239,472	TOTAL EXPENDITURE	237,483	-	2,072	239,554	18
(220,263)	Dedicated Schools Grant	(220,263)	-	3,708	(216,554)	
	Pupil Premium	(19,209)	-	(5,791)		3
, -,,	,					
(239,472)	TOTAL INCOME	(239,472)	•	(2,083)	(241,554)	2
-	NET EXPENDITURE	(1,989)	-	(11)	(2,000)	

#### **SERVICE SUBJECTIVE SUMMARY**

#### DSG- Schools High Needs and Early Years (excluding Central costs for EY and HN)

FORECAST 2014/15 DESCRIPTION ORIGINAL BUDGET 2014/15		s in Level of ture on (A)	ORIGINAL BUDGET	%
2014/15 DESCRIPTION 2014/15				,,,
l l in		* Other	2015/16	CHANGE
(A)	(B)	(C)	(D)	(E)
£000's £000's	£000's	£000's	s'0003	% (400)
274 Employees 27 - Premises related expenditure	4 -	(274)		(100) n/a
105 Supplies and Services	l l	1,174	1,279	1,118
17,367 Third Party Payments 17,36		(7,973)	9,394	(46)
213,259 Transfer Payments 211,27	o	7,077	218,347	3
9 Transport related expenditure	9 -	(9)	-	(100)
100 Recharges from other services 10		(100)	-	(100)
231,114 TOTAL EXPENDITURE 229,12	5 -	(105)	229,020	(0)
(231,125) Government Grants (231,12	5) -	105	(231,020)	(0)
- Other Grants, reimbursements and contributions	-   -	-	-	n/a
- Fees and Charges	-   -	-	-	n/a
- Customer and Client Receipts - Interest Receivable	- 1		-	n/a n/a
- Recharges to other services				n/a
	<u> </u>	105	(004 000)	
(231,125) TOTAL INCOME (231,12	5)] -	105	(231,020)	(0)
		1	42.222	
(11) NET CONTROLLABLE COST (2,00	0) -	-	(2,000)	•
10-14-10-			·	-1-
- Capital Charges - Deferred/Intangible Charges	]	-		n/a n/a
- REFCUS	[ ]		]	n/a
11 Corporate support services bought in 1	1 -	(11)	-	(100)
11 TOTAL UNCONTROLLABLE COST 1	1 -	(11)		(100)
<u> </u>	ı	` '		(100)
- NET COST OF SERVICE (1,98	0)	(11)	(2,000)	1
- RET COST OF SERVICE (1,30	-	(11)	(2,000)	
-   Contributions to / (from) Earmarked Reserves	. 1 .	-	•	n/a
- Contributions to / (from) Capital Reserves:		_	_	n/a
- Financing of Capital Expenditure	-   -	-	-	n/a
- Provision for Repayment of External Loans	-   -	-	-	n/a
- Contribution to / (from) General Balances		-	-	n/a
- TOTAL APPROPRIATIONS	· <u> </u>	-	•	n/a
	·			
- TOTAL NET EXPENDITURE (1,98	9) -	(11)	(2,000)	1
				0000
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE				£000's
Strategic budget - agreed pressures / service demands				
				-
Strategic budget - agreed additional income / savings				
				-
Other resource changes				
Reduction in Corporate charges				(11)
Re-alignment of employee costs				(274)
Inter-service charges/transfer				(7,973)
Increase in payments to schools				7,077
Introduction of two Education provision contracts with John Ruskin and Beckm	ead			1,174
Increase in DSG and Pupil Premium Grant				105
Reduction in recharges and transport costs				(109)
				(11)
				<del></del>
TOTAL OTHER VARIATIONS IN RESOURCE				(11)

#### **DEPARTMENT SUBJECTIVE SUMMARY**

**SUBJECTIVE SUMMARY** 

O DO DO DO DO	IVE SUMMARY	ODICINAL	Madakaaa	la Lavalat	OBICINAL	
		ORIGINAL	Variations		ORIGINAL	%
FORECAST		BUDGET	Expenditu		BUDGET	
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	<u>%</u>
	Employees	19,302	208	174	19,684	2
870	Premises related expenditure	818	-	(10)	808	(1)
2,195	Supplies and Services	3,766	4	(1,760)	2,010	(47)
73,376	Third Party Payments	92,173	1,700	20,320	114,193	24
24,710	Transfer Payments	1,972	-	486	2,458	25
	Transport related expenditure	460	-	1	461	0
	Recharges from other services	66,003	(1)	(59,738)	6,264	(91)
	TOTAL EXPENDITURE	184,494	1,911	(40,527)	145.878	(21)
	Government Grants	(2,923)	•	(1,591)	(4,514)	54
	Other Grants, reimbursements and contributions	(6,914)	-	(20,233)	(27,147)	293
	Fees and Charges	(15,032)	(309)	2,720	(12,621)	(16)
	Customer and Client Receipts	(661)	(16)	(53)	(730)	10
(303)	Interest Receivable	(28)	(.5)		(28)	
(10.817)	Recharges to other services	(65,844)	_	58,029	(7,815)	(88)
	TOTAL INCOME	(91,402)	(325)	38,872	(52,855)	(42)
(02,700)	TIOTAL INCOME	(01,402)]	(020/1	00,0.2	(0=)000)	
94,486	NET CONTROLLABLE COST	93,092	1,586	(1,655)	93,023	(0)
	Capital Charges	840	-	(37)	803	(4)
166	Deferred/Intangible Charges	172	- ]	(58)	114	(34)
-	REFCUS	- 1	-	-	- 1	n/a
8,691	Corporate support services bought in	8,729	-	1,080	9,809	12
9,606	TOTAL UNCONTROLLABLE COST	9,741	-	985	10,726	10
104,093	NET COST OF SERVICE	102,833	1,586	(670)	103,749	1
(47)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
`-'	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
l -	Financing of Capital Expenditure	_	_	_		n/a
_	Provision for Repayment of External Loans	· _	_	_	_	n/a
1			_	_	_	n/a
(47)	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-				n/a
(47)	TOTAL APPROPRIATIONS					IVa
104,046	TOTAL NET EXPENDITURE	102,833	1,586	(670)	103,749	1
						000000
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic but	dget - agreed pressures / service demands					2,640
Strategic bud	dget - agreed additional income / savings					(4,314)
<u>(</u> 5						
Other resour	rce changes					1,006
Other resour	ce changes					1,006
Other resour	ce changes					1,006
	rce changes					1,006

#### INTEGRATED COMMISSIONING DIVISION

#### **COST CENTRE: C1195F**

#### Integrated Commissioning

The Integrated Commissioning Unit (ICU) was established by Croydon Clinical Commissioning Group (CCG) and Croydon Council in April 2014. As well as commissioning on behalf of the CCG, the ICU's responsibilities include adult services commissioning previously undertaken in the Council's Adult Care Commissioning Division. A range of children's services are also commissioned from within the ICU.

The Director of the ICU is responsible, through a section 75, for the delivery of Croydon's adult social care services and budgets, delivered through the Croydon Integrated Adult Mental Health Service which is managed by South London & Maudsley NHS Foundation Trust. The ICU brings together commissioning for health, social care and a range of children's services into a single structure. The purpose of the ICU is to focus on commissioning a comprehensive range of high quality "end to end" integrated health and social care services for people in Croydon, using health and social care commissioning resources more efficiently and, over time, achieving better value for money.

The principles that underpin the work of the ICU Unit are:

Commissioning will be evidence-based
Focus on good outcomes for individuals, their families and communities

Focus on good outcomes for individuals, their families and communities
Enhance quality and value for money via market development
Promote personalised care and support, close to home
Effective management of current and future demand for services.
Promote Prevention, Self-Care/Management and Shared Decision making
Promote integrated care & support which puts the patient or service user at its heart and gives them genuine choice

Governance arrangements will be clear, workable and understood by everyone working in the ICU

Our systems, processes and protocols with partners will assure quality and safety in commissioned services

The ICU is responsible for holding and determining budgets for the council's services that are commissioned, either through internal partners e.g.

Personal Support and children's social care division, externally from other statutory sector NHS partners, or voluntary & community sector providers'. Service areas covered include:-

older people
people with long-term conditions, end of life care and carers
people with learning disabilities

people with mental health needs

people with physical disabilities/sensory impairment

supported housing

people with substance misuse problems

asylum seekers

Public health including sexual health including services for people who are HIV+ or have AIDS

ICU commissioners also work jointly with the CCG to support Service Redesign and the delivery of the Quality, Innovation, Productivity and Prevention (QIPP) programme through the Programme Management Function (PMO),

The Director of Integrated Commissioning is also the council's Caldicott Guardian.

**MOVEMENT IN NET EXPENDITURE** 

		ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)
C1158G	Joint Commissioning Learning Disability	£000's	8'0003	s'0003	8'0003	%
C1160G	Joint Commissioning Learning Disability  Joint Commissioning Mental Health	40,886 8,831	57 106	(33,358) 68	7,585 9,005	(81)
C1162G	Commissioning Older People and Long Term	44,735	206	(25,695)	, ,	(57)
C1164G	Commissioning Vulnerable Adults and Supported Housing	7.679	113	(318)	7,474	(3)
C1168G	Commissioning Strategic Projects	301	5	(50)	256	(15)
C1172G	Director of Commissioning	210	1	(1)	210	(13)
C1166G	Commissioning Specialist Services	4,197	56	(199)	4,054	(3)
			i			
	TOTAL NET SPEND	106,839	544	(59,553)	47,830	(55)

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	BUDGET 2015/16 F FTE STAFF 7.2 6 66.9 13.6 15.4 9.0 3.7	FTE STAFF
Joint Commissioning Learning Disability	9.9	7.2	(2.7)
Joint Commissioning Mental Health	61.5	66.9	5.4
Commissioning Older People and Long Term conditions	12.0	13.6	1.6
Commissioning Vulnerable Adults and Supported Housing	10.5	15.4	4.9
Commissioning Strategic Projects	13.0	9.0	(4.0)
Director of Commissioning	2.0	3.7	1.7
Commissioning Specialist Services	10.5		4.0
TOTAL FTE STAFF	119.4	130.3	10.9

#### INTEGRATED COMMISSIONING DIVISION

COST CENTRE: C1195F

FORECAST		ORIGINAL	Variations in	Level of	ORIGINAL	
		BUDGET	Expenditu		BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
2014/13	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
		£000's	£0009's	£000's	£000's	%
5 243	Employees	5,446	43	193	5,682	4
	Premises related expenditure	637	-	(1)	636	(0)
	Supplies and Services	932	2	7	941	1
	Third Party Payments	35,301	599	(2,079)	33,821	(4)
	Transfer Payments	185	-	71	256	38
	Transport related expenditure	130	-	1	131	1
	Recharges from other services	65,856	-	<u>(59,825)</u>	6,031	(91)
	TOTAL EXPENDITURE	108,487	644	(61,633)	47,498	(56)
(2.869)	Government Grants	(2,923)	-	-	(2,923)	-
(389)	Other Grants, reimbursements and contributions	(572)	-	(241)	(813)	42
	Fees and Charges	(4,475)	(86)	1,391	(3,170)	(29)
	Customer and Client Receipts	(577)	(14)	(50)	(641)	11
	Interest Receivable	(28)	- 1	-	(28)	-
I I	Recharges to other services	(2,575)	-	(98)	(2,673)	4
	TOTAL INCOME	(11,150)	(100)	1,002	(10,248)	(8)
(,,						
38,100	NET CONTROLLABLE COST	97,337	544	(60,631)	37,250	(62)
				(00)	782	(4)
	Capital Charges	811	-	(29)	/62	(4) n/a
	Deferred/Intangible Charges	-	-	-	1 - [	n/a
	REFCUS	0.001	_	1,107	9,798	13
8,691	Corporate support services bought in	8,691	-	1,107	10,580	11
9,423	TOTAL UNCONTROLLABLE COST	9,502		1,076	10,500	<u> </u>
47,523	NET COST OF SERVICE	106,839	544	(59,553)	47,830	(55)
						· · · · · · · · ·
(47)	Contributions to / (from) Earmarked Reserves	-	- 1	-	-	n/a
- 1	Contributions to / (from) Capital Reserves:	- 1	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
_	Contribution to / (from) General Balances	-				
	TOTAL APPROPRIATIONS	-	-	_		n/a
						11/6
		400,000	544	(E0 EE2)	47 830	
	TOTAL NET EXPENDITURE	106,839	544	(59,553)	47,830	
47,476		106,839	544	(59,553)	47,830	
47,476	TOTAL NET EXPENDITURE	106,839	544	(59,553)	47,830	(55
47,476		106,839	544	(59,553)	47,830	£000's
47,476 * OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
47,476 * OTHER VA		106,839	544	(59,553)	47,830	£000's
47,476 * OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
47,476  * OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE	106,839	544	(59,553)	47,830	£000's
* OTHER VA  Strategic buc  Strategic buc	ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings	106,839	544	(59,553)	47,830	£000's  236  (1,446
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings	106,839	544	(59,553)	47,830	£000's  236  (1,446
* OTHER VA  Strategic buc  Strategic buc	ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings	106,839	544	(59,553)	47,830	£000's  236  (1,446
47,476  * OTHER VA  Strategic buc  Strategic buc	ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings	106,839	544	(59,553)	47,830	(55)

### INTEGRATED COMMISSIONING DIVISION JOINT COMMISSIONING LEARNING DISABILITY

**COST CENTRE: C1158G** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
cooo!-		(A)	(B)	(C)	(D)	(E)
£000's 490	Employees	£000's 491	£000's	£000's (42)	£000's 454	% /0
	Premises related expenditure	491	[ ]	(42)	454	(8
	Supplies and Services	162	1	(35)	128	n/a (21
	Third Party Payments	2,674	51	(201)	2,524	(21 (6
	Transfer Payments			(201)		n/a
	Transport related expenditure	2	-	-	2	-
	Recharges from other services	34,778	-	(33,253)	1,525	(96
5,798	TOTAL EXPENDITURE	38,107	57	(33,531)	4,633	(88)
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	- }	(35)	(35)	n/a
	Fees and Charges	-	- 1	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	•	n/a
	Recharges to other services	-	-	(05)	-	n/a
(4)	TOTAL INCOME	-	-	(35)	(35)	n/a
5 701	NET CONTROLLABLE COST	38,107	57	(33,566)	4,598	(00
3,134	NET CONTROLLABLE COST	36,107	5/	(33,300)	4,330	(88)
79	Capital Charges	79	. [		79	
	Deferred/Intangible Charges		_	_	-	n/a
	REFCUS	-	-	-	_	n/a
2,700	Corporate support services bought in	2,700	-	208	2,908	8
2,779	TOTAL UNCONTROLLABLE COST	2,779	-	208	2,987	7
8,573	NET COST OF SERVICE	40,886	57	(33,358)	7,585	(81)
	Contribution of (first)					
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
- 1	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
- [	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a
_	Contribution to / (from) General Balances	_ [			-	n/a
_	TOTAL APPROPRIATIONS	-	-		-	n/a n/a
•						100
8,573	='ASC 1.1'IB1	40,886	57	(33,358)	7,585	(81)
+ OTUED VA	BIATIONS IN LEVEL OF EVERNBERING				1	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	lget - agreed pressures / service demands					
	<u> </u>					
					l	-
Strategic bud	get - agreed additional income / savings				l	
Local Authori	ty Trading Company - as a result of reduced unit cos	sts through higher	volumes gene	erated by an i	ncrease in	(200)
the number o	f contracts.					(300)
QIPP- Develo	op joint QIPP/Council efficiency programme to have	a more coordinate	ed approach to	delivery of a	greed	(25)
efficiencies/co	ost improvements etc. across organisations					(35)
					}	
					,	/005
Other resource	re channes				}	(335)
Sec. 1030010	NO OTHER POS					
Removal of th	ne internal mechanism for purchase of individual clie	ent care from Com	missionina thi	s is offset by	the removal	
of income but	dget in Personal Support. This is an internal recharg	e only and has no	impact on the	actual budo	ets held for	(33,155)
	total budgets for Adult Social Care.	,,				(50,100)
Chem care or	•	onle				
	Monitoring Officer post transferred to supporting pe	Opio				(40)
One Contract	: Monitoring Officer post transferred to supporting pe oport services	орю				
One Contract Divisional sup Corporate sup	oport services pport services bought in	opie				(40) (35) 208
One Contract Divisional sup	oport services pport services bought in	орю				(35) 208
One Contract Divisional sup Corporate sup	oport services pport services bought in	орю				(35) 208
One Contract Divisional sup Corporate sup	oport services pport services bought in	орго				(35) 208 (1)
One Contract Divisional sup Corporate sup	oport services pport services bought in	орга				(35)
One Contract Divisional sup Corporate sup Other minor v	oport services pport services bought in	орго				(35) 208 (1)

## PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION JOINT COMMISSIONING MENTAL HEALTH

**COST CENTRE: C1160G** 

FORECAST 2014/15 DI	ESCRIPTION	ORIGINAL BUDGET 2014/15	Expenditu Inflation	in Level of ure on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
COOOL		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
£000's	mployees	2,669	17	(49)	2,637	<u>%</u> (1)
	remises related expenditure	91	-	-	91	'.'/
	upplies and Services	105	1	2	108	3
	hird Party Payments	6,349	116	(530)	5,935	(7)
	ransfer Payments	185	-		185	- 1
15 Tr	ransport related expenditure	47	-	(4)	43	(9)
	echarges from other services	387	-	(28)	359	(7)
	OTAL EXPENDITURE	9,833	134	(609)	9,358	(5)
	overnment Grants	(54)	-	-	(54)	-
, ,	ther Grants, reimbursements and contributions	(408)	(00)	(186)	(594)	46
	ees and Charges	(1,123)	(28)	641	(510)	(55)
1 ' ')	ustomer and Client Receipts	(19)	-	-	(19)	- n/a
l t	terest Receivable echarges to other services	(426)	-	90	(336)	(21)
	OTAL INCOME	(2,030)	(28)	545	(1,513)	(25)
(1,040)[10	DIAL INCOME	(2,030)]	(20)	343	(1,510)	(25)
8.582 NI	ET CONTROLLABLE COST	7,803	106	(64)	7,845	1
0,002  111	LI TOMINOZBASEL TOTAL	.,500		(= ./	.,	
9 C	apital Charges	50	-	(29)	21	(58)
	eferred/Intangible Charges	-	_	(-,	•	n/a
	EFCUS	-	_			n/a
978 Co	orporate support services bought in	978	-	161	1,139	16
987 TC	OTAL UNCONTROLLABLE COST	1,028	-	132	1,160	13
9,569 NI	ET COST OF SERVICE	8,831	106	68	9,005	2
1	ontributions to / (from) Earmarked Reserves	-	-	-	-	n/a
- Co	ontributions to / (from) Capital Reserves:	-	-	-	•	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	ontribution to / (from) General Balances		<u> </u>	-	-	n/a
- TC	OTAL APPROPRIATIONS	· · · · · · · · · · · · · · · · · · ·	-	-	•	n/a
0.500 70	OTAL NET EXPENDITURE	8,831	106	68	9,005	2
9,509 110	OTAL NET EXPENDITURE	0,001	100		9,000	
* OTHER VARIA	ATIONS IN LEVEL OF EXPENDITURE					£000's
				<del></del>		20000
Strategic budge	et - agreed pressures / service demands					
	•					
Montal Health	demand growth for care packages					236
IVIETILAI MEAILIT	demand growth for care packages					
						236
Strategic budge	et - agreed additional income / savings					
OIDE 5	Pales OIDD/Connell // //			/		
, ,	joint QIPP/Council efficiency programme to have	a more coordinate	ea approach to	o delivery of a	greea	(50)
•	t improvements etc. across organisations					(100)
Integrated Ment	tal Health - Housing Benefit for S117 Clients					(100)
Redesign of Inte	emal services:					
_	- review scheme as an alternative to more expens	sive options				(6)
1	- Ashburton Road . Review of services provided	*				(330)
	·					·
						(486)
Other resource	<u>changes</u>					
Capital charges						(28)
1 -	ing posts transferred from Personal Support - Soc		-			92
	5 inflation which was held centrally following com	•	cial negotiation	on exercise		90
1	charges to Public Health following a change in se	rvice				30
Divisional suppo						(27)
						161
	ort services bought in					
	ort services bought in					
	ort services bought in					318
Corporate supp	ort services bought in  VARIATIONS IN RESOURCE					

## PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION COMMISSIONING OLDER PEOPLE AND LONG TERM CONDITIONS

**COST CENTRE: C1162G** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	555	5	85	645	76
	Premises related expenditure	545	-		545	-
	Supplies and Services	595	-	-	595	-
16,263	Third Party Payments	17,015	272	(305)	16,982	(0
-	Transfer Payments	-	-	-	-	n/
	Transport related expenditure	79	-		79	-
	Recharges from other services TOTAL EXPENDITURE	28,271		(25,990)	2,281	(92
	Government Grants	47,060 (2,869)	277	(26,210)	21,127	(5
	Other Grants, reimbursements and contributions	(89)	]	(20)	(2,869) (109)	- 22
	Fees and Charges	(2,601)	(58)	(1)	(2,660)	2
	Customer and Client Receipts	(516)	(13)	(50)	(579)	12
	Interest Receivable	(28)	`-'	(/	(28)	
(1,643)	Recharges to other services	(1,505)	-	(35)	(1,540)	2
(7,092)	TOTAL INCOME	(7,608)	(71)	(106)	(7,785)	2
40.505	lum course and a constant					
13,595	NET CONTROLLABLE COST	39,452	206	(26,316)	13,342	(60
644	Capital Charges	682		. 1	682	
-	Deferred/Intangible Charges	-			- 002	n/
	REFCUS	_	_	.	_	n/
4,601	Corporate support services bought in	4,601	-	621	5,222	13
5,245	TOTAL UNCONTROLLABLE COST	5,283		621	5,904	12
40.040	NET COST OF STRUCK					
18,840	NET COST OF SERVICE	44,735	206	(25,695)	19,246	(57
(47)	Contributions to / (from) Earmarked Reserves	- 1			-	
-	Contributions to / (from) Capital Reserves:	_	-			n/ n/
-	Financing of Capital Expenditure		-	-	_	n/
-	Provision for Repayment of External Loans	-	-	-	-	n/
-	Contribution to / (from) General Balances		-		- }	n/
(47)	TOTAL APPROPRIATIONS	-	- [	-	-	n/
18,793	TOTAL NET EXPENDITURE	44,735	206	(25,695)	19,246	(57
78		44,735	206	(25,695)	19,246	(57
78	TOTAL NET EXPENDITURE	44,735	206	(25,695)	19,246	£000's
OTHER VA		44,735	206	(25,695)	19,246	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	44,735	206	(25,695)	19,246	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	44,735	206	(25,695)	19,246	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	44,735	206	(25,695)	19,246	
* OTHER VAI Strategic bud Strategic bud	get - agreed additional income / savings					
* OTHER VAI Strategic bud Strategic bud QIPP- Develo	get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have					£000's
* OTHER VAI Strategic bud Strategic bud QIPP- Develo efficiencies/co	get - agreed additional income / savings					
* OTHER VAI Strategic bud Strategic bud QIPP- Develo efficiencies/cc Redesign of tr Stroke - ren	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: agotiation of external contract					£000's
* OTHER VAI Strategic bud Strategic bud QIPP- Develor efficiencies/cc Redesign of tr - Stroke - rend - Special shell	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services : agottation of external contract tered conversion to extra care provision					£0000's
* OTHER VAI Strategic bud Strategic bud QIPP- Develo efficiencies/ct Redesign of Stroke - ren Special shel Commercial N	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision legotiations:	a more coordinate				£000's
Strategic bud  Strategic bud  QIPP- Develor  efficiencies/cc  Redesign of the  Stroke - rene  Special shel  Commercial N  Meals on Wi	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision legotiations: heels procurement efficiencies and increased inconheces.	a more coordinate				£000's (35) (46) (176)
COTHER VAI Strategic bud Strategic bud Strategic bud Stroke - reni Stroke - reni Special shell Commercial Meals on WI PD Garwood	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: especiation of external contract tered conversion to extra care provision legotiations: heels procurement efficiencies and increased income a Day Service Contract Negotiations	a more coordinate				£000's (3: (4: (17) (11)
Strategic bud  Strategic bud  Strategic bud  OIPP- Develor  officiencies/co  Redesign of the Stroke - renu  Special shell  Commercial No  Meals on Wi  PD Garwood  PFI Organisi	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision legotiations: neels procurement efficiencies and increased incond - Day Service Contract Negotiations ation restructure at Eldon Housing and energy saving the service of the contract of the contract of the contract of the contract Negotiations and energy saving the contract of the contract of the contract Negotiations and energy saving the contract of the contract Negotiations and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Ne	a more coordinate				£000's  (35)  (46)  (116) (65)
Strategic bud  Strategic bud  QIPP- Develor  efficiencies/co  Redesign of the Stroke - renues of the Stroke - renues of the Commercial New Meals on Willer PD Garwood PFI Organisa	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: especiation of external contract tered conversion to extra care provision legotiations: heels procurement efficiencies and increased income a Day Service Contract Negotiations	a more coordinate				£000's  (35) (5) (46) (115) (65)
Strategic bud  Strategic bud  QIPP- Develor  efficiencies/co  Redesign of the Stroke - renues of the Stroke - renues of the Commercial New Meals on Willer PD Garwood PFI Organisa	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision legotiations: neels procurement efficiencies and increased incond - Day Service Contract Negotiations ation restructure at Eldon Housing and energy saving the service of the contract of the contract of the contract of the contract Negotiations and energy saving the contract of the contract of the contract Negotiations and energy saving the contract of the contract Negotiations and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Negotiation is a contract Negotiation and energy saving the contract Ne	a more coordinate				(35) (5) (5) (176) (115) (65) (100)
Strategic bud  Strategic bud  QIPP- Develoefficiencies/co Redesign of ti- Stroke - reni - Special shell Commercial N - Meals on Wi - PD Garwood - PFI Organisi	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: agotiation of external contract tered conversion to extra care provision Negotiations: heels procurement efficiencies and increased incon d - Day Service Contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations	a more coordinate				£000's
Strategic bud  Strategic bud  QIPP- Develor  efficiencies/cc  Redesign of tr  - Stroke - ren  - Special shel  Commercial N  - Meals on Wi  - PD Garwood  - PFI Organis:  - Special shel  Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision Negotiations: heels procurement efficiencies and increased incon 1 - Day Service Contract Negotiations ation restructure at Eldon Housing and energy savir tered Care UK - contract negotiations	a more coordinate ne	d approach to	delivery of a	greed	(35) (5) (5) (176) (115) (65) (100)
Strategic bud  Stroke - ren  Special shel  Ommercial N  Meals on WI  PD Garwood  PFI Organisi  Special shel  Other resourc	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision legotiations: heels procurement efficiencies and increased incond - Day Service Contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clie	a more coordinate	d approach to	delivery of a	greed	(35) (5) (46) (115) (65) (100)
Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Stroke - rene  Stroke - rene  Special shel  PD Garwood  PFI Organise  Special shel  Other resource  Removal of the fincome bud	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision elegotiations: neels procurement efficiencies and increased incondictory of the procure	a more coordinate	d approach to	delivery of a	greed	(39) (46) (115) (65) (100)
COTHER VAI Strategic bud CIPP- Develor Officiencies/co Redesign of the Stroke - rene Special shell Commercial Na Meals on Will PD Garwood PFI Organisis Special shell Other resource Removal of the officience bud	get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: agotiation of external contract tered conversion to extra care provision legotiations: heels procurement efficiencies and increased incon d - Day Service Contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clie tiget in Personal Support. This is an internal recharge total budgets for Adult Social Care	a more coordinate	d approach to	delivery of a	greed	(35) (46) (115) (65) (100) (45)
Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Stroke - Development of the Stroke - renewed  Special shel  Commercial Neals on William on Willia	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have obtain provements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision segotiations: heels procurement efficiencies and increased inconditional procurement at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal rechargotal budgets for Adult Social Care  Officers posts transferred to Supporting People	a more coordinate ne ngs ent care from Comi	d approach to	delivery of a	greed	(35) (36) (45) (25,953)
Strategic bud  Strategic bud  Strategic bud  QIPP- Develor  Stroke - rene  Special shel  Commercial N  Meals on W  PD Garwood  PFI Organise  Special shel  Other resource  Removal of the  fincome bud  lilient care or 1  We Contract  Release of 14	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have obtain provements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision segotiations: heels procurement efficiencies and increased incontained to a procure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clie to the presonal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People /15 inflation which was held centrally following com	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (35) (46) (176) (115) (65) (100) (450)
Strategic bud  Strategic bud  Strategic bud  QIPP- Develor  Efficiencies/cc  Redesign of the Stroke - rene  Special shel  Commercial N  Meals on WI  PD Garwood  PFI Organise  Special shel  Other resource  Removal of the fincome bud  Cilient care or the Commercial of the fincome contract of the Contract Calelease of 14-  Five posts Dir	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision elegotiations: heels procurement efficiencies and increased incontain restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People /15 inflation which was held centrally following comect Payment Team transferred from Adult Social Care	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (35) (46) (176) (115) (65) (100) (450) (25,953) (69) 45)
Strategic bud  Strategic bud  Strategic bud  QIPP- Develor  Efficiencies/cc  Stroke - renc  Special shel  Commercial N  Meals on WI  PD Garwood  PFI Organisi  Special shel  Other resourc  Removal of the fincome bud  client care or I fine posts Dir  Two Contract  Release of 14  Five posts Dir  Divisional sup	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  p joint QIPP/Council efficiency programme to have set improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision elegotiations: heels procurement efficiencies and increased incontain restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People /15 inflation which was held centrally following comect Payment Team transferred from Adult Social Care	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (5) (5) (176) (115) (65) (100)
Strategic bud  Stroke - rence  Special shel  Commercial N  Meals on WI  PD Garwood  PFI Organisi  Special shel  Other resourc  Removal of the fincome bud  client care or I for contract  Two Contract  Release of 14  Five posts Dir  Divisional sup	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  up joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision degotiations: heels procurement efficiencies and increased inconditional contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People //15 inflation which was held centrally following comect Payment Team transferred from Adult Social Caport services poort services bought in	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (45) (45) (25,953) (65) 45) (45)
Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Stroke - renc  Special shel  Commercial N  Meals on WI  PD Garwood  PFI Organisi  Special shel  Other resource  Removal of the fincome bud  Ilient care or in fwo Contract  Swo Contract  Silve posts Dir  Silvisional sup  Corporate sup	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  up joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision degotiations: heels procurement efficiencies and increased inconditional contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People //15 inflation which was held centrally following comect Payment Team transferred from Adult Social Caport services poort services bought in	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (35) (45) (45) (25,953) (65) 45 (42) (32) 621
Strategic bud  Strategic bud  Strategic bud  Strategic bud  Strategic bud  Stroke - renc  Special shel  Commercial N  Meals on WI  PD Garwood  PFI Organisi  Special shel  Other resource  Removal of the fincome bud  Ilient care or in two Contract  Selease of 14  Tive posts Dirisional sup  Corporate sup	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  up joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision degotiations: heels procurement efficiencies and increased inconditional contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People //15 inflation which was held centrally following comect Payment Team transferred from Adult Social Caport services poort services bought in	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (35) (45) (45) (25,953) (65) 45 (42) (32) 621
Strategic bud  Strategic bud  Strategic bud  CIPP- Develor  Stroke - rene  Special shel  Commercial N  Meals on W  PD Garwood  PFI Organisis  Special shel  Other resource  Removal of the  of income bud  Lilient care or 1  Two Contract  Release of 14  Two Contract  Release of 14  Two posts Dir  Divisional sup  Corporate sup  Other minor visit	get - agreed pressures / service demands  get - agreed pressures / service demands  get - agreed additional income / savings  up joint QIPP/Council efficiency programme to have ost improvements etc. across organisations he following external services: egotiation of external contract tered conversion to extra care provision degotiations: heels procurement efficiencies and increased inconditional contract Negotiations ation restructure at Eldon Housing and energy savintered Care UK - contract negotiations  e changes  e internal mechanism for purchase of individual clied to Personal Support. This is an internal recharge total budgets for Adult Social Care  Officers posts transferred to Supporting People //15 inflation which was held centrally following comect Payment Team transferred from Adult Social Caport services poort services bought in	a more coordinate ne ngs ent care from Comie only and has no	d approach to missioning, th impact on the	delivery of a	greed	(35) (35) (46) (176) (115) (65) (100) (450) (25,953) (69) 45 142 (32)

### PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION

#### COMMISSIONING VULNERABLE ADULTS AND SUPPORTED HOUSING

**COST CENTRE: C1164G** 

Transfer Payments			ORIGINAL	Variations	in Level of	ORIGINAL	
COOPS	FORECAST		BUDGET				
Sign   Final Promises related expenditure   496   5   209   710   43   16   Premises related expenditure   38   Supplies and Services   30   15   45   50   7,157   Third Party Payments   5,920   108   (734)   5,294   (11)   17   Transfer Payments   5,920   108   (734)   5,294   (11)   17   Transfer Payments   5,920   108   (734)   5,294   (11)   17   17   17   17   17   17   17	2014/15	DESCRIPTION					-
SSS   Employees			, ,	, ,			
15   Promises related expenditure		Employees				<del></del>	
8 3 Supplies and Services 30			-	3 -	-	'	
7.157   Third Party Payments			30		15	45	
Transfer Payments		1 ''	5,920	108	(734)	5,294	(11)
5.3   Recharges from other services	-	1	-	-	- 1	-	n/a
7,844   TOTAL EXPENDITURE	-	Transport related expenditure	-	-	3	I - I	n/a
Government Grants				-		<del></del>	
Other Grants, reimbursements and contributions 35 Fees and Charges Customer and Client Receipts Interest Receivable (1,682) Recharges to other services (389) (389) (389) (687) 79 (1,687) TOTAL INCOME (1,140) 43 (687) (39) (1,687) TOTAL INCOME (1,140) 443 (687) (39) (1,687) TOTAL INCOMERCIAL ECOST (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (687) (39) (1,140) 443 (39) (1,140) 443 (19	7,844		8,563	113	(895)	7,781	
35   Fees and Charges	-		-		-	-	
Customer and Cilent Receipts	-	,	(751)	-	751	<u> </u>	
Interest Receivable	35	_	(/51)		/51	] [	
(1,692)   Recharges to other services   (389)	1 [	· ·	_		_	] _ [	
(1,657)   TOTAL INCOME	(1 692)	1	(389)	_	(308)	(697)	
S.187   NET CONTROLLABLE COST   7.423   113   (452)   7,084   (5)				-			
- Capital Charges	(1)==1/						
Capital Charges Deferred/Intangible Charges REFCUS Deferred/Intangible Charges REFCUS 256 Corporate support services bought in 256 134 390 52 256 ITOTAL UNCONTROLLABLE COST 266 134 390 52 256 ITOTAL UNCONTROLLABLE COST 266 134 390 52  6.443 INET COST OF SERVICE 7,679 113 (318) 7,474 (3)  Contributions to / (from) Earmarked Reserves Contributions to / (from) Earmarked Reserves Referred Contributions to / (from) Earmarked Reserves Referred Contribution Referred Ref	6,187	NET CONTROLLABLE COST	7,423	113	(452)	7,084	(5)
Deferred/Intangible Charges REFCUS 256 Corporate support services bought in 256 - 134 390 52 256 TOTAL UNCONTROLLABLE COST 256 - 134 390 52 256 TOTAL UNCONTROLLABLE COST 256 - 134 390 52  6.443 NET COST OF SERVICE 7,679 113 (318) 7,474 (3)  - Contributions to / (from) Earmarked Reserves							
REFCUS	-		-	-	-	-	n/a
256   Corporate support services bought in 256 - 134 390 52 256   TOTAL UNCONTROLLABLE COST 256 - 134 390 52  6.443   NET COST OF SERVICE 7.679 113 (318) 7,474 (3)  - Contributions to / (from) Earmarked Reserves	-		- 1	-	-	-	n/a
256   TOTAL UNCONTROLLABLE COST   256   -   134   390   52    6.443   NET COST OF SERVICE   7,679   113   (318)   7,474   (3)    - Contributions to / (from) Earmarked Reserves   -			-	-			n/a
6,443 NET COST OF SERVICE  7,679 113 (318) 7,474 (3)  Contributions to / (from) Earmarked Reserves Contributions to / (april Expenditure Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances Contribution to / (from) Gen				-			
- Contributions to / (from) Earmarked Reserves	256	TOTAL UNCONTROLLABLE COST	256	<u> </u>	134	390	52
- Contributions to / (from) Earmarked Reserves	0.440	NET COOT OF SERVICE	7 670	112	(210)	7 474	(3)
- Contributions to / (from) Capital Reserves:	6,443	NET COST OF SERVICE	7,079	113	(310)	1,474	(9)
- Contributions to / (from) Capital Reserves:		Contributions to / (from) Farmarked Reserves				-	n/a
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to (Ifrom) General Balances			_	_	_	_	
- Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution (from) General Balanc	_		_	_	_	_	
- Contribution to / (from) General Balances	_	, ,	_ 1	-	-		n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  **Strategic budget - agreed additional income / savings  Redesign of Internal services:  - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations:  - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support  Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise  Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care  Divisional support services  Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  (143)	-	, -	-	-	-	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands	-	TOTAL APPROPRIATIONS	<u>-</u>	-	-	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands			· · · · · · · · · · · · · · · · · · ·		T	1	
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bugght in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Dider People  (143)	6,443	TOTAL NET EXPENDITURE	7,679	113	(318)	7,474	(3)
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bugght in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Dider People  (143)	+ OTHER WA	DIATIONS IN LEVEL OF EXPENDITURE				1	C00010
Strategic budget - agreed additional income / savings  Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (143)	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000 S
Strategic budget - agreed additional income / savings  Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (143)	Strategic bur	dget - agreed pressures / service demands					
Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)  (267)	Otratogio par	190, 49,000 5,0000,00, 50,7100 20					
Redesign of Internal services: - Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)  (267)							-
- Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)  (162) (163) (164) (164)	Strategic bud	lget - agreed additional income / savings					
- Mental Health - Ashburton Road. Review of services provided at this site.  Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)  (162) (163) (164) (164)							
Commercial Negotiations: - Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161) (162) (163) (164)							
- Supported housing efficiencies - retendering of contracts  (75)  Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)	- Mental Hea	lth - Ashburton Road. Review of services provided	at this site.				(100)
Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161)  (162)  (163)  (20)  (367)	Commercial	Negotiations:					
Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161) (162) (164)	- Supported	housing efficiencies - retendering of contracts					(75)
Other resource changes  Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161) (162) (164)	1						/4-7-1
Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161) 120 (367)							(175)
Transfer of budget for client care to Personal Support Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care Divisional support services Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability Two Contract Monitoring Officers posts transferred from Older People  (161) 120 (367)	Other reserve	ce changes					
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise  Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care  Divisional support services  Corporate support services bought in  An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  120  (367)	Other resour	ce changes					
Release of 14/15 inflation which was held centrally following completion of commercial negotiation exercise  Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care  Divisional support services  Corporate support services bought in  An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  120  (367)	Transfer of h	udget for client care to Personal Support					(161)
Removal of the internal mechanism for purchase of individual client care from Commissioning, this is offset by the removal of income budget in Personal Support. This is an internal recharge only and has no impact on the actual budgets held for client care or total budgets for Adult Social Care  Divisional support services  Corporate support services bought in  An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  (367)			pletion of comme	rcial negotiation	on exercise		
client care or total budgets for Adult Social Care Divisional support services 2 Corporate support services bought in An element of respite service transfer from Commissioning Strategic Projects 20 One Contract Monitoring Officer post transferred from Learning Disability 40 Two Contract Monitoring Officers posts transferred from Older People 69 (143)	Removal of t	he internal mechanism for purchase of individual cli	ent care from Com	missioning, th	nis is offset by		
Divisional support services  Corporate support services bought in  An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  (143)			ge only and has no	impact on th	e actual budg	ets held for	(367)
Corporate support services bought in  An element of respite service transfer from Commissioning Strategic Projects  One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  (143)							_
An element of respite service transfer from Commissioning Strategic Projects One Contract Monitoring Officer post transferred from Learning Disability 40 Two Contract Monitoring Officers posts transferred from Older People 69 (143)							
One Contract Monitoring Officer post transferred from Learning Disability  Two Contract Monitoring Officers posts transferred from Older People  69  (143)			enic Projecte				
Two Contract Monitoring Officers posts transferred from Older People 69  (143)	1	·					
(143)	1	• •				=	
	, Joinide		<u>_</u> _				
TOTAL OTHER VARIATIONS IN RESOURCE (318)							(143)
TOTAL OTHER VARIATIONS IN RESOURCE (318)							
	TOTAL OTH	ER VARIATIONS IN RESOURCE					(318)

# PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION COMMISSIONING STRATEGIC PROJECTS

**COST CENTRE: C1168G** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15		in Level of ure on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A)	(B)	(C)	(D)	(E)
	Employees	£000's 558	£000's	£000's (210)	£000's 353	(37)
-	Premises related expenditure	1	-	(1)	<u>.</u>	(100)
	Supplies and Services Third Party Payments	13 53	-	4	17 54	31
	Transfer Payments	- 53	-	_	54	2 n/a
1	Transport related expenditure	1 ;	-		1	-
	Recharges from other services	5		1	6	20
548	TOTAL EXPENDITURE Government Grants	631	5	(205)	431	(32)
1	Other Grants, reimbursements and contributions	(75)	-		- (75)	n/a -
	Fees and Charges	-	-		-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-		-	n/a
	Recharges to other services TOTAL INCOME	(255) (330)	-	155 155	(100) (175)	(61) (47)
(020)	TOTAL INCOME	(000)		100	(175)	(47)
223	NET CONTROLLABLE COST	301	5	(50)	256	(15)
	Capital Charges	-	-	- ]	-	n/a
	Deferred/Intangible Charges	-		-	-	n/a
	REFCUS	-	-	•	-	n/a
	Corporate support services bought in TOTAL UNCONTROLLABLE COST	-			-	n/a n/a
	1917ta Street House Ball Cool					ıva.
223	NET COST OF SERVICE	301	5	(50)	256	(15)
- 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 TOTAL APPROPRIATIONS	-	-		-	n/a n/a
223	TOTAL NET EXPENDITURE	301	5	(50)	256	(15)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
Strategic bud	get - agreed additional income / savings					
					1	
					-	
Other resourc	<u>e changes</u>					
Transfer an el	ement of respite service to Vulnerable Adults and	Specialist Service	s			(50)
						`
						(50)
TOTAL 07'-					ĺ	
TOTAL OTHE	R VARIATIONS IN RESOURCE					(50)

# PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION DIRECTOR OF COMMISSIONING

**COST CENTRE: C1172G** 

BUDGET   Expenditure or (A)   BUDGET   CANNED   CONTROLLARIS   CANNED   C		7	ORIGINAL	Manieries	in lavel -	ODICINAL	
2014/15   Inflation   2015/16   CHANGE   CHANG	EODECAST					ORIGINAL	<b>o</b> /_
(a)   (b)   (c)		DESCRIPTION					
155   Employees   2000's   2000's   2000's   2000's   155   Employees   2   9   2   2   2   2   2   2   9   -	2014/15	DESCRIPTION					
15	EUUU!e		'''		` '		
Premises related expenditure		Employees					, <u>,,,                                 </u>
1   1   1   1   1   1   1   1   1   1		, , ,		-	(2)		n/a
Third Party Payments Transport related exponenture Rechanges from other services 15 - 5 20 33 166 TOTAL EXPENDITURE 262 2 (1) 253 0 0 Government Grants Other Grants, relimbursements and contributions Fees and Charges Customer and Client Receipts (42) (1) - (43) 2 Interest Receivable Interest Receivable Transport relatives services Transport relatives revices Transport relatives reviews Transport other services Transpo			18	_	(4)	14	
Transfer Payments		l '''	'-	_	(-)	<u>'-</u> '	
- Transport related expenditure Recharges from other services 15 - 5 20 33 166 TOTAL EXPENDITURE 252 2 (1) 253 0 Government Grants			-	-	_	_ [	
- Recharges from other services			[ ]		_	_ [	
166   TOTAL EXPENDITURE			15	-		20	
Government Grants							
- Other Grants, reimburesements and contributions - Faes and Charges						253	
- Fees and Charges						- 1	
- Customer and Client Receipts		1	-	-	-	_	
Interest Receivable			(40)	(4)	-	(42)	
Recharges to other services	-	· · · · · · · · · · · · · · · · · · ·	(42)		-	(43)	
TOTAL INCOME	-		-	-		-	
166   NET CONTROLLABLE COST			-			-	
- Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS	-	TOTAL INCOME	(42)	(1)	-	(43)	2
- Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS							
- Deferred/Intangible Charges	166	NET CONTROLLABLE COST	210	1	(1)	210	
- Deferred/Intangible Charges		Capital Charges					n/a
REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  166   NET COST OF SERVICE  166   NET COST OF SERVICE  210	_		_	_	_	_	
Contributions to / (from) Earmarked Reserves	_	DEECHE CHAIGES	_	_	_	_	
TOTAL UNCONTROLLABLE COST						_ [	
166 NET COST OF SERVICE  210 1 (1) 210 -  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  166 TOTAL NET EXPENDITURE 210 1 (1) 210 -  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Other resource changes  Other minor variations  (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)							
- Contributions to / (from) Earmarked Reserves		TOTAL UNCONTROLLABLE COST				7.1	TI/a
- Contributions to / (from) Earmarked Reserves	166	NET COST OF SERVICE	210	1	(1)	210	-
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances							
- Financing of Capital Expenditure	-	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
- Financing of Capital Expenditure	-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
- Provision for Repayment of External Loans	-		-	-	-	-	n/a
Contribution to / (from) General Balances	_		-	-	-	-	n/a
TOTAL APPROPRIATIONS  N/6  166   TOTAL NET EXPENDITURE   210   1   (1)   210   -    * OTHER VARIATIONS IN LEVEL OF EXPENDITURE   £000/s  Strategic budget - agreed pressures / service demands   -    - Other resource changes   -    Other minor variations   (1	-		-	-	-	- 1	n/a
Other resource changes  Other minor variations  (1)			-	-		•	n/a
Other resource changes  Other minor variations  (1)		L LEGI	2.2		445		
Strategic budget - agreed pressures / service demands	166	TOTAL NET EXPENDITURE	210	1	(1)	210	
Strategic budget - agreed pressures / service demands	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				4	£000's
Strategic budget - agreed additional income / savings  Other resource changes  Other minor variations  (1	OTHER V	THAT TOTO IN ELVEL OF EACH ENDITORIE					20000
Strategic budget - agreed additional income / savings  Other resource changes  Other minor variations  (1	Strategic bud	dget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings  Other resource changes  Other minor variations  (1						13	
Strategic budget - agreed additional income / savings  Other resource changes  Other minor variations  (1							
Strategic budget - agreed additional income / savings  Other resource changes  Other minor variations  (1							
Other resource changes Other minor variations  (1							_
Other resource changes Other minor variations  (1	Strategic hur	dget - agreed additional income / savings					
Other minor variations (1	Otrategio but	agreed additional wicomo / savings					
Other minor variations (1							
Other minor variations (1							
Other minor variations (1							
Other minor variations (1							
Other minor variations (1							
Other minor variations (1						1	
Other minor variations (1						1	<u> </u>
Other minor variations (1	D))					}	<del></del>
Other minor variations (1	Other recour	co changes					
(1	Other resour	ce changes					
(1	Other minor	variations					(1)
						W.	
							(1)
TOTAL OTHER VARIATIONS IN RESOURCE							
	TOTAL OTH	IER VARIATIONS IN RESOURCE					(1)

## PEOPLE - ADULT SOCIAL SERVICES INTEGRATED COMMISSIONING DIVISION COMMISSIONING SPECIALIST SERVICES

COST CENTRE: C1166G

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET	Variations i	re on (A)	ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	`%
	Employees	458	4	202	664	45
1	Premises related expenditure Supplies and Services	9	- 1	- 25	34	n/a 278
1	Third Party Payments	3,290	52	(310)	3,032	(8
1	Transfer Payments	-		71	71	n/a
	Transport related expenditure	1	-	2	3	200
	Recharges from other services	283	-	(172)	111	(61
	TOTAL EXPENDITURE Government Grants	4,041	56	(182)	3,915	(3 n/a
	Other Grants, reimbursements and contributions	-	-	-		n/:
1	Fees and Charges	-	-	-	-	n/
	Customer and Client Receipts	-	-	-	-	n/a
I	Interest Receivable	-	-	-	-	n/
<del></del>	Recharges to other services TOTAL INCOME	-	-	-	-	n/
(01)	TOTAL INCOME	-				I IV
3,553	NET CONTROLLABLE COST	4,041	56	(182)	3,915	(3
	Capital Charges	-	-	-	-	n/
-	Deferred/Intangible Charges	•	-	-	-	r/a
156	REFCUS Corporate support services bought in	156	-	- (17)	139	n/: (11
156	TOTAL UNCONTROLLABLE COST	156	223	(17)	139	(11
3,709	NET COST OF SERVICE	4,197	56	(199)	4,054	(3
	Contributions to / (from) Earmarked Reserves	_ {				n/
	Contributions to / (from) Capital Reserves:	-		_	<u> </u>	n/
-	Financing of Capital Expenditure	-	-	-	_	n/
-	Provision for Repayment of External Loans	-	-	-		n/
	Contribution to / (from) General Balances			-	-	n/a
-	TOTAL APPROPRIATIONS	-	- 1		-	n/a
3,709	TOTAL NET EXPENDITURE	4,197	56	(199)	4,054	(3
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					00001-
OTTIER VA	HIATIONS IN LEVEL OF EXPENDITURE	· · · · · · · · · · · · · · · · · · ·				s'0003
Strategic bud	get - agreed pressures / service demands					
Strategic bud	get - agreed additional income / savings					
						<del></del>
Other resource	ce changes					
Transfer 1 FT	E to Strategy Commissioning Procurement and Pe	rformance divisior	า			(45
	ne internal mechanism for purchase of individual cli		•		•	
	come budget in Personal Support. This is an internaticate or total budgets for Adult Social Care	ai recharge only ar	na has no imp	act on the ac	tual budgets	(174
	care or total budgets for Adult Social Care 1/15 inflation which was held centrally following com	nletion of commor	rial negotiatio	n evercise		١
Divisional sup		ploading commer	oral negotiatio	67610196		(3
Corporate sup	pport services bought in					(17
	f respite service transfer from Commissioning Strat	egic Projects				30
Other miner	variations					2
Outer millior v						1
Other millor v						
Outer millor v						
Other millor v						(199
	ER VARIATIONS IN RESOURCE					(199



#### **PERSONAL SUPPORT**

#### SERVICE DESCRIPTION

The Personal Support Division undertakes the Council's statutory adult social services functions with regard to the assessment of Croydon residents, and their carers, who appear to be in need of support and the organisation of services or direct payments, within available resources, in a timely manner.

This Division discharges a range of statutory duties including safeguarding adults who are vulnerable to abuse, the delivery of community care and carers' assessments and the completion of mental capacity and deprivation of liberty assessments. The Personal Support Division works in close partnership with health organisations to find solutions to prevent hospital admissions and arrange safe and timely discharges, to deliver reablement and maximise the independence of residents, to support people who are experiencing mental health difficulties or dementia as they age and to enable people with learning disabilities to live within their local communities. It also delivers financial support for those who are unable to manage their own affairs, and supports individuals through financial assessment and deferred payments.

**MOVEMENT IN NET EXPENDITURE** 

		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1176G	Assessment and Case Management	44,786	848	(71)	45 560	
	Social Work and Safeguarding	4.872	121	(71)	, ,	2
	Early Interventions and Reablement	4.065	45	(295) 937	4,698	(4)
C1182G	Personal Support Strategic Projects	134	2	937	5,047 137	24
C1184G	Business Relationships and Service Effectiveness	(58,043)	18	58,025	137	(100)
C1174G	Director of Personal Support	180	10	293	474	(100) 163
C1170G	Professional Standards		6	(6)	4/4	n/a
	TOTAL NET SPEND	(4,006)	1,041	58,884	55,919	(1,496)

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Assessment and Case Management	80.5	78.8	(1.7)
Social Work and Safeguarding	63.7	63.7	- 1
Early Interventions and Reablement	115.0	113.8	(1.2)
Personal Support Strategic Projects	2.0	2.0	` - 1
Business Relationships and Service Effectiveness	47.9	47.9	l - 1
Director of Personal Support	1.0	3.0	2.0
Professional Standards	9.3	16.2	6.9
TOTAL FTE STAFF	319.4	325.4	6.0

#### PERSONAL SUPPORT

#### COST CENTRE:C1190F

		ODIOINAL			ODICINAL	
		ORIGINAL	Variations		ORIGINAL BUDGET	%
FORECAST		BUDGET	Expenditu Inflation	* Other	2015/16	CHANGE
2014/15	DESCRIPTION	2014/15		(C)	(D)	(E)
		(A) £000's	(B) £000's	£000's	£000's	(∟) %
£000's		13,488	164	350	14,002	- 78 4
	Employees	181	104	(9)	172	(5)
	Premises related expenditure	2,640	2	(1,708)	934	(65)
	Supplies and Services	56,592	1,100	22,628	80,320	42
	Third Party Payments Transfer Payments	1,787	1,100	415	2,202	23
	Transfer Payments  Transport related expenditure	330	_	- 10	330	-
	Recharges from other services	106	-	91	197	86
	TOTAL EXPENDITURE	75,124	1,266	21,767	98,157	31
L	Government Grants	,		(1,591)	(1,591)	n/a
	Other Grants, reimbursements and contributions	(6,342)	_	(19,992)	(26,334)	315
	Fees and Charges	(10,557)	(223)	1,329	(9,451)	(10)
	Customer and Client Receipts	(84)	(2)	(3)	(89)	6
(62)	Interest Receivable	(54)	-	(0)	(55/	n/a
(5.040)	· · · · · · · · · · · · · · · · · · ·	(62,348)	_	57,440	(4,908)	(92)
<del>''</del>	Recharges to other services	<del>  ' ' '</del>	(005)	37,183	(42,373)	
(21,232)	TOTAL INCOME	(79,331)	(225)	37,103	(42,373)	(47)
56,452	NET CONTROLLABLE COST	(4,207)	1,041	58,950	55,784	(1,426)
17	Capital Charges	29	-	(8)	21	(28)
166	Deferred/Intangible Charges	172	-	(58)	114	(34)
-	REFCUS	-	-	-	-	n/a
_	Corporate support services bought in	-		-	-	n/a
183	TOTAL UNCONTROLLABLE COST	201		(66)	135	(33)
56,635	NET COST OF SERVICE	(4,006)	1,041	58,884	55,919	(1,496)
	1	<del></del>				/-
-	Contributions to / (from) Earmarked Reserves	-	-	•	_	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-		-	<u> </u>	n/a
-	TOTAL APPROPRIATIONS	-	<u> </u>	<u> </u>	<u>-</u>	n/a
56,635	TOTAL NET EXPENDITURE	(4,006)	1,041	58,884	55,919	(1,496)
				.000		0000
* OTHER V	ARIATIONS IN LEVEL OF EXPENDITURE			A		£000's
1						
0	dent coursed accounts / continue domando					2,404
Strategic bu	dget - agreed pressures / service demands					2,101
Stratogic bu	dget - agreed additional income / savings					(2,740)
Strategic bu	dget - agreed additional income / savings					· ·
1						
Other resou	rce changes					59,220
						50.004
TOTAL OTI	HER VARIATIONS IN RESOURCE					58,884

#### PERSONAL SUPPORT

#### ASSESSMENT AND CASE MANAGEMENT

COST CENTRE: C1176G

		ORIGINAL	Variations	in Level of	ORIGINAL	<u> </u>
FORECAST		BUDGET		re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	3,402	29	(2)	3,429	1
-	Premises related expenditure	-	•		-	n/a
	Supplies and Services	87	4 004	. (400)	87 53.500	
	Third Party Payments Transfer Payments	52,716 1,754	1,024	(120) 415	53,620 2,169	2 24
	Transport related expenditure	56	-	•	56	
	Recharges from other services	6			6	
60,683	Government Grants	58,021	1,053	293	59,367	2
(4 829)	Other Grants, reimbursements and contributions	(4,037)	:	(824)	(4,861)	n/a 20
	Fees and Charges	(8,980)	(205)	1,354	(7,831)	(13
(1)	Customer and Client Receipts	- 1	•	-	-	n/a
(400)	Interest Receivable		•		44 44 44	n/a
	Recharges to other services TOTAL INCOME	(218)	(205)	(894) (364)	(1,112) (13,804)	410
(10,500)		(10,200)	(2007)	(001)	(10,001)	
47,023	NET CONTROLLABLE COST	44,786	848	(71)	45,563	2
	lo	·				
	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS					n/a n/a
	Corporate support services bought in	-			-	n/a
	TOTAL UNCONTROLLABLE COST	-		-	•	n/a
47 023	NET COST OF SERVICE	44,786	848	(71)	45,563	2
		7.,,.00	0.0	(* . ,	10,000	
-	Contributions to / (from) Earmarked Reserves	•	-	-	•	n/a
-	Contributions to / (from) Capital Reserves:	-	•	•	-	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans		-		-	n/a n/a
	Contribution to / (from) General Balances		-			n/a
<u> </u>	TOTAL APPROPRIATIONS	-		•		n/a
47.000	TOTAL NET EVENDETIES	44.700	040	(74)	45 560	
47,023	TOTAL NET EXPENDITURE	44,786	848	(71)	45,563	2
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
O						
Strategic bud	dget - agreed pressures / service demands					
Transport cos	sts - due to increased demand for services					475
	Growth - increased numbers of children with disabili					956
Ordinary Res	sidence - Expected increase in cases pending chan	ges as a result of t	the Care Act L	_egislation		415
Strategic bud	dget - agreed additional income / savings					1,846
	and the second seconds					
	External Services:					
	eltered conversion to extra care provision sability Day Services - service review					(98
Commercial I						(5
	le Commissioning - St Christopher's Hospice/End	of Life - Integrated	Framework A	Agreement		(64
_	sability Integrated Framework (IFA)					(100
	le with Physical Disabilities Personal Care Integrate			omanta		(86
	sability Supported Living - systematic review of all o Internal Services:	ments supported ii	1 24 Hour plac	ements		(133
	es - review scheme as an alternative to more expen	sive options				(44
	osts - service redesign to reduce costs					(475
	sability independent Living Officers - redesign of se	rvice provision				(10
	Resources - People: purces in the Community more efficiently				,	(390
			s Learning Dis	ability & Phys	sical	
		or 18 - 25 year olds				(155
	Transition to Adults - reduction in transition costs for	or 18 - 25 year olds	s counting bio			(,,,,
Resilience & Disability Short term Re	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se		r courting Dia			(307
Resilience & Disability Short term Re	Transition to Adults - reduction in transition costs for		s couring big		i	(307 (500
Resilience & Disability Short term Re	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se		J LOUVINING DIS		;	(307 (500
Resilience & Disability Short term Re	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes		Securing 516		; ;	(307 (500
Resilience & Disability Short term Re Commercial I	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes	ervice			; ; ;	(307 (500 (2,367
Resilience & Disability Short term Re Commercial I  Other resource Release of 14	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes  ce changes 4/15 inflation which was held centrally following com	ervice		on exercise		(307 (500 (2,367
Resilience & Disability Short term Re Commercial I	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes  ce changes 4/15 inflation which was held centrally following controlling	ervice		on exercise		(307 (500 (2,367
Resilience & Disability Short term ReCommercial I  Other resource Release of 14 Public Health	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes  ce changes 4/15 inflation which was held centrally following controlling	ervice		on exercise		(307 (500 (2,367 1,449 (1,000
Resilience & Disability Short term Re Commercial I  Other resource Release of 14 Public Health Other minor v	Transition to Adults - reduction in transition costs for eablement - Expansion of short term reablement se Negotiations - with all care homes  ce changes 4/15 inflation which was held centrally following controlling	ervice		on exercise		(307 (500) (2,367) 1,449 (1,000) 1 450

#### PERSONAL SUPPORT

#### **SOCIAL WORK AND SAFEGUARDING**

COST CENTRE: C1178G

, '		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16 (D)	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	£000's	(E) %
	Employees	2,570	72	(69)	2,573	0
	Premises related expenditure		-	·/	-	n/a
	Supplies and Services	19	-	-	19	
3,381	Third Party Payments	3,399	67	(26)	3,440	1
483	Transfer Payments	33	-	-	33	-
19	Transport related expenditure	38	-	-	38	
	Recharges from other services	-	-	-	-	n/a
	TOTAL EXPENDITURE	6,059	139	(95)	6,103	1
	Government Grants		-	-	-	n/a
' '	Other Grants, reimbursements and contributions	(109)	- 40	-	(109)	
, ,	Fees and Charges	(760)	(18)	-	(778)	2
	Customer and Client Receipts Interest Receivable	- 1	-	•	-	n/a n/a
	Recharges to other services	(318)		(200)	(518)	63
	TOTAL INCOME	(1,187)	(18)	(200)	(1,405)	18
(1,271)	TOTAL INCOME	(1,107)	(10)]	(200)	(1,400)	
5,833	NET CONTROLLABLE COST	4,872	121	(295)	4,698	(4
- 1	Capital Charges		. 1			n/a
	Deferred/Intangible Charges		_		_	n/a
	REFCUS	.		.		n/a
-	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST			-	-	n/a
5 833	NET COST OF SERVICE	4.872	121	(295)	4,698	(4
0,000	NET GOOT OF GETTINGE	7,012		(100)	-1,000 [	
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
- [	Contributions to / (from) Capital Reserves:	-	-	-	*	n/a
-	Financing of Capital Expenditure	•	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances		-	-	-	n/a
<u>-</u>	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,833	TOTAL NET EXPENDITURE	4,872	121	(295)	4,698	(4
		4,872	121	(295)	4,698	(4) 5000's
	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	4,872	121	(295)	4,698	£000's
OTHER VAL		4,872	121	(295)	4,698	
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE	4,872	121	(295)	4,698	
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE	4,872	121	(295)	4,698	£000's
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE	4,872	121	(295)	4,698	
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE	4,872	121	(295)	4,698	£000's
• OTHER VAR Strategic budo Strategic budo Redesign of E	get - agreed additional income / savings external Services:	4,872	121	(295)	4,698	£000's
OTHER VAR Strategic budo Strategic budo Redesign of E	get - agreed additional income / savings	4,872	121	(295)	4,698	£000's
• OTHER VAR Strategic budg Strategic budg Redesign of E - Special Shel	get - agreed additional income / savings  External Services: tered conversion to extra care provision	4,872	121	(295)	4,698	£000's
Strategic budg  Strategic budg  Redesign of E - Special Shell	get - agreed additional income / savings external Services: tered conversion to extra care provision				4,698	£000's
Strategic budg  Strategic budg  Redesign of E - Special Shelt  Commercial N - Older People	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: tered conversion to extra care provision  degotiations: a Commissioning - St Christopher's Hospice/End of	of Life - Integrated F			4,698	£000's
Strategic budg  Strategic budg  Redesign of E - Special Shel  Commercial N - Older People	get - agreed additional income / savings external Services: tered conversion to extra care provision	of Life - Integrated F			4,698	£000's
Strategic budge Strategic budge Redesign of E - Special Shelt Commercial N - Older People - Older People	get - agreed pressures / service demands  get - agreed additional income / savings  External Services: tered conversion to extra care provision  legotiations: a Commissioning - St Christopher's Hospice/End of the with Physical Disabilities Personal Care Integrated	of Life - Integrated F I Framework (IFA)			4,698	£000's
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Drug and Alco	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: tered conversion to extra care provision  degotiations: a Commissioning - St Christopher's Hospice/End of	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's  (28
Strategic budge Strategic budge Redesign of E - Special Shelt Commercial N - Older People - Older People Drug and Alco	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: tered conversion to extra care provision  degotiations: e Commissioning - St Christopher's Hospice/End of e with Physical Disabilities Personal Care Integrated	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's
Strategic budge Strategic budge Redesign of E - Special Shelt Commercial N - Older People - Older People Drug and Alco	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of the with Physical Disabilities Personal Care Integrated thol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's (28
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Drug and Alco QIPP- Develop	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of the with Physical Disabilities Personal Care Integrated thol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's (28
Strategic budge Strategic budge Redesign of E - Special Shelt Commercial N - Older People - Older People Drug and Alco	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of the with Physical Disabilities Personal Care Integrated thol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's  (28  (19  (10) (20) (20)
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Drug and Alco QIPP- Develop	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of the with Physical Disabilities Personal Care Integrated thol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's  (28  (19  (10) (20) (20)
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Drug and Alco QIPP- Develop	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: tered conversion to extra care provision  degotiations: a Commissioning - St Christopher's Hospice/End of ewith Physical Disabilities Personal Care Integrated phol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have set improvements etc. across organisations	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's  (28  (19  (14  (20) (20)
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Older People Drug and Alco QIPP- Develop efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: tered conversion to extra care provision  degotiations: a Commissioning - St Christopher's Hospice/End of ewith Physical Disabilities Personal Care Integrated phol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have set improvements etc. across organisations	of Life - Integrated F I Framework (IFA) et	-ramework Ari	rangement		£000's  (28  (19  (14  (20) (20)
Strategic budge Strategic budge Redesign of E - Special Shelt Commercial N - Older People - Older People Drug and Alco QIPP- Develop efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: In Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have set improvements etc. across organisations	of Life - Integrated F I Framework (IFA) et a more coordinate	-ramework Ari	rangement		£000's  (28  (11  (20)  (20)  (20)
Strategic budg Strategic budg Redesign of E - Special Shelt Commercial N - Older People - Older People Drug and Alco QIPP- Develop efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  External Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of with Physical Disabilities Personal Care Integrated phol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have set improvements etc. across organisations	of Life - Integrated F I Framework (IFA) et a more coordinated	Framework An	rangement delivery of ac		£000's  (28  (11) (20) (20) (26)
Strategic budg  Strategic budg  Redesign of E - Special Shel  Commercial N - Older People - Older People Drug and Alco QIPP- Develop efficiencies/co  Other resource  Two Safegua Release of 14. Transfer of fur	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have est improvements etc. across organisations  e changes  arding posts transferred to Commissioning - Mer /15 inflation which was held centrally following compinding from Directorate	of Life - Integrated F I Framework (IFA) et a more coordinated	ramework An	rangement delivery of ac		£000's (28
Strategic budg Strategic budg Redesign of E - Special Shel Commercial N - Older People - Older People Drug and Alco QIPP- Develop efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have est improvements etc. across organisations  e changes  arding posts transferred to Commissioning - Mer /15 inflation which was held centrally following compinding from Directorate	of Life - Integrated F I Framework (IFA) et a more coordinated	ramework An	rangement delivery of ac		(28 (19 (20 (28 (28
Strategic budg  Strategic budg  Redesign of E - Special Shel  Commercial N - Older People - Older People Drug and Alco QIPP- Develop efficiencies/co  Other resource  Two Safegua Release of 14. Transfer of fur	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have est improvements etc. across organisations  e changes  arding posts transferred to Commissioning - Mer /15 inflation which was held centrally following compinding from Directorate	of Life - Integrated F I Framework (IFA) et a more coordinated	ramework An	rangement delivery of ac		(28 (19 (14 (20 (28 (28
Strategic budg  Strategic budg  Redesign of E Special Shel Commercial N Older People Older People Drug and Alco QIPP- Develop  efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have est improvements etc. across organisations  e changes  arding posts transferred to Commissioning - Mer /15 inflation which was held centrally following compinding from Directorate	of Life - Integrated F I Framework (IFA) et a more coordinated	ramework An	rangement delivery of ac		£000's  (28  (11) (20) (26  (28  (92) 56 29 (7)
Strategic budg  Strategic budg  Redesign of E Special Shel  Commercial N Older People Older People  Drug and Alco QIPP- Develop  Efficiencies/co	get - agreed pressures / service demands  get - agreed additional income / savings  external Services: Itered conversion to extra care provision  Regotiations: a Commissioning - St Christopher's Hospice/End of exith Physical Disabilities Personal Care Integrated chol Action Team - funding from Public Health Budg p joint QIPP/Council efficiency programme to have est improvements etc. across organisations  e changes  arding posts transferred to Commissioning - Mer /15 inflation which was held centrally following compinding from Directorate	of Life - Integrated F I Framework (IFA) et a more coordinated	ramework An	rangement delivery of ac		(28 (19 (14 (20 (28 (28

#### **PERSONAL SUPPORT**

#### **EARLY INTERVENTIONS AND REABLEMENT**

**COST CENTRE: C1180G** 

		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
C0001-		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	2000's	8'0003	<u> %</u>
	Employees Premises related expenditure	4,634	39	(36)	4,637	0
	Supplies and Services	165 228	[ ]	-	165 228	•
	Third Party Payments	444	8		421	
	Transfer Payments	444	°	(31)	421	(5
	Transport related expenditure	217			217	n/a
	Recharges from other services	10		_	10	
	TOTAL EXPENDITURE	5,698	47	(67)	5,678	(0
	Government Grants				- 0,070	
	Other Grants, reimbursements and contributions	(12)	.	-	(12)	-
	Fees and Charges	(485)		(25)	(510)	5
	Customer and Client Receipts	(84)	(2)	(3)	(89)	6
	Interest Receivable			-		n/a
	Recharges to other services	(1,081)		1,040	(41)	(96
	TOTAL INCOME	(1,662)	(2)	1,012	(652)	(61
3,472	NET CONTROLLABLE COST	4,036	45	945	5,026	25
17	Capital Charges	29	- 1	(8)	21	(28
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-		-	-	n/a
-	Corporate support services bought in	-		-	- 1	n/a
17	TOTAL UNCONTROLLABLE COST	29	- 1	(8)	21	(28
3,489	NET COST OF SERVICE	4,065	45	937	5,047	24
- [	Contributions to / (from) Earmarked Reserves	-	-	_	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	•	- ]	-	-	n/a
3.489	TOTAL NET EXPENDITURE	4,065	45	937	5,047	24
0,100		1,000		001	5,541	
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£0003
Strategic bude	get - agreed pressures / service demands					
					ŀ	
Strategic bude	get - agreed additional income / savings					<del></del>
Redesign of li	nternal Services:				l	
- Sensory Imp	pairment team review of service provision					(38
- Careline Plu	s contract and service review					(54
					l	
					[	(92
044	and the same of					
Other resourc	e changes					
Doducti !	rashawan ta Harrisa Barrisa Araba (Co. 1				l	
	recharges to Housing Revenue Account Services					690
reduction in r	recharges to Public Health following a change in ser	vice			l	350
						(8
Capital charge					1	
					İ	(3
Capital charge						
Capital charge						1,029
Capital charge Other minor v						

ORIGINAL Variations in Level of ORIGINAL

#### PEOPLE - ADULT SOCIAL SERVICES

#### PERSONAL SUPPORT

#### PERSONAL SUPPORT STRATEGIC PROJECTS

COST CENTRE: C1182G

FORECAST		BUDGET		re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001-		(A)	(B)	(C) £000's	(D) £000's	(E) %
£000's	Employees	£000's 184	£000's	1	187	2
	Premises related expenditure	-	•		•	π/a
	Supplies and Services	1,986	-	(1,986)	-	(100)
	Third Party Payments	-	-	22,745	22,745	n/a
	Transfer Payments	•	-		-	n/a n/a
	Transport related expenditure Recharges from other services		-		_	n/a
	TOTAL EXPENDITURE	2,170	2	20,760	22,932	957
-	Government Grants	-	-	(1,591)	(1,591)	n/a
	Other Grants, reimbursements and contributions	(2,036)	-	(19,168)	(21,204)	941
-	Fees and Charges	-	-	-	-	n/a
	Customer and Client Receipts Interest Receivable			_		n/a n/a
(1.544)	Recharges to other services	_	-	-		n/a
	TOTAL INCOME	(2,036)	-	(20,759)	(22,795)	1,020
80	NET CONTROLLABLE COST	134	2	1	137	2
	Capital Charges			_	_	n/a
	Capital Charges Deferred/Intangible Charges	[				n/a
	REFCUS	_	_	_ '		n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	•	-	-	-	n/a
	LUET COOK OF OFFICE	404			107	
80	NET COST OF SERVICE	134	2	1	137	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
-	TOTAL APPROPRIATIONS	-		i	<u>-</u> .	n/a
80	TOTAL NET EXPENDITURE	134	2	1	137	2
	·					
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				<del> </del>	£000's
Charles also buse						
Strategic buc	dget - agreed pressures / service demands					
Strategic bud	dget - agreed additional income / savings					
						•
Other resour	ce changes					
Outer resour	oo onanges					ĺ .
Cut.	a tata					,
Other minor	variations					1
						1
						<u> </u>
TOTAL 0=:-	ER VARIATIONS IN RESOURCE					1

### PEOPLE - ADULT SOCIAL SERVICES PERSONAL SUPPORT

#### **BUSINESS RELATIONSHIPS AND SERVICE EFFECTIVENESS**

**COST CENTRE: C1184G** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15		in Level of are on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
	200.11 1100	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£0003	£0003	£000's	%
	Employees	1,785	16	(1)	1,800	1.
	Premises related expenditure Supplies and Services	167	1	-	160	n/a
	Third Party Payments	167   32	1	-	168 33	1 3
	Transfer Payments	JE		_	-	n/a
	Transport related expenditure	19	-	-	19	-
24	Recharges from other services	75	-	- 1	75	_
	TOTAL EXPENDITURE	2,078	18	(1)	2,095	1
	Government Grants	-	-	-		n/a
	Other Grants, reimbursements and contributions Fees and Charges	(46)	-	-	(46)	-
	Customer and Client Receipts	(332)	-	-	(332)	
	Interest Receivable	]		-	_	n/a n/a
	Recharges to other services	(59,915)	_	58,084	(1,831)	(97)
	TOTAL INCOME	(60,293)		58,084	(2,209)	(96)
			-			
(212)	NET CONTROLLABLE COST	(58,215)	18	58,083	(114)	(100)
	Capital Charges	-	•	-		n/a
	Deferred/Intangible Charges REFCUS	172	-	(58)	114	(34)
	Corporate support services bought in	-	-	-	-	n/a
166	TOTAL UNCONTROLLABLE COST	172		(58)	114	n/a (34)
				(00)		(34)
(46)	NET COST OF SERVICE	(58,043)	18	58,025	-	(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 Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-				n/a n/a
						T T D CA
(46)	TOTAL NET EXPENDITURE	(58,043)	18	58,025		(100)
		AV-S-NS				
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	get - agreed pressures / service demands					
	agreed process, so record domanda					
<b>.</b>						
Strategic bude	get - agreed additional income / savings					
						-
Other resource	e changes					
	e internal mechanism for purchase of individual clie					
	get in Personal Support. This is an internal recharg	e only and has no	impact on the	actual budge	ets held for	58,043
	otal budgets for Adult Social Care					
Capital charge Divisional sup						(58)
CITIOIOII SUP	POLL GOLVICOS					40
	•					
	•					
						58,025
	R VARIATIONS IN RESOURCE					58,025 <b>58,025</b>

2

293

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# PEOPLE - ADULT SOCIAL SERVICES PERSONAL SUPPORT DIRECTOR OF PERSONAL SUPPORT

COST CENTRE: C1174G

Other minor variations

TOTAL OTHER VARIATIONS IN RESOURCE

	"	ORIGINAL	Variations		ORIGINAL	0/
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
]		(A)	(B)	(C)	(D)	(E)
£000's		s'0003	s'0003	s'0003	s'0003	%
	Employees	119	1	293	413	247
	Premises related expenditure	-	-	-	-	n/a
6	Supplies and Services	60	-	-	60	-
56	Third Party Payments	1	-	-	1	-
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	_	-	n/a
	Recharges from other services	_ 1	-	_	-	n/a
	TOTAL EXPENDITURE	180	1	293	474	163
		100			7,7	n/a
	Government Grants	-	-		_	
	Other Grants, reimbursements and contributions	-	-	- 1	-	n/a
-	Fees and Charges	-	-	-	•	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	_	-	-	-	n/a
	TOTAL INCOME				_	n/a
	TOTAL INCOME				L	
		400		000	474	163
179	NET CONTROLLABLE COST	180	1	293	474	163
_	20000					
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	.	_	-		n/a
	Corporate support services bought in		_	_		n/
	Corporate support services bought in					n/
	TOTAL UNCONTROLLABLE COST					TV-
					1	100
179	NET COST OF SERVICE	180	1	293	474	163
		1000		7E2		
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
		_	-			n/a
_	It contributions to / (trom) Lanital Reserves:					
-	Contributions to / (from) Capital Reserves:	_	-	_	-	n/
-	Financing of Capital Expenditure	-	-	-	-	)
-	Financing of Capital Expenditure Provision for Repayment of External Loans	- - ;	-	-	-	n/: n/:
-	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/ n/
-	Financing of Capital Expenditure Provision for Repayment of External Loans	- - -	- - -	- - -	-	n/ n/
-	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances		-	-	-	n/ n/
-	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS		- - - -		474	n/
-	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	474	n/: n/: n/:
179	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-	-	-	474	n/ n/ n/
179	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	474	n/ n/
179	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/, n/, n/. 163 £000's
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/ 163 £000's
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/ 163 £000's
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	n/ n/ n/ 163 £000's
179 * OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	1/0/n/ n/ 163 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	165 £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	474	16: £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	-	-	-	474	16: £000's
179 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	-	-	-	474	16: £000's
179 * OTHER VA Strategic buc	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings	180	1	293	474	163 £000's
179 * OTHER VA Strategic buc  Strategic buc  Other resour	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	180	1	293	474	1/0/n/ n/ 163 £000's
179 OTHER VA Strategic buc  Strategic buc  Other resour One Head of One Busines	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes  Service post transferred from Adult Social Care Direct Manager post transferred from Adult Social Care	ectorate - Social C	1 are Reform G	293	474	£000's
179 OTHER VA Strategic buc  Strategic buc  Other resour One Head of One Busines	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	ectorate - Social C	1 are Reform G	293	474	163 £000's
* OTHER VA  Strategic buc  Strategic buc  Other resour  One Head of One Busines Two Social V	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  diget - agreed additional from Adult Social Care Directors  s Manager post transferred from Adult Social Care Vorkers transferred from Adult Social Care Directors	ectorate - Social C Directorate - Social ate - Social Care R	are Reform G I Care Reform eform Grant	293	474	16: £000's
Other resour  One Head of One Busines Two Social V	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes  Service post transferred from Adult Social Care Direct Manager post transferred from Adult Social Care	ectorate - Social C Directorate - Social ate - Social Care R ersonal Support D	are Reform G I Care Reform eform Grant irectorate	293 Grant n Grant		16 £000's

# PEOPLE - ADULT SOCIAL SERVICES PERSONAL SUPPORT PROFESSIONAL STANDARDS

**COST CENTRE: C1170G** 

FORECAST						
<b> FOHECAST</b>		ORIGINAL		in Level of	ORIGINAL	
0044/45	DECORIDEION	BUDGET		ure on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's	S	£000's	2000's	£0003	s'0003	%
	Employees	794	5	164	963	21
	Premises related expenditure	16	•	(9)	7	(56)
	Supplies and Services	93	1	278	372	300
	Third Party Payments	-	-	60	60	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure		-	- 1	-	n/a
	Recharges from other services	15	<u>-</u>	91	106	607
	TOTAL EXPENDITURE	918	6	584	1,508	64
	Government Grants	-	-	-	- [	n/a
	Other Grants, reimbursements and contributions	(102)	-	-	(102)	-
	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	_	-	-	n/a
(816)	Recharges to other services	(816)	-	(590)	(1,406)	72
(898)	TOTAL INCOME	(918)	-	(590)	(1,508)	64
		/1		\ <del>-</del> /	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	J
78	NET CONTROLLABLE COST	- I	6	(6)	-	n/a
				157		170
-	Capital Charges		-		_ 1	n/a
	Deferred/Intangible Charges		_	-	-	
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	•	-	•	n/a
	TOTAL UNCONTROLLABLE COST		-	-		n/a
	TOTAL UNCONTROLLABLE COST	-		-	-	n/a
78	NET COST OF SERVICE			45)		
/6	NET COST OF SERVICE	-	6	(6)		n/a
	<u> </u>					
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-		n/a
			-	-		n/a
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE		- 6	(6)	<u> </u>	
78	TOTAL NET EXPENDITURE		- 6			
78		-	6			
78 THER VA	TOTAL NET EXPENDITURE	- 1	6			n/a
78 THER VA	TOTAL NET EXPENDITURE	- 1	- 6			n/a
78 78 VA * OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	- 1	6			n/a
78 78 VA * OTHER VA	TOTAL NET EXPENDITURE	-	6			n/a
78 78 VA * OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-	6			n/a £000's
78 78 VA * OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	- 1	6			n/a £000's
78 78 * OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-	- 6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	-	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	- 1	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	- 1	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	-	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	- 1	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	-	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	-	6			n/a £000's
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation	- 1	6			n/a £000's
78 78 * OTHER VA Strategic bud Deprivation C	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  if Liberty - due to changes in legislation  get - agreed additional income / savings	- 1	6			n/a £000's 558 558
78 78 * OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  if Liberty - due to changes in legislation  get - agreed additional income / savings	-	6			n/a £000's 558 558
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation  get - agreed additional income / savings					n/a £000's 558 558
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation  get - agreed additional income / savings					n/a £000's 558 558
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud  Other resourc	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings	e - Social Care Re	form Grant			n/a £000's 558 558
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud  Other resource  Two Minute T  Funding from	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for aditional days for Saf	e - Social Care Re eguarding Chair fo	form Grant or adults			n/s £000's  558  558  558  558
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud  Other resourc  Two Minute T  Funding from  Transfer an el	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  of Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for aditional days for Sat ement of training budget to Corporate Learning and	e - Social Care Re eguarding Chair fo	form Grant or adults			558 558 558 56 5 56 5 (36)
78  * OTHER VA  Strategic bud  Deprivation O  Strategic bud  Other resource  Two Minute T  Funding from  Transfer an el  Divisional sup	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for additional days for Safement of training budget to Corporate Learning and port services	e - Social Care Re eguarding Chair fo	form Grant or adults			558 558 558 56 5 (36) (590)
78  * OTHER VA  Strategic bud  Deprivation C  Strategic bud  Other resource  Two Minute T  Funding from  Transfer an el	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for additional days for Safement of training budget to Corporate Learning and port services	e - Social Care Re eguarding Chair fo	form Grant or adults			558 558 558 56 56 5 (36)
78  * OTHER VA  Strategic bud  Deprivation O  Strategic bud  Other resource  Two Minute T  Funding from  Transfer an el  Divisional sup	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for additional days for Safement of training budget to Corporate Learning and port services	e - Social Care Re eguarding Chair fo	form Grant or adults			558 558 558 56 56 5 (36) (590)
78  * OTHER VA  Strategic bud  Deprivation O  Strategic bud  Other resource  Two Minute T  Funding from  Transfer an el  Divisional sup	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for additional days for Safement of training budget to Corporate Learning and port services	e - Social Care Re eguarding Chair fo	form Grant or adults			558 558 558 56 5 (36) (590)
78  * OTHER VA  Strategic bud  Deprivation O  Strategic bud  Other resource  Two Minute T  Funding from  Transfer an el  Divisional sup  Other minor ci	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  If Liberty - due to changes in legislation  get - agreed additional income / savings  e changes  akers transferred from Adult Social Care Directorat Social Care Reform Grant for additional days for Safement of training budget to Corporate Learning and port services	e - Social Care Re eguarding Chair fo	form Grant or adults			n/a £000's  558  558  558  566 5 (36) (590) 1



#### **DIVISION SUMMARY**

#### **ADULT SOCIAL CARE RECHARGES**

#### **SERVICE DESCRIPTION**

With the abolition of the DASHH department this cost centre no longer exists in the current format shown in 2014/15 budget book. It is retained in 2015/16 for the purposes of recharges relating to Adult Social Care.

#### **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1188G	Adult Scoial Care Recharges	-	1	(1)	-	n/a
N	TOTAL NET SPEND	-	1	(1)	-	n/a

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	<b>FTE STAFF</b>	FTE STAFF
Adult Scoial Care Recharges	5.6	-	(5.6)
			9
		(	
TOTAL FTE STAFF	5.6	0.0	-5.6

#### **DIVISION SUBJECTIVE SUMMARY**

#### PEOPLE - ADULT SOCIAL SERVICES

#### **ADULT SOCIAL CARE RECHARGES**

**COST CENTRE: C1200F** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
494	Employees	368	1	(369)	-	(100)
	Premises related expenditure	-	- 1	-	-	n/a
168	Supplies and Services	194	-	(59)	135	(30)
278	Third Party Payments	280	1	(229)	52	(81)
-	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	41	(1)	(4)	36	(12)
941	TOTAL EXPENDITURE	883	1	(661)	223	(75)
(86)	Government Grants	•			-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	- 1	-	-	-	n/a
-	Customer and Client Receipts	1 - 1	-	-	-	n/a
-	Interest Receivable	-		-	-	n/a
(921)	Recharges to other services	(921)	-	687	(234)	(75)
(1,007)	TOTAL INCOME	(921)	•	687	(234)	(75)
1774	90980	\$100 E (12)				1220100
(66)	NET CONTROLLABLE COST	(38)	1	26	(11)	(71)
	IQ. 11.10	T				-/-
-	Capital Charges	-	-	-	-	n/a n/a
-	Deferred/Intangible Charges REFCUS		-	_	_ [	n/a
1	Corporate support services bought in	38	-	(27)	11	(71)
	TOTAL UNCONTROLLABLE COST	38		(27)	11	(71)
	TOTAL BROOKINGLEADEL GOOT			(=, /		
(66)	NET COST OF SERVICE	_	1	(1)	- 1	n/a
(55)				1.7	Marie Santa	
-	Contributions to / (from) Earmarked Reserves	-	-	•	-	n/a
- 1	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure		-	•	-	n/a
-	Provision for Repayment of External Loans	-	-	- 1	-	n/a
-	Contribution to / (from) General Balances	-	-	•	<u> </u>	n/a
-	TOTAL APPROPRIATIONS	-	•		-	n/a
					700	
(66)	TOTAL NET EXPENDITURE	_	1	(1)	-	n/a

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	-
Strategic budget - agreed additional income / savings	(128)
Other resource changes	129
TOTAL OTHER VARIATIONS IN RESOURCE	1

#### **ADULT SOCIAL CARE RECHARGES**

COST CENTRE: C1188G

FORECAST		ORIGINAL BUDGET	Variations i Expenditu		ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£0003	%
494	Employees	368	1	(369)	-	(100
-	Premises related expenditure	-	-	-	-	` n/
168	Supplies and Services	194	3,500	(59)	135	(30
278	Third Party Payments	280	1	(229)	52	(81
-	Transfer Payments	-		` - ´	_	n/
1	Transport related expenditure	_	-		- !	n/
	Recharges from other services	41	(1)	(4)	36	(12
	TOTAL EXPENDITURE	883	1	(661)	223	(75
	Government Grants	- 000	120	(001)		
` '	Other Grants, reimbursements and contributions				_	n/
	Fees and Charges	- 1	280	-	-	
		-	120	-	·	n/
	Customer and Client Receipts	-	-	-	- !	n/
	Interest Receivable		5 <b>7</b> .0			n/
	Recharges to other services	(921)	-	687	(234)	(75
(1,007)	TOTAL INCOME	(921)	-	687	(234)	(75
	2/2/2				419000-2000-	
(66)	NET CONTROLLABLE COST	(38)	1	26	(11)	(7
		3000000				
-	Capital Charges	- 1	- 1	-	.	n/
	Deferred/Intangible Charges	-	-	-	_	n/
	REFCUS	_		_		n/
	Corporate support services bought in	38	-	(27)	11	(71
	TOTAL UNCONTROLLABLE COST	38		(27)	11	
	TOTAL UNCONTROLLABLE COST	30		(21)		(71
(66)	NET COST OF SERVICE	<u>-</u> [	1	(1)	-	n/
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/
-	Contributions to / (from) Capital Reserves:	-	-	- (	-	n/
-	Financing of Capital Expenditure	-	-	-	-	n/
- 0	Provision for Repayment of External Loans	-		- 1	- 1	n/
-	Contribution to / (from) General Balances	.	- 1	-	-	n/
	TOTAL APPROPRIATIONS	-	-	-		n/
(66)	TOTAL NET EXPENDITURE	-	1]	(1)		n/
OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
						_
Strategic bude	get - agreed additional income / savings					
	get - agreed additional income / savings tive Director's Post					(128
						(128
	tive Director's Post					,
Delete Execut	tive Director's Post	direct costs				(128
Delete Execut  Other resource  Reduction in r	tive Director's Post <u>e changes</u> recovery of departmental overheads due to reduced		t and five nos	ts to Commis	ssioning	(128
Delete Execut  Other resource  Reduction in recount of the second of the	tive Director's Post  e changes recovery of departmental overheads due to reduced and a grant for six posts to the control of	Personal Suppor			ssioning	(128 650 (44
Delete Execut  Other resourc  Reduction in r  Transfer of ful  Transfer of ful	tive Director's Post  e changes recovery of departmental overheads due to reduced anding from Social Care Reform Grant for six posts to a compare the compare the compared to	o Personal Suppor ays for Safeguardi	ng Chair for a	dults	ssioning	(128 650 (44 ()
Delete Execut  Other resourc  Reduction in r  Fransfer of ful  Fransfer of ful	tive Director's Post  e changes  recovery of departmental overheads due to reduced  inding from Social Care Reform Grant for six posts to  inding from Social Care Reform Grant for aditional d  inding from Social Care Reform Grant for Adult Soci	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	(128 650 (44 ()
Delete Execut  Other resourc  Reduction in r  Fransfer of ful  Fransfer of ful  Fransfer of ful  Fransfer of ful	tive Director's Post  recovery of departmental overheads due to reduced anding from Social Care Reform Grant for six posts to a compare the compared of the co	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	656 (44 (9) (2)
Delete Execut  Other resourc  Reduction in r  Fransfer of ful  Fransfer of ful  Fransfer of ful  Fransfer of ful	tive Director's Post  e changes  recovery of departmental overheads due to reduced  inding from Social Care Reform Grant for six posts to  inding from Social Care Reform Grant for aditional d  inding from Social Care Reform Grant for Adult Soci	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	656 (44 (9) (2)
Delete Execut  Other resourc  Reduction in r  Fransfer of ful  Fransfer of ful  Fransfer of ful  Fransfer of ful	tive Director's Post  recovery of departmental overheads due to reduced anding from Social Care Reform Grant for six posts to a compare the compared of the co	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	656 (44 (9) (2) (2) (2)
Delete Execut  Other resourc  Reduction in r  Fransfer of ful  Fransfer of ful  Fransfer of ful  Fransfer of ful	tive Director's Post  recovery of departmental overheads due to reduced anding from Social Care Reform Grant for six posts to a compare the compared of the co	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	655 (44 (9) (2)
Delete Execut  Other resource  Reduction in refransfer of ful  Transfer of ful  Transfer of ful  Transfer of ful  Transfer of sul  Transfer of sul	tive Director's Post  recovery of departmental overheads due to reduced anding from Social Care Reform Grant for six posts to a compare the compared of the co	o Personal Suppor ays for Safeguardi al Care Surveys &	ng Chair for a Inclusive foru	dults m	ssioning	65 (44 (2 (2 (2



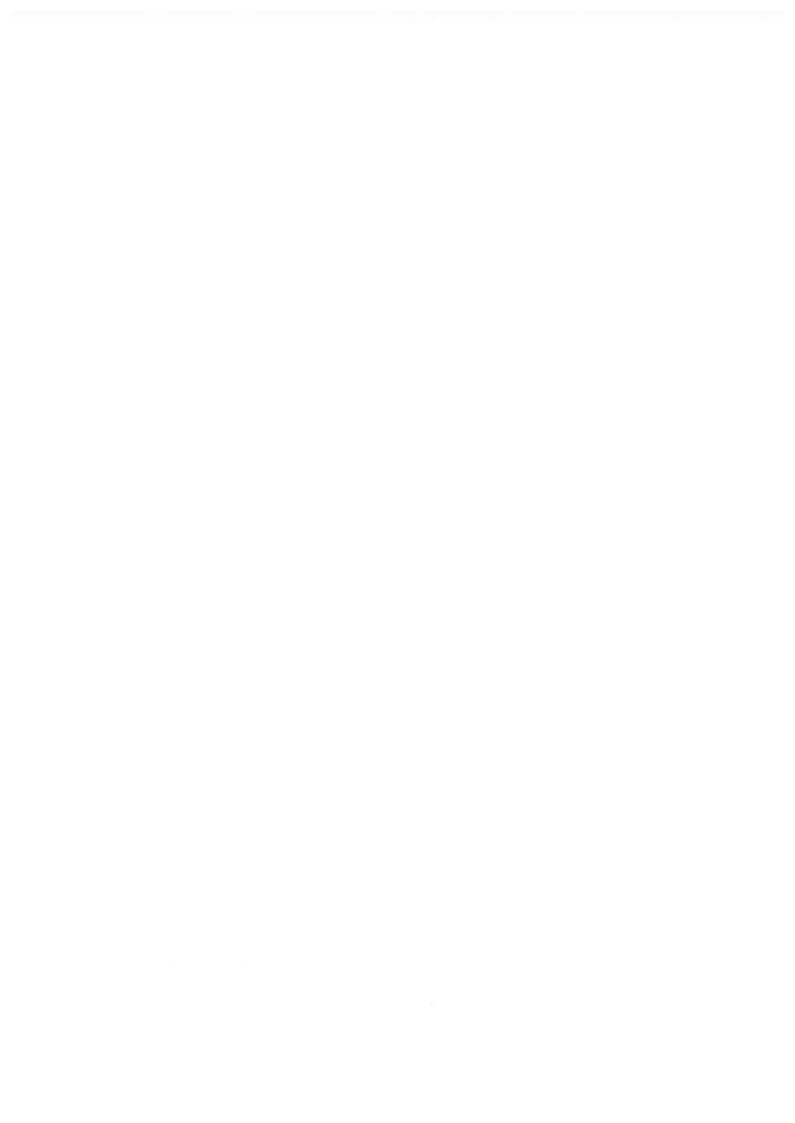




#### **PLACE**

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#### **KEY SERVICE TARGETS / PRIORITIES FOR 2015/16**

Key objectives are outlined in the Councils growth strategy - The Croydon Promise - Growth for All':

To address housing shortages and provide homes for people at all stages of life by enabling at least 9,500 housing starts over the next five years. Enable the creation of 16,000 jobs, accessible to all, in a range of growing sectors.

Oversee the development of one of Europe's largest urban shopping and leisure centres – the Whitgift redevelopment.

Attract investment to our district and local centres, creating vibrant communities and ensuring Croydon is a great place to live, work and visit.

Make Croydon the best place in London to start a new business enabling 2,000 new business starts per annum.

Reinstate Croydon's position as a premier office location by accelerating the development of over one million sq ft of new high-quality office space.

Raise aspirations of residents through partnering with an international calibre university to offer more higher education in the borough

Improve the transport network, providing genuine alternatives to the private car, and strengthening links with Gatwick Airport.

Support residents - young and old - into employment by implementing our new Pathways to Employment programme

Buy local wherever possible and use the council's purchasing power to support local businesses.

In addition the department will continue to:

Maintain the quality of the environment through delivery of high quality public realm schemes, tackling litter and fly-tipping and seeking innovative solutions to the repairs and maintenance backlog.

Work with partners to reduce the incidence of crime and anti-social behaviour.

#### FINANCIAL PERFORMANCE

#### **COST CENTRE: C1060D**

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2013/14	2014/15	2014/15	2015/16	CHANGE
	5000	£000	£000	0003	
Employees	26,256	24,220	23,651	24,628	4
Premises related expenditure	15,392	14,154	18,137	14,980	(17)
Supplies and Services	22,405	16,697	19,101	16,503	(14)
Third Party Payments	28,594	25,530	26,420	26,133	(1)
Transfer Payments	3	- ]	2	-	(100)
Transport related expenditure	981	953	953	839	(12)
Capital Charges	17,179	16,573	16,573	17,707	7
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	5,453	8,985	8,985	9,679	8
Corporate support services bought in	11,331	10,294	10,294	12,145	18
Recharges (to) / from other services	(4,694)	(4,172)	(4,120)	(5,784)	40
TOTAL EXPENDITURE	122,900	113,234	119,996	116,830	(3)
Government Grants	(7,985)	(107)	(309)	(107)	(65)
Other Grants, reimbursements and contributions	(6,428)	(303)	(1,814)	(297)	(84)
Fees and Charges	(11,736)	(24,482)	(22,885)	(24,387)	7
Customer and Client Receipts	(18,497)	(10,200)	(13,324)	(11,282)	(15)
Interest Receivable	(4)	-	-	-	n/a
TOTAL INCOME	(44,650)	(35,092)	(38,332)	(36,073)	(6)
NET EXPENDITURE	78,250	78,142	81,664	80,757	(1)
		-11			
Contributions to / (from) Reserves	(185)	-	(755)	-	(100)
CURRENT BUDGET	77,705		78,102	85 ec	
TOTAL VARIANCE FROM BUDGET- Over/(Under)	360		2,807		

#### **TOP FINANCIAL RISKS 2015/16**

- 1. Further increase in demand for temporary accommodation due to homelessness.
- 2. Realising savings and efficiency options
- 3. Ensuring that income collection targets are achieved
- Pressures on demand led budgets, particularly waste management

#### PLACE DEPARTMENT SUMMARY

#### **CABINET MEMBER**

Councillor Bee	Cabinet Member for Transport and Environment
Councillor Butler	Cabinet Member for Homes and Regeneration
Councillor Collins	Cabinet Member for Clean Green Croydon
Councillor Godfrey	Cabinet Member for Culture, Leisure and Sports
Councillor Letts	Cabinet Member for Economic Development
Councillor Watson	Cabinet Member for Safety and Justice

#### **DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Place	61325
Mike Kiely	Director of Planning	65599
Colm Lacey	Director of Development	47367
Stephen Tate	Director of Regeneration	
Tony Brooks	Director of Environment	65433
Dave Sutherland	Director of Croydon Landlord Services	
Peter Brown Director of Housing Needs and Strategy		65474

COST CENTRE	SERVICE	
C1410E C1420E C1430E	Environment Planning Regeneration	
C1150E	Housing Needs and Strategy	

#### **MOVEMENT IN SERVICE NET EXPENDITURE**

		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditure on (A)		BUDGET	%
2014/15	DIVISION	2014/5	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
64,037	Environment	62,752	551	(4,804)	58,499	(7)
3,309	Planning	3,326	47	207	3,580	8
3,226	Regeneration	3,282	37	7,224	10,543	221
10,337	Housing Needs and Strategy	8,782	(77)	(570)	8,135	(7)
80,909	TOTAL NET SPEND	78,142	558	2,057	80,757	215

	ORIGINAL	ORIGINAL	CHANGE
DIVISION	BUDGET	BUDGET	IN FTE
	2014/15	2015/16	
	FTE STAFF	FTE STAFF	FTE STAFF
Environment	350.3	329.6	(20.7)
Planning	89.8	89.5	(0.3)
Regeneration	53.0	56.0	3.0
Housing Needs and Strategy	72.2	71.8	(0.4)
TOTAL FTE STAFF	565.3	546.8	(18.5)

SUBJ	IECTIV	E SUMI	MARY

SOBOLOTIV	E SUMMARY	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
2014/10	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	2'000£	£000's	(D) s'0003	(⊏) %
23,651	Employees	24,220	265	143	24,628	2
	Premises related expenditure	14,154	163	663	14,980	6
	Supplies and Services	16,697	140	(334)	16,503	(1)
	Third Party Payments	25,530	335	268	26,133	2
	Transfer Payments			-	20,100	n/a
	Transport related expenditure	953		(114)	839	(12)
6.961	Recharges from other services	7.037	. 1	(547)	6,490	(8)
	TOTAL EXPENDITURE	88,591	903	79	89,573	1
(309)	Government Grants	(107)			(107)	
	Other Grants, reimbursements and contributions	(303)	(4)	10	(297)	- (0)
	Fees and Charges		(4)		. '	(2)
		(24,482)	(121)	216	(24,387)	(0)
(13,324)	Customer and Client Receipts	(10,200)	(220)	(862)	(11,282)	11
44.00.	Interest Receivable	-	-		-	n/a
(11,081)	Recharges to other services	(11,209)	-	(1,065)	(12,274)	10
(49,413)	TOTAL INCOME	(46,301)	(345)	(1,701)	(48,347)	4
			wr —			
45,812	NET CONTROLLABLE COST	42,290	558	(1,622)	41,226	(3)
16,573	Capital Charges	16,573	-	1,134	17,707	7
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	8,985	-	694	9,679	8
10,294	Corporate support services bought in	10,294		1,851	12,145	18
35,852	TOTAL UNCONTROLLABLE COST	35,852	-	3,679	39,531	10
81,664	NET COST OF SERVICE	78,142	558	2,057	80,757	3
			3100			
(755)	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	_	n/a
-	Financing of Capital Expenditure	-	- 1	-	-	n/a
-	Provision for Repayment of External Loans	-	- 1	_	_	n/a
-	Contribution to / (from) General Balances	- 1	-	-	-	n/a
(755)	TOTAL APPROPRIATIONS	-		-	-	n/a
						100
80,909	TOTAL NET EXPENDITURE	78,142	558	2,057	80,757	3
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	THE PERSON AND THE PE					F000.9
Strategic bud	get - agreed pressures / service demands					2,181
Strategic bud	get - agreed additional income / savings					(3,718)
	•					
						(1,537)
045						
Other resource	ce changes					3,594
TOTAL OTH	ER VARIATIONS IN RESOURCE				}	2,057

## **ENVIRONMENT**

## **SERVICE DESCRIPTION**

The Environment Division comprise Environment and Leisure, Highways and Parking, Public Safety, and Bereavement services.

Environment and Leisure Services provides waste management and recycling services, sports and leisure services and manage Croydon's parks and green spaces.

The Waste Management and Recycling team contract manage waste services for domestic and trade waste collections, recycling and street cleaning services, processing of green garden waste and kitchen food waste and operation of household recycling centres. Sport and leisure services provide sport opportunities for young people, GP referral services and operation of Croydon's leisure centres in partnership with Fusion Leisure.

The Green Spaces team are responsible for the protection, conservation and maintenance of all of the borough's parks and green spaces including management and maintenance of open countryside, allotments, park buildings and games courts.

Highways and Parking Services ensure the safety of highway users by delivering maintenance to carriageways, footways, public footpaths, street lighting and highway structures and drainage.

The Highways team also monitor statutory works to cooridnate and minimise the delay and disruption and are responsible for enforcement of road traffic regulations. The service also provides road safety, skip licensing and parking services. Parking provision is managed through highway parking spaces, car parks and permitted parking.

The Parking team is also responsible for enforcement of parking regulations and Blue Badges.

Public Safety Services comprise the community safety and regulatory services team, including the Safer Croydon Partnership, Antisocial Behaviour (ASB) Unit and Area Enforcement Service.

The Community Safety Team support the Safer Croydon Partnership in the development and implementation of the crime reduction strategy and maintain and manage the dedicated Safer Croydon radio service.

The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB Orders, Acceptable Behaviour Agreements, training partners and coordinating a borough-wide response to ASB

The Enforcement Team work closely with the borough's Safer Neighbourhood Teams to tackle ASB, flytipping and cleansing and provide a high visibility presence to reassure local residents.

An Environmental Response Team tackle issues such as graffiti removal, chewing gum removal, fly-tip prevention and also provide a rapid response service to clean up environmental emergencies.

Other public safety services provide food safety, health and safety, trading standards, pollution control and licensing services.

The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described.

Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency.

Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution.

The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises.

The bereavement service is responsible for managing and administering the crematorium and the garden of remembrance as well as the three cemeteries serving the borough (Mitcham cemetery, Queen's Road cemetery and Greenlawns Memorial Park). In addition the service runs the public mortuary in Thornton Road.

MOVEMENT IN NET EXPENDITURE

			ORIGINAL BUDGET		Variations Expenditu		ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A)	Inflation (B)	Other (C)	2015/16 (D)	CHANGE (E)		
		£000's	£000's	£000's	£000's	%		
	Parking and Highways	20,411	46	(5,118)	15,339	(25)		
C1455F	Environment & Leisure Services	36,659	466	725	37,850	3		
C1435F	Regulatory Services	1,953	13	(334)	1,632	(16)		
C1440F	Community Safety	3,637	34	(132)	3,539	(3)		
C1445F	Bereavement Services	94	(8)	53	139	48		
C1425F	Directorate	(2)	- 3	2	-	(100)		
	TOTAL NET SPEND	62,752	551	(4,804)	58,499	(7)		

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
	190.3	169.8	(20.5)
Parking and Highways			
Environment & Leisure Services	27.3	28.1	0.8
Regulatory Services	32.4	31.4	(1.0)
Community Safety Services	75.6	75.0	(0.6)
Bereavement Services	23.7	23.2	(0.5)
Directorate	1.0	2.0	1.0
TOTAL FTE STAFF	350.3	329.6	(20.7)

# **DIVISION SUBJECTIVE SUMMARY**

# PLACE

# **ENVIRONMENT**

# COST CENTRE: C1410E

		ORIGINAL	Variations i		ORIGINAL	
FORECAST	DESCRIPTION	BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
s'0003		£000's	£000's	£000's	8'000 <b>2</b>	%
	Employees	14,292	152	(728)	13,716	(4
	Premises related expenditure	3,651	7	(44)	3,614	(1
	Supplies and Services	15,522	140	(334)	15,328	(1
	Third Party Payments	24,215	335	324	24,874	3
	Transfer Payments		- }			n/
	Transport related expenditure	873	- [	(114)	759	(13
	Recharges from other services	4,439		(606)	3,833	(14
64,549	TOTAL EXPENDITURE	62,992	634	(1,502)	62,124	(1
, ,	Government Grants	-	- [	-	-	n/
٠,	Other Grants, reimbursements and contributions	(122)	-	10	(112)	(8
(18,895)	Fees and Charges	(19,900)	(73)	528	(19,445)	(2
(2,050)	Customer and Client Receipts	(2,042)	(10)	240	(1,812)	(11
	Interest Receivable	•	-	-	-	n/
(6,945)	Recharges to other services	(6,997)	-	440	(6,557)	(6
(28,832)	TOTAL INCOME	(29,061)	(83)	1,218	(27,926)	(4
35,717	NET CONTROLLABLE COST	33,931	551	(284)	34,198	1
15.847	Capital Charges	15,847		631	16,478	
15,647	Deferred/Intangible Charges	10,047	•	031	10,476	n,
6 625	REFCUS	6.635	-	(6,635)	-	(100
	Corporate support services bought in	6.339	- 1	1,484	7,823	2:
	TOTAL UNCONTROLLABLE COST	28,821	_	(4.520)	24,301	
20,021	TOTAL UNCONTROLLABLE COST	28,821		(4,520)	24,301	(10
64,538	NET COST OF SERVICE	62,752	551	(4,804)	58,499	(7
(501)	Contributions to / (from) Earmarked Reserves				_ 1	n/
	Contributions to / (from) Capital Reserves:	[ ]	[ ]		_ [	n.
-	Financing of Capital Expenditure		- 1	_	_ ]	n,
	Provision for Repayment of External Loans	_	.	23	_ [	n,
_	Contribution to / (from) General Balances	-	_	_	_ [	n,
	TOTAL APPROPRIATIONS	_	_			
(231)		I				n.
64,037	TOTAL NET EXPENDITURE	62,752	551	(4,804)	58,499	(

# PLACE ENVIRONMENT

# PARKING AND HIGHWAYS

COST CENTRE: C1430F / C1450F

I		ODICINAL	Madations	- i - unl of	ODICINIAL	
FORECAST		ORIGINAL BUDGET	Variations i Expenditu		ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	-	2000's	£000's	£000's	8'0003	<u>%</u>
	Employees Premises related expenditure	6,696 1,402	70	(698) (5)	6,068 1,397	(9 (0
	Supplies and Services	1,679	6	(161)	1,524	(9
_,	Third Party Payments	3,028	18	13	3,059	`1
	Transfer Payments	-	-	- 1	-	n/a
	Transport related expenditure	271	-	(59)	212	(22
	Recharges from other services	1,677		(25)	1,652	(1
	TOTAL EXPENDITURE	14,753	94	(935)	13,912	(6
	Government Grants	- [	-	-	-	n/a
, ,	Other Grants, reimbursements and contributions	(105)		10	(95)	(10
	Fees and Charges	(14,606)	(45)	636	(14,015)	(4
[ (1,016)	Customer and Client Receipts Interest Receivable	(926)	(3)	229	(700)	(24
(891)	Recharges to other services	(943)		157	(786)	n/a (17
		<del></del>				
(16,198)	TOTAL INCOME	(16,580)	(48)	1,032	(15,596)	(6
		· · · · · · · · · · · · · · · · · · ·				
(1,352)	NET CONTROLLABLE COST	(1,827)	46	97	(1,684)	(8
13,253	Capital Charges	13,253	•	732	13,985	6
	Deferred/Intangible Charges REFCUS	- 0.005	•	(C COE)	-	n/a
	Corporate support services bought in	6,635   2,350	:	(6,635) 688	3,038	(100 29
	TOTAL UNCONTROLLABLE COST	22,238		(5,215)	17,023	
22,236	TOTAL UNCONTROLLABLE COST	22,230		(5,213)	17,023	(23
20,886	NET COST OF SERVICE	20,411	46	(5,118)	15,339	(25
-	Contributions to / (from) Earmarked Reserves	- [	-	-	•	n/i
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
:	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-		n/a
	Contribution to / (from) General Balances	[ ]	]	-		n/a n/a
	TOTAL APPROPRIATIONS			-		
L	TOTAL AFFROMATIONS					n/a
00.000	TOTAL MET EVERYDENING	20.444	40	(5.440)	45.000	/05
20,886	TOTAL NET EXPENDITURE	20,411	46	(5,118)	15,339	(25
· OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				1	£0003
OTHER VA	HIATIONS IN LEVEL OF EXPENDITURE					
Strategic bud						
Doduction in	dget - agreed pressures / service demands					
Inequation in	dget - agreed pressures / service demands Pay and Display income budget to reflect underachi	evement of income in	the past few	years		175
	Pay and Display income budget to reflect underaching	evement of income in	the past few	years		175
Strategic bud	Pay and Display income budget to reflect underaching a squared additional income / savings	evement of income in	the past few	years		175 175
Strategic bud Savings on v	Pay and Display income budget to reflect underaching to a greed additional income / savings wehicle removals by reducing overhead costs	evement of income in	i the past few	years		175 175 (148
Strategic bud Savings on N Highways Re	Pay and Display income budget to reflect underaching the same additional income / savings weblicle removals by reducing overhead costs estructure		the past few	years		175 175 (148
Strategic bud Savings on M Highways Re Coring progra	Pay and Display income budget to reflect underaching to a greed additional income / savings wehicle removals by reducing overhead costs		the past few	years		175 175 (148 (200
Strategic bud Savings on Mighways Re Coring progra Network Man	Pay and Display income budget to reflect underaching the same additional income / savings vehicle removals by reducing overhead costs structure amme regarding work undertaken by utility companies.		the past few	years		175 175 (148 (200 (50 (145
Strategic bud Savings on M Highways Re Coring progra Network Man Increase in s	Pay and Display income budget to reflect underaching the same of t		the past few	years		175 175 (148 (200 (50 (145
Strategic bud Savings on M Highways Re Coring progra Network Man Increase in s	Pay and Display income budget to reflect underaching the savings weblicle removals by reducing overhead costs astructure amme regarding work undertaken by utility companies agement costs allocated to capital uspension income		i the past few	years		175 175 (148 (200 (50 (145 (91
Strategic bud Savings on M Highways Re Coring progri Network Man Increase in S Efficiencies in	Pay and Display income budget to reflect underaching the savings wehicle removals by reducing overhead costs astructure amme regarding work undertaken by utility companienagement costs allocated to capital uspension income in the use of shift patterns for enforcement officers		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic bud Savings on M Highways Re Coring progra Network Man Increase in s	Pay and Display income budget to reflect underaching the savings wehicle removals by reducing overhead costs estructure amme regarding work undertaken by utility companienagement costs allocated to capital uspension income in the use of shift patterns for enforcement officers ce changes		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in	Pay and Display income budget to reflect underaching the savings wehicle removals by reducing overhead costs estructure amme regarding work undertaken by utility companienagement costs allocated to capital uspension income in the use of shift patterns for enforcement officers ce changes		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour.	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour.	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour Virements to	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91 (57
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91 (57
Strategic buc Savings on Mighways Re Coring progri Network Man Increase in S Efficiencies in Other resour Virements to Virements from Staff Change Variations in Variations in	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 175 (148 (200 (50 (145 (91 (57 (691
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Variations in	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91) (57 (691
Strategic buc Savings on N Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Capital Charg	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91) (57 (691)
Strategic buc Savings on Mighways Re Coring progri Network Man Increase in S Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Variations in Capital Charge REFCUS	Pay and Display income budget to reflect underaching the savings and bisplay income budget to reflect underaching the savings weblicle removals by reducing overhead costs structure amme regarding work undertaken by utility companies agement costs allocated to capital uspension income in the use of shift patterns for enforcement officers ce changes:		the past few	years		175 175 (148 (200 (50 (145 (91 (57 (691
Strategic buc Savings on v Highways Re Coring progri Network Man Increase in s Efficiencies in Other resour Virements to  Virements fro Staff Change Variations in Variations in Variations in Capital Charg REFCUS Corporate su	Pay and Display income budget to reflect underaching the savings weblicle removals by reducing overhead costs structure amme regarding work undertaken by utility companies agement costs allocated to capital uspension income in the use of shift patterns for enforcement officers.  ce changes:  cm  cs running expenses income recharges ges		the past few	years		175 175 175 (148 (200 (50 (145 (91 (57 (691
Strategic buc Savings on N Highways Re Coring progra Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Capital Charg REFCUS Corporate su Minor variatic	Pay and Display income budget to reflect underaching the savings weblicle removals by reducing overhead costs structure amme regarding work undertaken by utility companies agement costs allocated to capital uspension income in the use of shift patterns for enforcement officers.  ce changes:  cm  cs running expenses income recharges ges		the past few	years		175 175 (148 (200 (50 (145 (91) (57 (691
Strategic buc Savings on N Highways Re Coring progra Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Capital Charg REFCUS Corporate su Minor variatic	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91) (57 (691
Strategic buc Savings on N Highways Re Coring progra Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Capital Charg REFCUS Corporate su Minor variatic	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 (148 (200 (50 (145 (91 (57 (691 (145 (91 (57 (691 (145 (91 (691 (145 (91 (691 (145 (91 (691 (145 (91 (691 (145 (91 (91 (91 (91 (91 (91 (91 (91 (91 (91
Strategic buc Savings on N Highways Re Coring progra Network Man Increase in s Efficiencies in Other resour Virements to Virements fro Staff Change Variations in Variations in Variations in Capital Charg REFCUS Corporate su Minor variatic Reduction in	Pay and Display income budget to reflect underaching the control of the control o		the past few	years		175 175 175 (148 (200 (50) (145 (91) (57) (691) (11) 213 732 (6.635 688 1 400 (4.602

# ENVIRONMENT

# **ENVIRONMENTAL & LEISURE SERVICES**

COST CENTRE: C1455F

FORECAST   2014/15   DESCRIPTION   BUDGET   2014/15   Expenditure on (A)   BUDGET   2014/15   CHAN (B) (C) (D) (D) (D) (D) (D) (D) (D) (D) (D) (D
DESCRIPTION   2014/15   Inflation   Other (D) (E) (D) (E) (D) (E) (D) (E) (D) (E) (E) (D) (E) (E) (E) (E) (E) (E) (E) (E) (E) (E
E000's   E
1,616   Employees
1,615   Premises related expenditure   1,551   1   5   1,556   11,963   Supplies and Services   11,421   134   76   11,631   21,067   Third rarry Payments   20,955   317   106   21,378   17   106   21,378   17   17   17   17   18   18   19   19   19   19   19   19
11,963   Supplies and Services
Transfer Payments   352   10   362
352
1,464   Recharges from other services   1,464   - (594)   870   38,077   TOTAL EXPENDITURE   37,359   470 (275)   37,554   - Government Grants   (10) (2,438)   Fees and Charges   (2,726)   (3)   85 (2,644) (648) (10)   11 (638)   - (1,730)   Recharges to other services   (1,730)   - 433 (1,297)   (4,826)   TOTAL INCOME   (5,114)   (4)   529 (4,589)     (4,589)
- Government Grants
(10) Other Grants, reimbursements and contributions (10) (10) (2,438) Fees and Charges (2,726) (3) 85 (2,644) (648) Customer and Client Receipts (648) (1) 11 (638) Interest Receivable (1,730) Recharges to other services (1,730) - 433 (1,297) (4,826) TOTAL INCOME (5,114) (4) 529 (4,589) (4,
(2,438)       Fees and Charges       (2,726)       (3)       85       (2,644)         (648)       (Customer and Client Receipts       (648)       (1)       11       (638)         Interest Receivable       -       -       -       -       -         (1,730)       Recharges to other services       (1,730)       -       433       (1,297)         (4,826)       TOTAL INCOME       (5,114)       (4)       529       (4,589)         33,251       NET CONTROLLABLE COST       32,245       466       254       32,965         2,374       Capital Charges       -       -       -       -         - Deferred/Intangible Charges       -       -       -       -       -         - REFCUS       -       <
(648)       Customer and Client Receipts       (648)       (1)       11       (638)         - Interest Receivable
Interest Receivable
(1,730)     Recharges to other services     (1,730)     -     433     (1,297)       (4,826)     TOTAL INCOME     (5,114)     (4)     529     (4,589)       33,251     NET CONTROLLABLE COST     32,245     466     254     32,965       2,374     Capital Charges     -     -     -     -       - Deferred/intangible Charges     -     -     -     -     -       - REFCUS     -     -     -     -     -     -       2,040     Corporate support services bought in     2,040     -     519     2,559       4,414     TOTAL UNCONTROLLABLE COST     4,414     -     471     4,885       37,665     NET COST OF SERVICE     36,659     466     725     37,850
(4,826) TOTAL INCOME     (5,114)     (4)     529     (4,589)       33,251 NET CONTROLLABLE COST     32,245     466     254     32,965       2,374 - Deferred/intangible Charges Deferred/intangible Charges PEFCUS
33,251   NET CONTROLLABLE COST   32,245   466   254   32,965
2,374   Capital Charges   2,374   - (48)   2,326   -
2,374         Capital Charges         2,374         - (48)         2,326           - Deferred/Intangible Charges
- Deferred/Intangible Charges
REFCUS   2,040   Corporate support services bought in   2,040   -   519   2,559     4,414   TOTAL UNCONTROLLABLE COST   4,414   -   471   4,885
2,040         Corporate support services bought in         2,040         -         519         2,559           4,414         TOTAL UNCONTROLLABLE COST         4,414         -         471         4,885           37,665         NET COST OF SERVICE         36,659         466         725         37,850
4,414 TOTAL UNCONTROLLABLE COST 4,414 - 471 4,885  37,665 NET COST OF SERVICE 36,659 466 725 37,850
37,665 NET COST OF SERVICE 36,659 466 725 37,850
(184) Contributions to / (from) Earmarked Reserves
- Contributions to / (from) Capital Reserves:
- Financing of Capital Expenditure
- Contribution to / (from) General Balances
(184) TOTAL APPROPRIATIONS
37,481 TOTAL NET EXPENDITURE 36,659 466 725 37,850
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE £000
Strategic budget - agreed pressures / service demands
Growth to reflect unachievement of income target for Trade waste in 14/15
Growth to baseline budget to reflect population increase and Landfill tax Operational costs of Monks Hill Sport Centre Cost reduces from centre established and income increases
September 2011 Septem
Strategic budget - agreed additional income / savings Review of waste management services in line with the Council's Clean and Green agenda Includes charging
for building and DIY waste at HRRCs - Charging residents for new replacement bins - Waste
collection contract efficiencies through a rationalisation of the rounds across the borough.
Review of grounds maintenance of green spaces across the borough in order to maximise operational contract efficiencies
Other resource changes
Other resource changes Virements to :-
Virements to :-
Virements to :-
Virements to :-  Virements from :-  Staff Changes
Virements to :-  Virements from :-  Staff Changes Variations in running expenses
Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges
Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS
Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in
Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in recome  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in recome  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in recome  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations
Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges Capital Charges REFCUS Corporate support services bought in Minor variations

ORIGINAL Variations in Level of ORIGINAL

# PLACE ENVIRONMENT REGULATORY SERVICES

COST CENTRE: C1435F

2014/15   DESCRIPTION	FORECAST		BUDGET	Expenditu		BUDGET	%
1.448   Employees   1.927   15   (198)   1.344   1.75		DESCRIPTION	2014/15	Inflation	* Other		CHANGE
1,426   Employees   1,527   15   (198)   1,344   (1)   77   77   77   77   77   77   77	00001=						
77   Premises related expenditure   54		Employees					(12)
336   Supplies and Services   346				- [	- (		
Transfer Payments	359	Supplies and Services		-			(3)
40 Transport related expenditure 40			(39)		60	21	(154)
289   Recharges from other services   289			40		-	40	n/a
2,229   TOTAL EXPENDITURE   2,217   15   (206)   2,026   (0				- 1	(57)	100	(20)
Government Grants				15	(206)	2.026	(9)
(7) Other Grants, reimbursements and contributions (7) (28) Pleas and Charges (145) (2) (100) (517) 2 (288) (186) Customer and Client Receipts (238)							n/a
(388) Fees and Charges (145) (2) (100) (517) 2: (186) Customer and Client Receipts (238) - (23			(7)			(7)	-
(288)				(2)	(100)		25
Interest Receivable   (86)   (128) (212)   14  (86)   (14)   (17)   (17)   (18) (212)   (14)   (18) (18)   (18)			1 ' '		` - '		
1.582   NET CONTROLLABLE COST			-	-	-	-	n/a
1,582 NET CONTROLLABLE COST  1,471  13 (432)  1,052 (2)  - Capital Charges -	(86)	Recharges to other services	(86)	-	(126)	(212)	147
1,582   NET CONTROLLABLE COST	(647)	TOTAL INCOME	(746)	(2)	(226)	(974)	31
Capital Charges Deferred/intangible Charges Deferred/intangible Charges Deferred/intangible Charges REFCUS A282 Corporate support services bought in 4822 - 94 576 2  482 TOTAL UNCONTROLLABLE COST 482 - 98 580 2  2.084 NET COST OF SERVICE 1,953 13 (334) 1,632 (1)  (95) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of Letreral Loans Contribution to / (from) General Balances  (95) TOTAL APPROPRIATIONS  1,969 TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE 1,953 13 (334) 1,632 (1)  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in riceharges Capital Charges REFCUS  (11  Capital Charges REFCUS							
Deferred/intangible Charges REFCUS  482 Corporate support services bought in 482 - 94 576 2  482 TOTAL UNCONTROLLABLE COST 482 - 98 580 2  2.064 NET COST OF SERVICE 1,953 13 (334) 1,832 (1)  (95) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) Capital Reserves Contribution to / (from) Capital Reserves Contribution to / (from) Capital Reserves Contributions to Letternal Loans Contri	1,582	NET CONTROLLABLE COST	1,471	13	(432)	1,052	(28)
Deferred/intangible Charges REFCUS  482 Corporate support services bought in 482 - 94 576 2  482 TOTAL UNCONTROLLABLE COST 482 - 98 580 2  2.064 NET COST OF SERVICE 1,953 13 (334) 1,832 (1)  (95) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) General Balances 1, Provision for Repayment of External Loans Contribution to / (from) Capital Reserves Contribution to / (from) Capital Reserves Contribution to / (from) Capital Reserves Contributions to Letternal Loans Contri			1770				-1-
### ABEFOUS  ABE Corporate support services bought in ### AB2	-			-	4		n/a n/a
482 Corporate support services bought in 482 - 94 576 2  482 TOTAL UNCONTROLLABLE COST 482 - 98 580 2  2.004 NET COST OF SERVICE 1.953 13 (334) 1.632 (1)  (95) Contributions to / (from) Earmarked Reserves			-	]			n/a
### TOTAL UNCONTROLLABLE COST ### 1,953 ### 13 ### 1,632			482	i - I	94	576	20
2,084 NET COST OF SERVICE  1,953 13 (334) 1,832 (11  (95) Contributions to / (from) Capital Reserves: - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution			482	-	98	580	20
(95) Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances  (95) TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE  1,969 TOTAL NET EXPENDITURE  1,953 13 (334) 1,632 (11)  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses		I O I A COO I O O O O O O O O O O O O O O O O O		]			
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances  (95) TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE  2000's  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Cither resource changes Virements to:  Virements from :  Staff Changes Variations in running expenses Variations in running expenses Variations in income Variations in recharges (11  Capital Charges (12  Capital Charges (13	2,064	NET COST OF SERVICE	1,953	13	(334)	1,632	(16)
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances  (95) TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE  2000's  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Cither resource changes Virements to:  Virements from :  Staff Changes Variations in running expenses Variations in running expenses Variations in income Variations in recharges (11  Capital Charges (12  Capital Charges (13							
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE 1,953 13 (334) 1,632 (11  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income			-	1 1	-		n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances  (95) TOTAL APPROPRIATIONS  1,969 TOTAL NET EXPENDITURE  1,953 13 (334) 1,632 (11  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements from :-  Virements from :-  Staff Changes Variations in running expenses Variations in income		Contributions to / (from) Capital Reserves:		-	-	•	n/a r/a
Contribution to / (from) General Balances	-	Financing of Capital Expenditure	]	[ ]	_	-	n/a
(95) TOTAL APPROPRIATIONS	:		] :			-	n/a
1,969 TOTAL NET EXPENDITURE  1,953 13 (334) 1,632 (1  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges Capital Charges (11  Capital Charges (12  Capital Charges (13  Capital Charges (14  Capital Charges (15  Capital Charges (17  Capital Charges (18  Capital Charges (19  Capital Cha			_				
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS  (11  (12)  (15)  (16)  (17)  (17)  (18)  (19)  (19)  (19)  (19)  (19)  (10)  (19)  (10)	(55)	TOTAL ALTHOUGH	L				n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges Capital Charges REFCUS  (11  (12  (13  (14)  (15)  (15)  (16)  (17  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (19)  (10)  (1	1,969	TOTAL NET EXPENDITURE	1,953	13	(334)	1,632	(16)
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges Capital Charges REFCUS  (11  (12  (13  (14)  (15)  (15)  (16)  (17  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (19)  (10)  (1							2222
Strategic budget - agreed additional income / savings Review of all staffling structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS	OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					20008
Strategic budget - agreed additional income / savings Review of all staffling structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS	Strategic bud	dget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges (11  Capital Charges REFCUS	17 15 1 <del>7</del> -70						
Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges (11  Capital Charges REFCUS							
Strategic budget - agreed additional income / savings Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in recharges (11  Capital Charges REFCUS							<del></del>
Review of all staffing structures and process efficiencies across regulation and community services to allow establishment savings  Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.  (10  Other resource changes  Virements to:  Virements from:  Staff Changes  Variations in running expenses  Variations in recharges  (21  (21  (32  (41  (41  (41  (41  (41  (41  (41  (4	Strategic bur	dget - agreed additional income / savings					<b></b>
Services to allow establishment savings Review of licencing and FPN's income generation to assist the achievement of the Council's community safety policies.    Other resource changes   (19	Review of all	I staffing structures and process efficiencies across	regulation and comm	unity			
Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges (12  (13  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18	services to a	allow establishment savings					(99)
Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges (12 Capital Charges REFCUS	Review of lic	cencing and FPN's income generation to assist the a	achievement of the Co	ouncil's comm	iunity safety p	olicies.	(100)
Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges (12 Capital Charges REFCUS							
Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges (12 Capital Charges REFCUS							
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS							(199)
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS							
Virements from :-  Staff Changes Variations in running expenses (income Variations in recharges Capital Charges REFCUS  Variations in recharges (1)	Other resour	rce changes					
Staff Changes Variations in running expenses Variations in income Variations in recharges (1 Capital Charges REFCUS							1
Staff Changes Variations in running expenses Variations in income Variations in recharges (1 Capital Charges REFCUS							İ
Staff Changes Variations in running expenses Variations in income Variations in recharges (1 Capital Charges REFCUS	Virements fro	om:-					
Variations in running expenses (1) Variations in income Variations in recharges (2) Capital Charges REFCUS (3)							
Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  (1	<b>.</b> :						
Variations in income Variations in recharges (1 Capital Charges REFCUS							
Variations in recharges (1 Capital Charges REFCUS							(7
Capital Charges REFCUS							(10
REFCUS	Variations in recharges						
ocipotate deposit del vide de degit in	Capital Char						-
and the graph of the property of the graph o	Capital Char REFCUS Corporate su	rges upport services bought in					94
, , , , , , , , , , , , , , , , , , , ,	Capital Char REFCUS Corporate su Costs charge	rges upport services bought in ed to proposed Selective Landlord Licensing Schen					94 (173
	Capital Char REFCUS Corporate su Costs charge Transfer Dire	rges upport services bought in ed to proposed Selective Landlord Licensing Schen ector of Environment post from Regulatory Services	to Environment and	Leisure Servio	ces		94 (173 (119
<del>  (13</del>	Capital Char REFCUS Corporate su Costs charge Transfer Dire	rges upport services bought in ed to proposed Selective Landlord Licensing Schen ector of Environment post from Regulatory Services	to Environment and	Leisure Servid	ces		94 (173 (119 76
TOTAL OTHER VARIATIONS IN RESOURCE (33	Capital Char REFCUS Corporate su Costs charge Transfer Dire	rges upport services bought in ed to proposed Selective Landlord Licensing Schen ector of Environment post from Regulatory Services	to Environment and	Leisure Servio	ces		94 (173 (119 76 (135

<sup>\*</sup> Subject to Cabinet's consideration of the outcomes of public consultation.

# ENVIRONMENT COMMUNITY SAFETY

COST CENTRE: C1440F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Variations Expenditu Inflation (B)		ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's		£000's	£000's	2000's	£000's	(E) %
3,168	Employees	3,285	38	(28)	3,295	0
	Premises related expenditure	147	-	(81)	66	(55)
	Supplies and Services	699	-	(144)	555	(21)
	Third Party Payments	42	•	145	187	345
	Transfer Payments	100	-	- (CE)	-	n/a
	Transport related expenditure Recharges from other services	162 788	•	(65) 45	97 833	(40) 6
			-			
5,654	TOTAL EXPENDITURE	5,123	38	(128)	5,033	(2)
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	•	-	-		n/a
(214)	Fees and Charges	(244)	(4)	(37)	(285)	17
-	Customer and Client Receipts	•		-	-	n/a
	Interest Receivable	- 1	-	-		n/a
(1,874)	Recharges to other services	(1,874)	-	(172)	(2,046)	9
(2,691)	TOTAL INCOME	(2,118)	(4)	(209)	(2,331)	10
2,963	NET CONTROLLABLE COST	3.005	34	(337)	2,702	(10)
	E.		• •	(/	-,	(/
80	Capital Charges	80	- 1	(72)	8	(90)
.	Deferred/Intangible Charges	-		-		n/a
-	REFCUS	.	-	-		n/a
552	Corporate support services bought in	552	-	277	829	50
632	TOTAL UNCONTROLLABLE COST	632	- 1	205	837	32
						- JE
0.505	NET COOT OF CERVICE	0.007		(4.00)	0.500	(0)
3,595	NET COST OF SERVICE	3,637	34	(132)	3,539	(3)
	[a					
-	Contributions to / (from) Earmarked Reserves	•	-	•	•	n/a
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	•	-	-	-	n/a
	Provision for Repayment of External Loans			-		n/a n/a
	Contribution to / (from) General Balances					n/a
	TOTAL APPROPRIATIONS					
	TOTAL AFFROMIATIONS					n/a
3,595	TOTAL NET EXPENDITURE	3,637	34	(132)	3,539	(3)
. OTHER WA	DIATIONS IN LEVEL OF EVENDENING					00001-
OTHERVA	RIATIONS IN LEVEL OF EXPENDITURE					a'0003
Strategic bud	lget - agreed pressures / service demands					
	ome target for out of hours patrol					21
	·					
						21
	lget - agreed additional income / savings					
	of CCTV maintenance / fibre transmissions contrac	cts				(22)
	r Croydon Partnership budget	regulation and ser-	unite			(25)
	staffing structures and process efficiencies across llow establishment savings	regulation and comm	uriity			(97)
	encing and FPN's income generation to assist the a	chievement of the Co	ouncil's comm	unity safety n	olicies	(8)
		5 00		,, p		``,
1						(152)
Other resource	ce changes					
Virements to						
Virements fro	om :-					
Staff Change	s					(4)
	running expenses					(4)
Variations in						1
Variations in						45
Capital Charg	ges					(72)
REFCUS						•
	pport services bought in	-•				277
	ed to proposed Selective Landlord Licensing Scheme					(172)
neangriment	of budget in Regulatory Services and Community S	aicty				(76)
						(')
	ER VARIATIONS IN RESOURCE					(400)
IIUIAL DIN						(132)

<sup>\*</sup> Subject to Cabinet's consideration of the outcomes of public consultation.

# PLACE ENVIRONMENT BEREAVEMENT SERVICES

**COST CENTRE: C1445F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations Expenditu	re on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	799	9	(7)	801	0
	Premises related expenditure Supplies and Services	492 345	7	37 (25)	536 320	9 (7)
	Third Party Payments	8	-	(23)	8	''
-	Transfer Payments		-	-	-	n/a
	Transport related expenditure Recharges from other services	48 169		25	48 194	- 15
	TOTAL EXPENDITURE	1,861	16	30	1,907	2
$\vdash$	Government Grants	1,001	- "		1,507	n/a
-	Other Grants, reimbursements and contributions	-	_		_	n/a
(1,886)	Fees and Charges	(1,909)	(19)	(56)	(1,984)	4
(216)	Customer and Client Receipts	(226)	(5)	-	(231)	2
-	Interest Receivable		-	-	-	n/a
	Recharges to other services TOTAL INCOME	(0.105)	(04)		(0.015)	n/a
(2,102)	TOTAL INCOME	(2,135)	(24)	(56)	(2,215)	4
(274)	NET CONTROLLABLE COST	(274)	(8)	(26)	(308)	12
140	Capital Charges Deferred/Intangible Charges	140	·	15	155	11
	REFCUS	-			[ ]	n/a n/a
228	Corporate support services bought in	228	-	64	292	28
368	TOTAL UNCONTROLLABLE COST	368	-	79	447	21
94	NET COST OF SERVICE	94	(8)	53	139	48
	Contributions to / (from) Earmarked Reserves	· · · · · · · · · · · · · · · · · · ·		. 1	_	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	_	n/a
- 1	Financing of Capital Expenditure	-	-	-	-	n/a
- 1	Provision for Repayment of External Loans Contribution to / (from) General Balances		:	820	-	n/a n/a
	TOTAL APPROPRIATIONS	_				
	TOTAL AT NOT MATIONS					n/a
94	TOTAL NET EXPENDITURE	94	(8)	53	139	48
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	<u>lget - agreed pressures / service demands</u> granting of planning permission for new Council buri	al land - grounds main	tenance costs	<b>,</b>		
	ith maintaining new burial provisions.	<b>.</b>				55
						55
	get - agreed additional income / savings					
	various maintenance budgets					(51)
Heview of fee	es and charges at crematorium					(56)
						(107)
						,,,,,,
Other resource Virements to						
* noments to	•					
Virements fro	om :-					
THE INCINCING NO						
Staff Change	9					(1)
	running expenses					- '
Variations in i						<u>.  </u>
Variations in I						25   5
REFCUS						-
	pport services bought in					64
Minor variation Amortisation	ins					2 10
						105
TOTAL OTHE	ER VARIATIONS IN RESOURCE					53
LOIAL OIN	LIT VARIATIONS IN RESOURCE			-		53

# PLACE ENVIRONMENT DIRECTORATE

COST CENTRE: C1425F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Variations Expenditu Inflation (B)		ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's	[Footbuses	£000's	£000's	£0003	8'0003	%
	Employees Premises related expenditure	369 5	1	81	451 5	22
	Supplies and Services	1,032		(69)	963	(7)
	Third Party Payments	221	-	-	221	
-	Transfer Payments	-	-	-	-	n/a
52	Transport related expenditure Recharges from other services	- 52	-	•	- 52	n/a
	TOTAL EXPENDITURE	1,679	1	12	1,692	
	Government Grants	1,073			1,092	
	Other Grants, reimbursements and contributions	-	-	•	-	n/a
	Fees and Charges	-	- [	-	-	n/a
	Customer and Client Receipts			-	-	n/a
		(4)	(1)	-	(5)	25
	Interest Receivable	-	-			n/a
, ,	Recharges to other services	(2,364)		148	(2,216)	(6)
(2,368)	TOTAL INCOME	(2,368)	(1)	148	(2,221)	(6
(453)	NET CONTROLLABLE COST	(689)	-	160	(529)	(23
	Capital Charges Deferred/Intangible Charges	-	-	- [	-	n/a
	REFCUS	•	-	-	-	n/a
	Corporate support services bought in	687		(158)	529	n/a (23
	TOTAL UNCONTROLLABLE COST	687		(158)	529	
				(100)	323	(23
234	NET COST OF SERVICE	(0)			<del></del>	
234	NET COST OF SERVICE	(2)	-	2	-	(100)
(222)	Contributions to / (from) Earmarked Reserves		·		2003	-1-
	Contributions to / (from) Capital Reserves:	.	:	- 1	:	n/a n/a
-	Financing of Capital Expenditure			-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-				n/a
(222)	TOTAL APPROPRIATIONS	•	-	-		n/a
- <del>-</del> -						
12	TOTAL NET EXPENDITURE	(2)	-	2	-	(100)
• OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE			620		
_OTTLE TA	HIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bude	get - agreed pressures / service demands					
Strategic bude	net - agreed additional income / savings					
Strategic bude	get - agreed additional income / savings				-	-
Strategic bude	get - agreed additional income / savings				-	
Strategic bude	get - agreed additional income / savings				-	
Strategic bude	get - agreed additional income / savings				-	
					-	
					-	
Other resourc						
Other resourc	e changes ining budget to corporate learning and development					
Other resource ransfer of tra	e changes ining budget to corporate learning and development m :-					(40)
Other resourc Fransfer of tra	e changes ining budget to corporate learning and development					
Other resourc ransfer of tra firements from Thief Executive	e <u>changes</u> iining budget to corporate learning and development m :- ve Department - Directors Post					(40)
Other resource Transfer of tra Transfer of tra Trements from Thief Executive Transfer of transfer Transfer of transfer Transfer of transfer Transfer Transfer Transfer Transfer Transfer Transfer Transfer Transfer Transfer	e changes  ining budget to corporate learning and development  m :- ve Department - Directors Post s unning expenses					(40)
Other resource  Transfer of tra  Virements from  Chief Executive  Staff Changes  Variations in in	e changes  ining budget to corporate learning and development  m :- /e Department - Directors Post  s unning expenses ncome					(40)
Other resource  Fransfer of tra  Fransfe	e changes  ining budget to corporate learning and development  in :-  re Department - Directors Post  s  unning expenses  ncome echarges					(40 6 46
Other resource Fransfer of tra Fransfer of tra Fransfer of tra Fransfer of tra Fransfer Frans	e changes  ining budget to corporate learning and development  in :-  re Department - Directors Post  s  unning expenses  ncome echarges					(40 6 46
Other resource Fransfer of tra Virements from Chief Executive Staff Changes Variations in invariations in revariations in relapital Charge REFCUS	e changes  ining budget to corporate learning and development  in :-  re Department - Directors Post  s  unning expenses  ncome echarges					(40) 6 46 148
Other resource Fransfer of tra Virements from Chief Executive Staff Changes Variations in rev Variations in rev Acapital Charge REFCUS	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40) 6 46  148
Other resource  Fransfer of tra  Virements from  Chief Executive  Variations in revariations in revariations  Capital Charge  REFCUS  Corporate sup	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40) 6 46
Other resource  Fransfer of tra  Virements from  Chief Executive  Staff Changes  Variations in relariations in relariations  Acapital Charge  REFCUS  Corporate sup	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40) 6 46  148
Other resource  Fransfer of tra  Virements from  Chief Executive  Staff Changes  Variations in relariations in relariations  Acapital Charge  REFCUS  Corporate sup	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40) 6 46 148
Other resource fransfer of tra framents from Chief Executive staff Changes fariations in re- fariations in re- capital Chargi teFCUS	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40 6 46 148
Other resource fransfer of tra framents from Chief Executive staff Changes fariations in re- fariations in re- capital Chargi teFCUS	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40 6 46 148 (158)
Other resource fransfer of tra framents from Chief Executive staff Changes fariations in re- fariations in re- capital Chargi teFCUS	e changes  ining budget to corporate learning and development m:- ve Department - Directors Post s unning expenses ncome echarges es					(40) 6 46 148

## **PLANNING**

## **COST CENTRE: C1420E**

The Planning Division comprises Spatial Planing, Development Management and Building Control services.

Spatial Planning provides the functions of place making and plan making, which combined provide the councils spatial planning strategy over a future time horizon spanning twenty years. Plan making carry out the analysis and interpretation of evidence to support the preparation of Croydon's Local Plan principally through the Strategic Policies and other key spatial planning documents - Detailed Policies and Proposals, Infrastructure Delivery Plan (IDP) and Community Infrastructure Levy (CIL).

Place making provides qualitative inputs into the plan making processes regarding design and local distinctiveness through character appraisals, briefs, feasibility studies and masterplanning. It also integrates with Development Management through the pre-application process.

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.

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.

MOVEMENT IN	NET EXPENDITURE	ORIGINAL	Variations Expenditu		ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's		Inflation Other (B) (C) £000's £000's		CHANGE (E)
C1470F C1485F C1460F	Spatial Planning Development Management Building Control	1,116 1,631 579	9 25 13	73 202 (68)	1,198 1,858 524	7 14 (9)
	TOTAL NET SPEND	3,326	47	207	3,580	8

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Spatial Planning	18.0	18.0	-
Development Management	49.2	49.9	0.7
Building Control	22.6	21.6	(1.0)
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			·
		]	ļ
TOTAL FTE STAFF	89.8	89.5	(0.3)

# **PLANNING**

COST CENTRE: C1420E

		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	8'0003	%
3,720	Employees	4,124	49	(76)	4,097	(1
	Premises related expenditure		-	-		r/
	Supplies and Services	387	-	-	387	-
	Third Party Payments	25	-	-	25	-
	Transfer Payments	ا نا	-	-	ا مَم	n/
	Transport related expenditure	41	•	-	41	-
	Recharges from other services	1,789		(5)	1,784	((
6,163	TOTAL EXPENDITURE	6,366	49	(81)	6,334	('
	Government Grants	-	-	-	-	n
` ,	Other Grants, reimbursements and contributions	-	-	-	-	n,
(2,447)	Fees and Charges	(2,757)	(1)	(102)	(2,860)	4
(21)	Customer and Client Receipts	(59)	(1)	-	(60)	
-	Interest Receivable	-	-	-	-	n,
(1,393)	Recharges to other services	(1,459)	-	1	(1,458)	- (1
(4,089)	TOTAL INCOME	(4,275)	(2)	(101)	(4,378)	
2 074	NET CONTROLLABLE COST	2,091	47	(182)	1.956	((
-,		_,,,,,		(/		· · · · ·
6	Capital Charges	6	-	1	7	17
-	Deferred/Intangible Charges	-	-	-	-	n,
-	REFCUS		-		-	n.
1,229	Corporate support services bought in	1,229		388	1,617	32
1,235	TOTAL UNCONTROLLABLE COST	1,235	-	389	1,624	3
3,309	NET COST OF SERVICE	3,326	47	207	3,580	ŧ
	Continuing to (from) Foundation F	1				
•	Contributions to / (from) Earmarked Reserves	- I	-	-	-	n
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n n
•	Financing of Capital Expenditure Provision for Repayment of External Loans	-	· 1	-	•	n. n
•	Contribution to / (from) General Balances	:	-	1.5		n n
	TOTAL APPROPRIATIONS	-		-	-	
		<u> </u>			L	
3,309	TOTAL NET EXPENDITURE	3,326	47	207	3,580	

# **PLANNING**

# SPATIAL PLANNING

**COST CENTRE: C1470F** 

758   Employees	FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Expenditu Inflation (B)	in Level of ure on (A) * Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
Premises related expenditure	£000's	Employees	£000's	£000's	£000's	8'0003	
107   Supplies and Services   139	/50			-	(3)	-	
Transfer Payments		Supplies and Services		-	-		
1 Transport related expenditure			22	-	-	22	.5.
128   Recharges from other services   128   - (44   122   (3)   1,565   1070   EXPENDITURE   1,129   10   (77   1,132   0 )			- 1	-	-		1
1,052   TOTAL EXPENDITURE			· ·	-			
Government Grants		-		10	(7)	1,132	
Other Grants, reimbursements and contributions   -		Government Grants	_	-			n/a
Contributions to / from) Earmarked Reserves	1		-	-	-	-	
Interest Receivable	(40)	Fees and Charges	(40)	(1)	-	(41)	3
(136)   Recharges to other services   (202)   -   (203)   -   (253)   0	(2)		(10)		-	(10)	I
(178)   TOTAL INCOME   (252)	- (400)		(000)			-	I
S74   NET CONTROLLABLE COST		T					-
6   Capital Charges	(178)	TOTAL INCOME	(252)	(1)	•	(253)	0
Deferred/intangible Charges	874	NET CONTROLLABLE COST	877	9	(7)	879	0
Deferred/intangible Charges	6	Canital Charges	6		4	7	17
REFCUS			l				
239   TOTAL UNCONTROLLABLE COST   239   - 80   319   33     1,113   NET COST OF SERVICE	-	REFCUS	-	-		-	n/a
1,113 NET COST OF SERVICE  1,116 9 73 1,198 7  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Contribution to / (from) Capital Reserves:	233	Corporate support services bought in	233	-	79	312	34
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances - Contribution to / (from) Repayment of External Loans - Contribution to / (from) Repaymen	239	TOTAL UNCONTROLLABLE COST	239	•	80	319	33
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances - Contribution to / (from) Repayment of External Loans - Contribution to / (from) Repaymen						· · · · · · · · · · · · · · · · · · ·	
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTHER VARIATIONS IN LEVEL OF EXPENDITURE - OTHER VARIATIONS IN LEVEL OF EXPENDITURE - Strategic budget - agreed pressures / service demands - Strategic budget - agreed additional income / savings  - Cother resource changes - Virements from: - Virements from: - Virements from: - Virements from: - Capital Changes - Variations in running expenses - Variations in recharges - Variations in recharges - Capital Changes -	1,113	NET COST OF SERVICE	1,116	9	73	1,198	7
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTHER VARIATIONS IN LEVEL OF EXPENDITURE - OTHER VARIATIONS IN LEVEL OF EXPENDITURE - Strategic budget - agreed pressures / service demands - Strategic budget - agreed additional income / savings  - Cother resource changes - Virements from: - Virements from: - Virements from: - Virements from: - Capital Changes - Variations in running expenses - Variations in recharges - Variations in recharges - Capital Changes -	_	Contributions to / (from) Farmarked Basanias	_				5/0
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	]			]		_ <u> </u>	
Contribution to / (from) General Balances	-	Financing of Capital Expenditure	-	-	-	-	
TOTAL APPROPRIATIONS     -	-		-	•	-	-	
1,113 TOTAL NET EXPENDITURE 1,116 9 73 1,198 7  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands		1	-	-	-	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in income Variations in recharges (4) Capital Charges (4) Capital Charges (4) Capital Charges (5) Capital Charges (6) Capital Charges (7) Minor variations (7) Minor variations		TOTAL APPROPRIATIONS	-	-	-	-	n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Variations in recharges Variations in recharges Variations in recharges Variations in support services bought in  FEFCUS  Oroporate support services bought in  73  Minor variations	1,113	TOTAL NET EXPENDITURE	1,116	9	73	1,198	7
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Variations in recharges Variations in recharges Variations in recharges Variations in support services bought in  FEFCUS  Oroporate support services bought in  73  Minor variations	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				1	£000's
Strategic budget - agreed additional income / savings  Cither resource changes Virements to :  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges (4) Capital Charges 1 REFCUS Corporate support services bought in Minor variations  73							
Strategic budget - agreed additional income / savings  Cother resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in income - Variations in recharges - Capital Charges - Capital Charges - Corporate support services bought in Minor variations - T3  T3		Ser and the sec the service service and the service se					
Other resource changes Virements to:  Virements from:-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  (4) Capital Charges  1 REFCUS  Corporate support services bought in  Minor variations  73						}	
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (9)  (1)  (9)  (9	Strategic bud	lget - agreed additional income / savings					
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (9)  (1)  (9)  (9							
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (9)  (1)  (9)  (9							
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (9)  (1)  (9)  (9							
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (9)  (1)  (9)  (9							-
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (8)  (8)  (9)  (9)  (1)  (9)  (1)  (1)  (1)  (2)  (3)  (4)  (4)  (4)  (5)  (6)  (7)  (7)  (7)  (7)  (7)  (7)  (7	1						
Virements from :-  Staff Changes  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  Capital Charges  1 REFCUS  Corporate support services bought in  Minor variations  73							
Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  1 REFCUS  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (7)  (7)  (7	Virements to	t <del>-</del>					
Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  1 REFCUS  Corporate support services bought in  Minor variations  (3)  (4)  (4)  (5)  (6)  (7)  (6)  (7)  (7)  (7)  (7)  (7							
Variations in running expenses  - Variations in income  Variations in recharges  (4) Capital Charges  REFCUS  Corporate support services bought in  Minor variations  -   79  73	Virements fro	om :-					
Variations in running expenses  - Variations in income  Variations in recharges  (4) Capital Charges  REFCUS  Corporate support services bought in  Minor variations  -   79  73							
Variations in running expenses  - Variations in income  Variations in recharges  (4) Capital Charges  1 REFCUS  Corporate support services bought in Minor variations  79  73							(3)
Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  (4)  1  79							- ]
Capital Charges REFCUS Corporate support services bought in Minor variations  1 79 79 73							-
REFCUS Corporate support services bought in Minor variations							
Minor variations -	REFCUS					}	-
73							79
		, i.e.				ļ	-
TOTAL OTHER VARIATIONS IN RESOURCE 73						}	73
	TOTAL OTH	ER VARIATIONS IN RESOURCE				}	73

# **PLANNING**

# **DEVELOPMENT MANAGEMENT**

**COST CENTRE: C1465F** 

SUDGET   Expenditure of the content of the conten							
2014/15   DESCRIPTION			ORIGINAL			ORIGINAL	
COO's   COO'	FORECAST						
2000   2,168   2,000	2014/15	DESCRIPTION					
2.158							
Premises related expenditure   154	s'0003						
294   Supplies and Services   154			2,168	26	(17)	2,177	0
22 Third Party Payments			-	-	-	-	n/a
Transfer Payments 11 Transport related expenditure 11 Transport related expenditure 11 Transport related expenditure 11 Transport related expenditure 11 Transport related expenditure 12	294	Supplies and Services	154	-	-	154	-
11   Transport related expenditure	82	Third Party Payments	- !	-	-	-	n/a
456   Recharges from other services   456   9   455	-	Transfer Payments	-	-	-	- :	n/a
3,000   TOTAL EXPENDITURE   2,789   26   (8)   2,807	11	Transport related expenditure	11 1	-	-	11	-
Contributions to / from   Samarkad Reserves   Contributions to / from   Co	456	Recharges from other services	456	-	9	465	2
Contributions to / from   Samarkad Reserves   Contributions to / from   Co			2 789	26	(8)	2.807	1
(228) Other Grants, reimbursements and contributions (1,539) Fees and Changes (1,639) Fees and Changes (1,625) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (32) . (100) (1,725) (2,727) Recharges to other services (207)						2,001	
(1,529) Fees and Charges (1,525) (1) (10) (1,725) (1) (10) (23) (1) (10) (23) (1) (10) (23) (1) (10) (23) (1) (10) (23) (10) (10) (10) (10) (10) (10) (10) (10			-		-	-	n/
14  Customer and Client Receipts   (31)   (1)   (32)   (207)			-	-	-	-	n/
Interest Receivable   (207)       (208)     (208)     (207)       (208)   (208)	(1,639)	Fees and Charges	(1,625)	-	(100)	(1,725)	6
(207) Recharges to other services (207) - 1 (208) (2,088) TOTAL INCOME (1,863) (1) (99) (1,963)  912 NET CONTROLLABLE COST 926 25 (107) 844  - Capital Charges - Deferred/intangble Charges - PEFCUS - Coprorate support services bought in 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  1,617 NET COST OF SERVICE 1,631 25 202 1,858 5  - Contributions to / (from) Earmarked Reserves: - Contributions to / (from) Earmarked Reserves: - Contributions to / (from) Capital Reserves: - Contributions to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - 1,617 TOTAL NET EXPENDITURE 1,631 25 202 1,858  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings - reasplications (moves towards full cost recovery)  - Virements from : Staff Changes - Variations in unining expenses - Variations in unining expenses - Variations in income - Variatio	(14)	Customer and Client Receipts	(31)	(1)	-	(32)	3
(207) Recharges to other services (207) - 1 (208) (2,088) TOTAL INCOME (1,863) (1) (99) (1,963)  912 NET CONTROLLABLE COST 926 25 (107) 844  - Capital Charges - Deferred/intangble Charges - PEFCUS - Coprorate support services bought in 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  705 TOTAL UNCONTROLLABLE COST 705 309 1,014 4  1,617 NET COST OF SERVICE 1,631 25 202 1,858 5  - Contributions to / (from) Earmarked Reserves: - Contributions to / (from) Earmarked Reserves: - Contributions to / (from) Capital Reserves: - Contributions to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - 1,617 TOTAL NET EXPENDITURE 1,631 25 202 1,858  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings - reasplications (moves towards full cost recovery)  - Virements from : Staff Changes - Variations in unining expenses - Variations in unining expenses - Variations in income - Variatio		Interest Receivable	_	-	- 1	- 1	n/
(2,088) TOTAL INCOME (1,863) (1) (99) (1,963)  912 NET CONTROLLABLE COST 926 25 (107) 844  Capital Charges		l .	(207)	-	1	(206)	(0
Section   Sect				(4)	(00)	1	
Capital Charges Deferred/Intangible Charges REFCUS TOS GOPorate support services bought in TOS 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL TOTAL TOTAL RESPONDENCE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 200 200 200 200 200 200 200 200 200 20	(2,088)	TOTAL INCOME	(1,863)	(1)	(99)	(1,963)	
Capital Charges Deferred/Intangible Charges REFCUS TOS GOPorate support services bought in TOS 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL TOTAL TOTAL RESPONDENCE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 200 200 200 200 200 200 200 200 200 20							
Capital Charges Deferred/Intangible Charges REFCUS TOS GOPorate support services bought in TOS 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOS TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL UNCONTROLLABLE COST 705 202 1,858 309 1,014 2 TOTAL TOTAL TOTAL RESPONDENCE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS 1 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 2 TOTAL APPROPRIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 309 1,014 200 200 200 200 200 200 200 200 200 20	012	NET CONTROL LABLE COST	926	25	(107)	844	(9
Deferred/intangible Charges REFCUS 705 Corporate support services bought in 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 706 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 707 NET COST OF SERVICE 1,631 25 202 1,858 1 707 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 708 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 709 TOTAL OF SERVICE 1,631 25 202 1,858 1 700 TITLIBUTION (Trom) DEFENSE AND ASSESSED 1,000 TOTAL ASSESSED 1,000 TOTAL ASSESSED 1,000 TOTAL ASSESSED 1,000 TOTAL ASSESSED 1,000 TOTAL ASSESSED 1,000 TOTAL NET EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATIONS IN LEVEL OF EXPENDITURE 1,631 25 202 1,858 1 700 THEN VARIATION LIVER 1,631	912	NET CONTROLLABLE COST	320	25	(107)	044	,,,
Deferred/intangible Charges REFCUS 705 Corporate support services bought in 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 706 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 707 NET COST OF SERVICE 1,631 25 202 1,858 1  - Contributions to / (from) Earmarked Reserves		I = 10 · · · · · · · · · · · · · · · · · ·					
REFCUS 705 Corporate support services bought in 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 4  1,617 NET COST OF SERVICE 1,631 25 202 1,858 1  Contributions to / (from) Earmarked Reserves	-			- '	-	•	n/
705 Corporate support services bought in 705 - 309 1,014 2 705 TOTAL UNCONTROLLABLE COST 705 - 309 1,014 2  1,617 NET COST OF SERVICE 1,631 25 202 1,858 1  - Contributions to / (from) Earmarked Reserves	-		-	-	-	-	n/
1,617 NET COST OF SERVICE 1,617 NET COST OF SERVICE 1,631 25 202 1,858  - Contributions to / (trom) Earmarked Reserves - Contributions to / (trom) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (trom) General Balances - TOTAL APPROPRIATIONS - TOTAL AP	-	REFCUS	-	-	-	-	n/a
1,617 NET COST OF SERVICE  1,631 25 202 1,858 1  Contributions to / (from) Earmarked Reserves	705	Corporate support services bought in	705	-	309	1,014	44
1,617 NET COST OF SERVICE  1,631 25 202 1,858 1  Contributions to / (from) Earmarked Reserves	705	TOTAL UNCONTROLLABLE COST	705	_	309	1.014	44
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  1,631 25 202 1,858  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings - Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and ore-applications (moves towards full cost recovery)  - Other resource changes - Variations in income - Variations in recharges - Variations in recharges - Capital Charges				<u> </u>			44
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  1,631 25 202 1,858  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings - Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and ore-applications (moves towards full cost recovery)  - Other resource changes - Variations in income - Variations in recharges - Variations in recharges - Capital Charges							
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	1.617	NET COST OF SERVICE	1,631	25	202	1,858	14
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,617 TOTAL NET EXPENDITURE 1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services nore-asplications (volume and fee increase overlime) and rere-applications (moves towards full cost recovery)  Cother resource changes  Virements from:  Staff Changes  Variations in running expenses  Variations in running expenses  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3	.,					<u> </u>	
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,617 TOTAL NET EXPENDITURE 1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services nore-asplications (volume and fee increase overlime) and rere-applications (moves towards full cost recovery)  Cother resource changes  Virements from:  Staff Changes  Variations in running expenses  Variations in running expenses  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3		10 13 15 17 17		ı		<del></del>	
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to (from) General Balances TOTAL APPROPRIATIONS  1,617 TOTAL NET EXPENDITURE 1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services necreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  (11	-		-	-	-	-	n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / Savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services norceased income via applications (volume and fee increase overtime) and re-applications (moves towards full cost recovery)  Citements from :-  Virements from :-  Virements from :-  Virements from income Variations in running expenses Variations in running expenses Variations in running expenses Variations in recharges Capital Charges REFCUS Corporate support services bought in  Minor variations	-		-	-	•	-	n/a
- Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	-		-		-	-	n/a
TOTAL APPROPRIATIONS  1,817 TOTAL NET EXPENDITURE  1,831 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and core-applications (moves towards full cost recovery)  Cother resource changes  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3	-		-	-	-	-	n/a
1,617 TOTAL NET EXPENDITURE  1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and core-applications (moves towards full cost recovery)  Cher resource changes  Virements from :  Staff Changes  Variations in running expenses  Variations in income  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3	-	Contribution to / (from) General Balances		<u> </u>	<u> </u>	-	n/i
1,617 TOTAL NET EXPENDITURE  1,631 25 202 1,858  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Cother variety in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  Cother resource changes  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3	-	TOTAL APPROPRIATIONS	-		-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and core-applications (moves towards full cost recovery)  Other resource changes  Virements to:  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3				L			
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services noreased income via applications (volume and fee increase overtime) and core-applications (moves towards full cost recovery)  Other resource changes  Virements to:  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  3.3			4 004	0.5	000	4.050	14
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and  (11  (12  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in  Minor variations  3.3	1,617	TOTAL NET EXPENDITURE	1,631	25	202	1,050	14
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and  (11  (12  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in  Minor variations  3.3							<del>-</del>
Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  (10  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  (20  (11  (12  (13  (14  (14  (15  (15  (15  (15  (16  (16  (17  (17  (17  (17  (17  (17	<u> * OTHER VA</u>	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed additional income / savings Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  (10  Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  (20  (11  (12  (13  (14  (14  (15  (15  (15  (15  (16  (16  (17  (17  (17  (17  (17  (17							
Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  Cher resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations Minor variations  34  35  36  37  38  39  30  30  30  30  30  30  30  30  30	Strategic bud	lget - agreed pressures / service demands					
Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  Cher resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations Minor variations  34  35  36  37  38  39  30  30  30  30  30  30  30  30  30							
Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  Cher resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations Minor variations  34  35  36  37  38  39  30  30  30  30  30  30  30  30  30							
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Restructuring in all 3 planning services brought about by improving the efficiencies of the services ncreased income via applications (volume and fee increase overtime) and pre-applications (moves towards full cost recovery)  Cher resource changes Virements to:  Virements from:  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations Minor variations  34  35  36  37  38  39  30  30  30  30  30  30  30  30  30							-
ncreased income via applications (volume and fee increase overtime) and ore-applications (moves towards full cost recovery)  Cither resource changes Virements to:  Virements from:-  Staff Changes Variations in running expenses Variations in income Variations in income Capital Charges REFCUS Corporate support services bought in Minor variations  34  35  36  36  36  37  37  38  38  38  38  38  38  38  38	Strategic bud	dget - agreed additional income / savings					ļ ,
Core-applications (moves towards full cost recovery)    Cother resource changes				of the services	3		(46
Other resource changes Virements to :-  Virements from :-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations			rtime) and				ľ
Other resource changes Virements to:-  Virements from:-  Staff Changes Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in  Minor variations  34	pre-application	ons (moves towards full cost recovery)					(100
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  34							(146
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  34							1
Virements to :-  Virements from :-  Staff Changes  Variations in running expenses  Variations in income  Variations in recharges  Capital Charges  REFCUS  Corporate support services bought in  Minor variations  34	0.11	1					
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Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  30	Virements fro	om :-					l
Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  30							
Variations in running expenses Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  30							
Variations in income Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  30 31							3:
Variations in recharges Capital Charges REFCUS Corporate support services bought in Minor variations  30							Ι.
Capital Charges REFCUS Corporate support services bought in Minor variations  30							[
REFCUS Corporate support services bought in Minor variations  30							] 10
Corporate support services bought in Minor variations  30 31 32 33		ges					
Minor variations  3	REFCUS						.
30	Corporate su	pport services bought in					309
							(
TOTAL OTHER VARIATIONS IN RESOURCE							341
TOTAL OTHER VARIATIONS IN RESOURCE							

# PLANNING

# **BUILDING CONTROL**

COST CENTRE: C1460F

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A)	(B)	(C)	(D)	(E)
	Employees	£000's	£000's	£0009's	£000's	%
'0'	Premises related expenditure	1,115	13	(56)	1,072	(4 n/a
105	Supplies and Services	94	-	-	94	-
	Third Party Payments	3			3	_
-	Transfer Payments		-	-	-	n/a
	Transport related expenditure	29	-	-	29	-
1,207	Recharges from other services	1,207	-	(10)	1,197	(1
2,111	TOTAL EXPENDITURE	2,448	13	(66)	2,395	(2
	Government Grants		-			n/a
	Other Grants, reimbursements and contributions	_		-	_	n/a
(768)	Fees and Charges	(1,092)	-	(2)	(1,094)	0
(5)	Customer and Client Receipts	(18)			(18)	-
-	Interest Receivable	`-'			- '-'	n/a
(1,050)	Recharges to other services	(1,050)	- /	-	(1,050)	
(1.823)	TOTAL INCOME	(2,160)		(2)	(2,162)	
(1,020)	TO THE ITOONIE	(2,100)		(2)	(2,102)	0
			<del></del> -			
288	NET CONTROLLABLE COST	288	13	(68)	233	(19
-	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	•	-	-	n/a
	REFCUS	-	-	-		n/a
	Corporate support services bought in	291			291	
291	TOTAL UNCONTROLLABLE COST	291	-	-	291	_
					-	
579	NET COST OF SERVICE	579	13	(68)	524	(9)
		373	,,,	(00)	324	(5)
	Contributions to / (from) Earmarked Reserves	T			- 1	2/2
	Contributions to / (from) Capital Reserves:		- []		[ ]	n/a n/a
-	Financing of Capital Expenditure	- 1	.		_ ]	n/a
-	Provision for Repayment of External Loans	- 1	.	.	-	n/a
	Contribution to / (from) General Balances			-	-	n/a
-	TOTAL APPROPRIATIONS	-	. ]	-	_	-1-
						n/a
579	TOTAL NET EXPENDITURE	579	13	(68)	524	(9)
		373	13	(00)	324	(9)
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE				Г	£000's
				-		20003
Strategic bud	get - agreed pressures / service demands					
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Charles all by	and according distance the control of				[	
Destructure -	get - agreed additional income / savings	a dia attivi				
nesuuciuring Increase char	in all 3 planning services brought about by improvinges for dangerous structures	g ure emiciencies o	T The services		ŀ	(27)
micrease chai	ges for dangerous structures					(2)
					ŀ	(29)
					ŀ	(23)
Other resourc						
Virements to:	: <del>-</del>					
Virements from	m :-				- 1	
					I	
					I	
Staff Changes					I	(29)
	unning expenses					,_0,
Variations in ir					ŀ	
Variations in re						(10)
Capital Charge	es				1	-
REFCUS	anort convices hought in				l	
Corporate sup Minor variation	pport services bought in				l	-
TIMIOI VAIIALIUI					l	•
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					<u> </u>	
					1	(39)
					}	(39)
OTAL OTHE	ER VARIATIONS IN RESOURCE				-	(39)



## REGENERATION

## **SERVICE DESCRIPTION**

The Regeneration function includes Economic Development, Housing Development and Regeneration, Strategic Transport and Capital Delivery Hub; it is focused on driving growth in both the Metropoitan Centre and across District Centres.

Economic Development creates strategies and interventions to support Croydon's economic growth establishing Croydon a a place to invest and grow, and creating the conditions for inward investment and business retention. Economic Development delivers a range of programmes to support business development and inward investment; increasingly there will be a focus on employment outcomes creating preferential pathways to good quality; sustainable jobs for Croydon residents.

Housing Development and Regeneration aims to drive forward regeneration projects and activity across the borough creating new homes; delivering and enabling new retail, leisure and community space; improving the quality of the public realm and supporting delivery of Meanwhile use projects. It does this by driving forward Council led regeneration schemes, including partnership ventures, as well as influencing developers and other partners to bring forward high quality schemes that will help Croydon realise growth ambitions.

Strategic Transport is responsible for developing transport policy, translating local priorities and regional policies into delivery plans and programmes. As well as developing and managing the Local Implementation Plan (LIP), the team also provides specialist transport advice on development plans, masterplan making and planning applications. The team bids for and manages resources for transport infrastructure schemes, and runs a large 'Active Travel' programme including School Travel Planning, Work Place Travel Planning and overseeing and reporting delivery of the Biking Borough programme.

The Capital Delivery Hub is responsible for delivery of a significant and transformational infrastructure programme in the Metropolitan Centre and across District Centres; creating new and improved school places through the Education Estates programme, transforming the public realm through Connected Croydon and creating new homrs through the Council New Build Housing programme.

## **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1475F	Housing Development & Regeneration	1,592	14	7,076	8,682	445
C1485F	Economic Development	756	8	(52)	712	(6)
C1490F	Transport	317	3	54	374	18
C1495F	Capital Delivery	617	12	146	775	26
	TOTAL NET SPEND	3,282	37	7,224	10,543	221

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	iN
SERVICE	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Development and Growth Partnership	20.0	18.0	(2.0)
Economic Development	10.0	10.0	-
Transport	5.0	6.0	1.0
Capital Delivery	18.0	22.0	4.0
TOTAL FTE STAFF	53.0	56.0	3.0

# REGENERATION

# **COST CENTRE: C1430E**

		ORIĞINAL	Variations i		ORIGINAL	
FORECAST	DECORPTION.	BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
2000's		s'0003	£000's	£000's	8'000 <b>3</b>	%
		3,108	37	138	3,283	
3			-	-	-	г
		188	•	•	188	
106	Third Party Payments	101	-	(11)	90	(-
-	Transfer Payments	1 1	-	-	- 1	r
		3	-	-	3	
	Recharges from other services	537		103	640	
4,815	TOTAL EXPENDITURE	3,937	37	230	4,204	
-	Government Grants	-	-	-	-	
	Other Grants, reimbursements and contributions	-	-	-	-	
-	Fees and Charges	-	.	-	-	
(73)	Customer and Client Receipts		-	(90)	(90)	
-	Interest Receivable	_	-	(,		·
(1,850)	Recharges to other services	(1,911)	-	(248)	(2,159)	
	TOTAL INCOME	(1,911)	-	(338)	(2,249)	
		(1,77.7)		(,	(-)- (-)	
2,224	NET CONTROLLABLE COST	2,026	37	(108)	1,955	
9	Capital Charges	3			3	
	Deferred/intangible Charges	3	-	-	3	
500	REFCUS	500	- 1	7 070	7.570	
	Corporate support services bought in	753	-	7,079 253	7,579	1,4
	TOTAL UNCONTROLLABLE COST	1,256	-	7,332	1,006 8,588	
1,200	TOTAL GROOM MOLEABLE GOST	1,230		7,332	0,500	5
3,480	NET COST OF SERVICE	3,282	37	7,224	10,543	2
(254)	Contributions to / (from) Earmarked Reserves				2 (0)	
	Contributions to / (from) Capital Reserves:		[ ]	[ ]	[ ]	
-	Financing of Capital Expenditure			[ ]	] [	
-	Provision for Repayment of External Loans			- 1	1	
-	Contribution to / (from) General Balances		- 1	_	- 1	
	TOTAL APPROPRIATIONS			-	-	
			<u> </u>		f	
				<del></del>		

# REGENERATION

# HOUSING DEVELOPMENT AND REGENERATION

**COST CENTRE: C1475F** 

CARLEST   CONTROLLABLE COST   CONTROLLABLE C	% CHANGE (E) % (0) n/a - (12) n/a - (2) (1) n/a n/a n/a n/a n/a 1,416 33 933
DESCRIPTION	(E) % (0) n/a - (12) n/a - (2) (1) n/a n/a n/a n/a n/a n/a 1,416 33
1,098	% (0) n/a - (12) n/a - (2) (1) n/a n/a n/a n/a n/a 1,416 33
1,98	(0) n/a - (12) n/a - (2) (1) n/a n/a n/a n/a n/a n/a 1,416 33
Premises related expenditure  381 Supplies and Services  381 Third Party Payments  1 Transfer Payments  1 Transfer Payments  1 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Transport related expenditure  2 Trans	1/416
Supplies and Services   50   -   -   50   1   1   1   1   1   1   80   -   1   1   1   1   1   1   1   1   1	n/a - (2) (1) n/a n/e n/e n/e n/e 7 7 (9)
Transfer Payments 1 Transport related expenditure 282 Recharges from other services 282 - (7) 275  1,853 TOTAL EXPENDITURE 1,635 14 (38) 1,611  Government Grants (331) Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable (750) Recharges to other services (811) - (53) (864)  (1,081) TOTAL INCOME (811) - (53) (864)  TOTAL INCOME (811) - (53) (864)  TOTAL CONTROLLABLE COST  824 14 (91) 747  Capital Charges Deferred/intangible Charges Deferred/intangible Charges Deferred/intangible Charges TOTAL UNCONTROLLABLE COST  1,540 NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,540 TOTAL NET EXPENDITURE  1,592 14 7,076 8,682	n/a - (2) (1) n/a n/e n/e n/e n/e 7 7 (9)
Transport related expenditure	(2) (1) n/a n/a n/a n/a 7 7 (9) n/a n/a 1,416
282   -   (7)   275	(1)
1,853 TOTAL EXPENDITURE 1,853 TOTAL EXPENDITURE 1,853 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,855 TOTAL EXPENDITURE 1,850 TOTAL EXPENDITURE 1,850 TOTAL EXPENDITURE 1,550 TOTAL EXPENDITURE	(1)
Government Grants Government Governmen	n/a n/a n/a n/a 7 7 (9) n/a n/a 1,416
(331) Other Grants, reimbursements and contributions - Fees and Charges - Customer and Client Receipts - Interest Receivable - Interest Receivable - (750) Recharges to other services  (811) - (53) (864)  (1,081) TOTAL INCOME - (811) - (53) (864)  772 NET CONTROLLABLE COST - Capital Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Offer Comparts support services bought in 268 - 88 356  768 TOTAL UNCONTROLLABLE COST - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contributions to / (from) General Balances - TOTAL APPROPRIATIONS - OTHER VARIATIONS IN LEVEL OF EXPENDITURE	n/a n/a n/a 7 7 (9) n/a n/a 1,416
- Fees and Charges - Customer and Client Receipts - Interest Receivable (750) Recharges to other services (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864)  772 NET CONTROLLABLE COST 824 14 (91) 747  - Capital Charges - Deferred/intangible Charges 500 REFCUS 500 REFCUS 500 - 7,079 7,579 268 Corporate support services bought in 268 - 88 356 768 TOTAL UNCONTROLLABLE COST 768 - 7,167 7,935  1,540 NET COST OF SERVICE 1,592 14 7,076 8,682  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS  1,540 TOTAL NET EXPENDITURE  1,592 14 7,076 8,682	n/a n/a n/a 7 7 (9) n/a n/a 1,416
- Customer and Client Receipts - Interest Receivable Recharges to other services (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811) - (53) (864) (1,081) TOTAL INCOME (811)	n/a 7 7 (9) n/a n/a 1,416 33
Interest Receivable	7 7 (9) n/a 1,416 33
(1,081) TOTAL INCOME (811) - (53) (864)  772 NET CONTROLLABLE COST 824 14 (91) 747  - Capital Charges	7 (9) n/a n/a 1,416 33
Total   Tota	(9) n/a n/a 1,416 33
Total Contributions to / (from) Capital Reserves   Contribution to / (from) Capital Expenditure   Contribution to / (from) General Balances   Contribution to / (from) General Balances   Contribution to / (from) General Balances   Contributions   Contributions to / (from) General Balances   Contributions   C	n/a n/a 1,416 33
- Capital Charges	n/a n/a 1,416 33
Deferred/Intangible Charges   500   7,079   7,579   268   Corporate support services bought in   268   - 88   356   768   TOTAL UNCONTROLLABLE COST   768   - 7,167   7,935   1,540   NET COST OF SERVICE   1,592   14   7,076   8,682   - Contributions to / (from) Earmarked Reserves	n/a 1,416 33
Deferred/Intangible Charges   500   7,079   7,579   268   Corporate support services bought in   268   - 88   356   768   TOTAL UNCONTROLLABLE COST   768   - 7,167   7,935   1,540   NET COST OF SERVICE   1,592   14   7,076   8,682   - Contributions to / (from) Earmarked Reserves	n/a 1,416 33
S00	1,416 33
268   Corporate support services bought in   268   - 88   356     768   TOTAL UNCONTROLLABLE COST   768   - 7,167   7,935     1,540   NET COST OF SERVICE   1,592   14   7,076   8,682     - Contributions to / (from) Earmarked Reserves       - Contributions to / (from) Capital Reserves:       - Financing of Capital Expenditure	33
Total Uncontrollable Cost   768   - 7,167   7,935	
1,540 NET COST OF SERVICE  1,592 14 7,076 8,682  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS  1,540 TOTAL NET EXPENDITURE  * OTHER VARIATIONS IN LEVEL OF EXPENDITURE	933
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - 1,540  TOTAL NET EXPENDITURE  1,592  14  7,076  8,682	
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - 1,540  TOTAL NET EXPENDITURE  1,592  14  7,076  8,682	
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	445
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	n/a n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,540 TOTAL NET EXPENDITURE  1,592 14 7,076 8,682	n/a
- Contribution to / (from) General Balances	n/a
1,540 TOTAL NET EXPENDITURE 1,592 14 7,076 8,682  * OTHER VARIATIONS IN LEVEL OF EXPENDITURE	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	445
	2000's
Inc. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	
Strategic budget - agreed pressures / service demands	
	l
Strategic budget - agreed additional income / savings	(104
Delete 2 vacant posts	(154
	<b>\</b>
	(104
Other resource changes	[
Virements to :-	
Virements from :-	l
Resources Department - Directors Post	144
Ctoff Changes	
Staff Changes Variations in running expenses	
Variations in income	-
Variations in recharges	(132
Capital Charges	
REFCUS Comparts support services bought in	7 070
Corporate support services bought in Minor variations	
	88
	88
	88
	88
TOTAL OTHER VARIATIONS IN RESOURCE	7,079 88 1

# REGENERATION

# **ECONOMIC DEVELOPMENT**

**COST CENTRE: C1485F** 

l		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	,	BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£0009's	£000's	£000's	s'0003	%
	Employees	532	8	(2)	538	1
	Premises related expenditure Supplies and Services	- 55	- }	-	- 55	n/a
	Third Party Payments	10	_ [		10	-
	Transfer Payments	'.	- 1			n/a
	Transport related expenditure	-	-	-	- 1	n/a
	Recharges from other services	97	- ]	16	113	16
1.281	TOTAL EXPENDITURE	694	8	14	716	3
L	Government Grants					n/a
(337)	Other Grants, reimbursements and contributions		- [		_	n/a
	Fees and Charges		_	.	_	n/a
	Customer and Client Receipts	.	_	(90)	(90)	n/a
	Interest Receivable			-	(50,	n/a
	Recharges to other services	(119)	_		(119)	
				(90)	(209)	
(436)	TOTAL INCOME	(119)		(90)	(209)	76
825	NET CONTROLLABLE COST	575	8	(76)	507	(12)
-	Capital Charges Deferred/Intangible Charges	-	-	•	<u> </u>	n/a n/a
	REFCUS		[ ]		] [ ]	n/a
	Corporate support services bought in	181	-	24	205	13
	TOTAL UNCONTROLLABLE COST	181		24	205	
	TOTAL UNCONTROLLABLE COST			2.7	200	13
1,006	NET COST OF SERVICE	756	8	(52)	712	(6)
1,000	NET COST OF SERVICE	750	0	(52)	712	(0)
(254)	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	- 1	n/a
-	Financing of Capital Expenditure	-	-	-	- 1	n/a
-	Provision for Repayment of External Loans	-	-	-	•	n/a
	Contribution to / (from) General Balances	-	-			n/a
(254)	TOTAL APPROPRIATIONS	-	•	-	•	n/a
752	TOTAL NET EXPENDITURE	756	8	(52)	712	(6)
			-	()		
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	lget - agreed pressures / service demands					
Strategic hud	lget - agreed additional income / savings					
	g costs against project resources to ensure delivery	against the establis	shed service			
	ployment - jobs for local people, High Streets, Tech					(90)
						(90
O#						
Other resource						
Virements to	÷					
Virements fro	om :-					
a. # 6:						
Staff Change						(3
variations in i	running expenses					•
						16
Variations in i	recharges					
Variations in i Variations in i						
Variations in i Variations in a Capital Charg REFCUS						-
Variations in i Variations in i Capital Charg REFCUS						24
Variations in i Variations in i Capital Charg REFCUS	ges pport services bought in					l.
Variations in i Variations in a Capital Charg REFCUS Corporate su	ges pport services bought in					l.
Variations in i Variations in i Capital Charg REFCUS Corporate su	ges pport services bought in					l.
Variations in i Variations in i Capital Charg REFCUS Corporate su	ges pport services bought in					1
Variations in i Variations in i Capital Charg REFCUS Corporate su Minor variatio	ges pport services bought in					38

# REGENERATION

# TRANSPORT

**COST CENTRE: C1490F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Expendite Inflation (B)	in Level of ure on (A) * Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's	- ·	2000's	£000's	£000's	8'000g	%
	Employees Premises related expenditure	273	3	14	290	6 n/a
	Supplies and Services	21	_	_	21	-
	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	- 1	•	-	-	n/a
	Transport related expenditure	1	-	-	1 53	-
	Recharges from other services	33		20		61
401	TOTAL EXPENDITURE	328	3	34	365	11
-	Government Grants		-	-	-	n/a
1	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	-	-	-	-	n/a
(/3)	Customer and Client Receipts Interest Receivable		-	-	-	n/a
(80)	Recharges to other services	(80)	-	(12)	(92)	n/a 15
			-			15
(153)	TOTAL INCOME	(80)	-	(12)	(92)	<u>15</u>
248	NET CONTROLLABLE COST	248	3	22	273	10
SE SESSE N	Contal Charges			·		
	Capital Charges Deferred/Intangible Charges	3	-	-	3	- n/a
	REFCUS		-	[ ]	_	n/a
	Corporate support services bought in	66	_	32	98	48
	TOTAL UNCONTROLLABLE COST	69	-	32	101	
				1		46
317	NET COST OF SERVICE	317	3	54	374	18
	Contributions to / (from) Earmarked Reserves					n/a
1 :	Contributions to / (from) Earmarked Reserves:		-	1 [		n/a
1 :	Financing of Capital Expenditure	]	_	]	]	n/a
_	Provision for Repayment of External Loans	- 1	_	-	_ :	n/a
_	Contribution to / (from) General Balances	_	•			n/a
-	TOTAL APPROPRIATIONS		•		-	n/a
317	TOTAL NET EXPENDITURE	317	3	54	374	18
		317		34	014	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE			<del>-:</del>	-	£000's
Strategic bud	lget - agreed pressures / service demands					
1						
1						-
Strategic bud	lget - agreed additional income / savings					
-						-
Other resource						
Virements to	:-					
Virements fro	om :-					
Stoff Ob	_					_
Staff Change	s running expenses					2
Variations in						
Variations in						20
Capital Charg						-
REFCUS						
	pport services bought in					32
Minor variation	ons					
						54
1						
	ER VARIATIONS IN RESOURCE					54

# PLACE REGENERATION

# **CAPITAL DELIVERY**

COST CENTRE: C1495F

1		ORIGINAL	Variations	n Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	1,092	12	146	1,250	14
-	Premises related expenditure	-		•	-	n/a
	Supplies and Services	62	-	-	62	•
	Third Party Payments	-	-	•	-	n/a
	Transfer Payments Transport related expenditure	1	- [	-	1	n/a
	Recharges from other services	125		74	199	59
1,280	TOTAL EXPENDITURE	1,280	12	220	1,512	18
_	Government Grants				-	n/a
-	Other Grants, reimbursements and contributions	-	-		-	n/a
	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	-	-		-	n/a
- (204)	Interest Receivable	-	-	-		n/a
	Recharges to other services	(901)	-	(183)	(1,084)	20
(901)	TOTAL INCOME	(901)	-	(183)	(1,084)	20
	I					
379	NET CONTROLLABLE COST	379	12	37	428	13
	Capital Charges			_		2/2
-	Deferred/Intangible Charges			-	:	n/a n/a
	REFCUS	-	-	-		n/a
238	Corporate support services bought in	238	-	109	347	46
238	TOTAL UNCONTROLLABLE COST	238	-	109	347	46
617	NET COST OF SERVICE	617	12	146	775	26
•	Contributions to / (from) Earmarked Reserves			-	- 1	n/a
-	Contributions to / (from) Capital Reserves:	- )	-	•	-	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans		- 1		_	n/a n/a
-	Contribution to / (from) General Balances	- 1	-	-	-	n/a
.	TOTAL APPROPRIATIONS	-	-	-	-	n/a
617	TOTAL NET EXPENDITURE	617	12	146	775	26
			500			
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
					i	
					ľ	
	get - agreed additional income / savings				ľ	
Regularisation	n of staffing (removal of honoraria), maximising capit	al recharges				(25)
						(25)
Other_resource	e changes					
Virements to :						
Virements from	m :-					
Virements from	m :-					
Staff Changes	s					(14)
Staff Changes Variations in r	s unning expenses					(14)
Staff Changes	s unning expenses ncome					(14 <u>)</u> - - - 74
Staff Changes Variations in r Variations in ir Variations in r Capital Charg	s unning expenses ncome echarges					-
Staff Changes Variations in r Variations in ir Variations in r Capital Charg REFCUS	s unning expenses ncome echarges es					- 74 -
Staff Changes Variations in r Variations in ir Variations in r Capital Charg REFCUS Corporate sup	s unning expenses ncome echarges es oport services bought in					74 - - - 109
Staff Changes Variations in r Variations in ir Variations in r Capital Charg REFCUS	s unning expenses ncome echarges es oport services bought in					- 74 -
Staff Changes Variations in r Variations in ir Variations in r Capital Charg REFCUS Corporate sup	s unning expenses ncome echarges es oport services bought in					74 - - - 109
Staff Changes Variations in r Variations in r Variations in r Capital Charg REFCUS Corporate sup Minor variation	s unning expenses ncome echarges es oport services bought in					109

## HOUSING NEEDS AND STRATEGY

## SERVICE DESCRIPTION

The Housing Needs and Strategy and Housing Management Division is made up of the following sections:

### Housing needs and assessments

Responsible for advice to housing applicants, preventing homelessness, and giving advice and assistance to homeless applicants. It includes the provision of emergency accommodation for those who are statutory homeless. The council has a statutory duty to assess applications of homelessness

## Housing solutions

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

## Housing strategy and commissioning

- the commissioning of a range of landlord services for the Council's housing stock ensuring robust contract arrangements and adherence to quality standards.
- the asset management strategy for the Council's housing stock, the development of strategies and policies for responsive repairs and major works.
- the development and implementation of cohesive housing strategies and policies. Responsible for meeting new scrutiny requirements by working with tenants. This includes the establishment of a scrutiny panel and consulting with and involving tenants through regular meetings.

## Housing standards and enforcement

is a statutory service ensuring standards are maintained in private sector housing, includes Houses in Multiple Occupation (HMO) licensing scheme, housing health and safety rating system, housing enforcement policy, energy efficiency, drainage, public health nuisances and pest control. Housing renewal

Responsible for the Staying Put Home improvement Agency, Renewal Grants/Loans and Disabled Facilities Grants, Empty Property Strategy, and home safety schemes.

## Housing Management

The Housing Management Division provides estate management and rent collection services to the Travellers site in Latham's Way. It also provides management to miscellaeous ex service tenanany properties and school caretakers properties and ensures these properties are kept to the Decent

## • Notes

The introduction of the Revenue Expenditure Funded from Capital Under Statute (REFCUS) covers expenditure under the Disabled Facilities Grant and identifies expenditure where no asset is generated for the council.

MOVEMENT IN NET EXPENDITURE

			Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
Chippon Co.	2	25505	20001			
C1180F	Housing Management	(45)	(5)	-	(50)	11
C1144G	Housing Solutions	2,681	(75)	(531)	2,075	(23
C1146G	Housing Options	831	7	1	839	1
C1148G	Private Sector Housing	655	(4)	(479)	172	(74
C1152G	Housing Strategy	70	1	-	71	1
C1154G	Director of Needs and Renewals	4,590	(1)	439	5,028	10
	TOTAL NET SPEND	8,782	(77)	(570)	8,135	(7

STACE ESTADI ISUMENT NUMBERS

STATE ESTABLISHMENT NOMBERTO	ORIG	INAI	ORIGINAL	CHANGE
	BUD		BUDGET	IN
SERVICE	2014	4/15	2015/16	FTE
	FTES	TAFF	FTE STAFF	FTE STAFF
Housing Management		-	-	-
Housing Solutions		17.1	16.9	(0.2)
Housing Options		18.8	18.4	(0.4)
Private Sector Housing		34.9	35.1	0.2
Housing Strategy		1.0	1.0	-
Director of Needs and Renewals		0.4	0.4	(0.1)
TOTAL FTE STAFF		72.2	71.8	(0.4)

# HOUSING NEEDS AND STRATEGY

COST CENTRE: C1150E

FORECAST		ORIGINAL BUDGET	Variations i Expenditu		ORIGINAL BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
2011110	DEBOTTI HOTT	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	8'0003	(⊏) %
	Employees	2,696	27	809	3,532	3
	Premises related expenditure	10,503	156	707	11,366	8
	Supplies and Services	600	-	-	600	-
	Third Party Payments	1,189	-	(45)	1,144	(4
2	Transfer Payments	•	-	-	-	n/
	Transport related expenditure	36	-		36	
	Recharges from other services	272	- 1	(39)	233	(14
19,698	TOTAL EXPENDITURE	15,296	183	1,432	16,911	11
	Government Grants	(107)	-	-	(107)	
	Other Grants, reimbursements and contributions	(181)	(4)	-	(185)	
(1,543)	Fees and Charges	(1,825)	(47)	(210)	(2,082)	14
(11,180)	Customer and Client Receipts	(8,099)	(209)	(1,012)	(9,320)	15
-	Interest Receivable	-	-	-	-	n/
(893)	Recharges to other services	(842)	- [	(1,258)	(2,100)	149
(13,901)	TOTAL INCOME	(11,054)	(260)	(2,480)	(13,794)	2
5,797	NET CONTROLLABLE COST	4,242	(77)	(1,048)	3,117	(27
717	Capital Charges	717		502	1,219	70
, , ,	Deferred/Intangible Charges	'''	_ \	502	1,213	n.
1.850	REFCUS	1.850	_ [	250	2,100	1
	Corporate support services bought in	1,973	- ]	(274)	1,699	(i
	TOTAL UNCONTROLLABLE COST	4,540	-	478	5,018	1
10,337	NET COST OF SERVICE	8,782	(77)	(570)	8,135	(7
	Contributions to / (from) Earmarked Reserves	- (	- 1	-		n
-	Contributions to / (from) Capital Reserves:	- 1	-	_	-	r
-	Financing of Capital Expenditure	.	- 1	-	-	
-	Provision for Repayment of External Loans		- İ	-	-	n
	Contribution to / (from) General Balances	-	-	-	-	n
	TOTAL APPROPRIATIONS	-	-	•	-	r
40.007	TOTAL NET EXPENDITURE	8,782	(77)	(570)	8,135	

# **HOUSING NEEDS AND STRATEGY**

# HOUSING MANAGEMENT

**COST CENTRE: C1180F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Inflation	re on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
_	Employees	- 1	-	•	-	n/a
	Premises related expenditure	132	-	-	132	-
	Supplies and Services Third Party Payments	37	-	_	37	n/a
	Transfer Payments		-	-	]	n/a
] .	Transport related expenditure	- 1	-	-	-	n/a
1	Recharges from other services	1	-		1	
74	TOTAL EXPENDITURE	170	-	-	170	-
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	•	-	-	- 1	n/a
	Customer and Client Receipts	(215)	(5)	-	(220)	2
1	Interest Receivable	•	-	-	-	n/a
	Recharges to other services	-	-	<u> </u>	-	n/a
(126)	TOTAL INCOME	(215)	(5)		(220)	2
(52)	NET CONTROLLABLE COST	(45)	(5)	•	(50)	11
	Conital Charges					
	Capital Charges Deferred/Intangible Charges	-	•		:	n/a n/a
]	REFCUS		-	-	[	n/a
<u> </u>	Corporate support services bought in	-	-	-	_	n/a
-	TOTAL UNCONTROLLABLE COST		-	-	_	n/a
						IVa
(50)	NET COST OF SERVICE	(45)	(5)		(50)	44
(52)	NET COST OF SERVICE	(45)	(5)	-	(50)	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	140	-	•	-	n/a
-	TOTAL APPROPRIATIONS	-		-	-	n/a
(52)	TOTAL NET EXPENDITURE	(45)	(5)	-	(50)	11
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
Strategic bud	get - agreed additional income / savings					
1						
1						
1						
						N.T.V.
Other resource	ce changes					
Daior readuit						
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TOTAL OTH	ER VARIATIONS IN RESOURCE					

# **HOUSING NEEDS AND STRATEGY**

# HOUSING SOLUTIONS

**COST CENTRE: C1144G** 

FORECAST 2014/15 £000's	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A) £000's		in Level of ure on (A) * Other (C) £000's	ORIGINAL BUDGET 2015/16 (D) £000's	% CHANGE (E) %
	Employees	572	6	(16)	562	<sup>7</sup> ° (2)
	Premises related expenditure	10,248	156	707	11,111	8
	Supplies and Services	228	-	-	228	-
	Third Party Payments	782	-	-	782	-
	Transfer Payments		- 1	-	;	n/a
	Transport related expenditure Recharges from other services	1 31	-	-	1 31	•
	TOTAL EXPENDITURE	11,862	162	691	12,715	7
1	Government Grants	(16)	-	-	(16)	-
	Other Grants, reimbursements and contributions	-	-	-		n/a
	Fees and Charges	(1,304)	(34)	(210)	(1,548)	19
(11,052)	Customer and Client Receipts	(7,786)	(203)	(1,012)	(9,001)	16
	Interest Receivable	-	-	-	-	n/a
(75)	Recharges to other services	(75)	-	-	(75)	
(12,296)	TOTAL INCOME	(9,181)	(237)	(1,222)	(10,640)	16
4,220	NET CONTROLLABLE COST	2,681	(75)	(531)	2,075	(23)
		ecanices?				
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	•	-	n/a
-	REFCUS	-	-	-	-	n/a
<u> </u>	Corporate support services bought in		-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
4,220	NET COST OF SERVICE	2,681	(75)	(531)	2,075	(23)
-	Contributions to / (from) Earmarked Reserves	-	-	•	-	n/a
-	Contributions to / (from) Capital Reserves:	-	- 1	-	-	n/a
-	Financing of Capital Expenditure		-	•	-	n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances	]			]	n/a n/a
-					<b>†</b>	11/0
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,220	TOTAL NET EXPENDITURE	2,681	(75)	(531)	2,075	(23)
,,===		2,00	(, 0)	(551)	_,_,	(20)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Stratagia bud	set learned progrupes / sequipe demands					
Strategic buu	get - agreed pressures / service demands					
Increased cos	st of homelessness due to increasing numbers of fa	milies requiring as:	sistance.			2,073
	ome for homelessness due to increasing numbers					(1,173)
						900
Strategic bud	get - agreed additional income / savings					
Review of an	neral fund housing costs for appropriate recharge to	the HPA				/50\
	meral fund housing costs for appropriate recharge to emporary accommodation costs through long term le		s.			(50) (600)
	punting arrangements for income received from the			tion stock.		(730)
Review of the						(61)
						(1,441)
I						
Other resource	ce changes					
Din# Ch	_					1441
Staff Change:	s 'unning expenses					(10)
variations in i	unning expenses					20
l						
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1						
1						
						1
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						10
	ER VARIATIONS IN RESOURCE					10 (531)

# HOUSING NEEDS AND STRATEGY

# HOUSING OPTIONS

COST CENTRE: C1146G

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	DESCRIPTION	BUDGET		ure on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)
£000's	i	£000's	£000's	£000's	\$'0003	(⊏) %
	Employees	670	7	1	678	1
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	213	-	•	213	-
	Third Party Payments Transfer Payments	16	-		16	- n/a
	Transport related expenditure	1			1	-
-	Recharges from other services		-	-		n/a
914	TOTAL EXPENDITURE	900	7	1	908	1
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	-	-	-	- 1	n/a
	Customer and Client Receipts	(9)	-	-	(9)	-
	Interest Receivable	- (00)	-	-	· (en)	n/a
	Recharges to other services	(60)		<u>-</u>	(60)	
(60)	TOTAL INCOME	(69)	•	•	(69)	
854	NET CONTROLLABLE COST	831	7	1	839	1
	Capital Charges Deferred/Intangible Charges			-	-	n/a n/a
	REFCUS	_ [	-			n/a
	Corporate support services bought in	- :	-		-	n/a
	TOTAL UNCONTROLLABLE COST	-	-		-	n/a
					l	
854	NET COST OF SERVICE	831	7	1	839	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	- 1	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
854	TOTAL NET EXPENDITURE	831	7	1	839	1
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	18 41 - do		·	<u></u>	£000's
						2000
Strategic bud	get - agreed pressures / service demands					
:						<del></del>
Strategic bud	get - agreed additional income / savings					
Ctratogio Dao	got agrood againstal wiscome / sayrings					
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Other resource	ê cilandez					
Minor variatio	ns					1
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						1
	ER VARIATIONS IN RESOURCE					
TOTAL OTH						

# **SERVICE SUBJECTIVE SUMMARY**

# **HOUSING NEEDS AND STRATEGY**

# **PRIVATE SECTOR HOUSING**

**COST CENTRE: C1148G** 

FORECAST 2014/15	<u> </u>	ORIGINAL	Variations i	n I ovel et	ODICINA	
2014/15	r	BUDGET	Expenditu		ORIGINAL	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		a'0003	£000's	£0009's	£000's	`%
	Employees	1,360	13	824	2,197	62
	Premises related expenditure Supplies and Services	121	- /	-	121	
	Third Party Payments	29	-	(45)	29	
	Transfer Payments	391	-	(45)	346	(12
	Transport related expenditure	33	-	-	-	n/
	Recharges from other services	138	<u> </u>	-	33 138	-
_	TOTAL EXPENDITURE					
		2,072	13	779	2,864	38
\· -,	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	(181)	(4)	-	(185)	2
	Fees and Charges	(521)	(13)	-	(534)	2
(2)	Customer and Client Receipts	(11)	-	-	(11)	_
	Interest Receivable	-	-	-	-	n/
(758)	Recharges to other services	(704)	-	(1,258)	(1,962)	179
(1,212)	TOTAL INCOME	(1,417)	(17)	(1,258)	(2,692)	
		(1,417)	(,,,)	(1,230)	(2,082)	90
606	NET CONTROLLABLE COST	655	(4)	(479)	172	(74
		000	(+)	(473)	1/2	
-	Capital Charges	- 1				n/a
-	Deferred/Intangible Charges	-	-			n/:
-	REFCUS	_	-	-	_	n/a
	Corporate support services bought in		-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST				-	
						n/:
606	NET COST OF SERVICE	655	(4)	(479)	172	(74
-	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
•	Financing of Capital Expenditure	-	-	- }	-	n/a
•	Provision for Repayment of External Loans	-	-	-	- [	n/a
<u>-</u> -	Contribution to / (from) General Balances					n/a
	TOTAL APPROPRIATIONS		-	-	-	n/a
606	TOTAL NET EVERNOTURE					
000	TOTAL NET EXPENDITURE	655	(4)	(479)	172	(74)
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				Г	00001-
	THE THE PART OF TH					20003
Strategic bude	get - agreed pressures / service demands				i	
					- 1	
					[	
<u>strategic bude</u>	get - agreed additional income / savings					-
					-	•
	_					
	_					(19)
	_					
	_					
	_					(19
	_					(19
Review of the	structure					(19
Review of the	structure					(19
Review of the  Other resource	e changes					(19
Review of the  Other resource	e changes	ensina Scheme*				(19
Review of the Other resource Staff Changes Additional prop	e changes	ensing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12) 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12) 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	ensing Scheme*				
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	ensing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	ensing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes Additional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes additional prop	e changes s posed costs of administering Selective Landlord Lice	ensing Scheme*				(19 (19 (12 810
Review of the Other resource Staff Changes additional prop	e changes s posed costs of administering Selective Landlord Lice	insing Scheme*				(19 (19 (12 810
Neview of the Other resource taff Changes dditional prop	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (12 810 (1,258
Review of the Other resource staff Changes dditional proj	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12 810 (1,258
Review of the Other resource Staff Changes dditional proposts charged	e changes s posed costs of administering Selective Landlord Lice	nsing Scheme*				(19 (19 (12 810

<sup>\*</sup> Subject to Cabinet's consideration of the outcomes of public consultation.

# HOUSING NEEDS AND STRATEGY

# HOUSING STRATEGY

COST CENTRE: C1152G

ORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Expenditu Inflation	* Other	ORIGINAL BUDGET 2015/16	% CHANGE
		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
£000's	Employees	73	1	- 20003	74	1
	Premises related expenditure	- 1	-	-	-	n/a
174	Supplies and Services	75	-	-	75	•
	Third Party Payments	-	-	-	-	n/a n/a
	Transfer Payments	-	-	-		n/a
-	Transport related expenditure Recharges from other services	16	-		16	-
		164	1	-	165	1
	TOTAL EXPENDITURE					
(195)	Government Grants	(91)	-	-	(91)	
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	-	-	-		n/a
	Customer and Client Receipts	-	-	-		n/a
	Interest Receivable	- (0)	-		(2)	n/a
	Recharges to other services	(3)			(3)	
(207)	TOTAL INCOME	(94)	- '	-	(94)	
70	NET CONTROLLABLE COST	70	1		71	1
	One that Observed	- 1		· -		n/a
-	Capital Charges Deferred/Intangible Charges	<u> </u>	-		_	n/a
-	Deferred/Intangible Charges   REFCUS	.	-	-	-	n/a
	Corporate support services bought in	_	-			n/a
	TOTAL UNCONTROLLABLE COST	_	_		_	_,
	TOTAL UNCONTROLLABLE COST		<del></del>	L		n/:
		,				
70	NET COST OF SERVICE	70	1	-	71	1
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/
-	Financing of Capital Expenditure	- \	-	-	-	n/a
-	Provision for Repayment of External Loans	- 1	-			n/i
<u>-</u>	Contribution to / (from) General Balances	-		<del>                                     </del>		11/1
_	TOTAL APPROPRIATIONS	- 1	-	-	-	n/a
				·		
70	TOTAL NET EXPENDITURE	70	1		71	
70	TOTAL NET EXPENDITURE	70	1		71	1
	TOTAL NET EXPENDITURE	70	1		71	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	1
OTHER VA		70	1	-	71	1
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	1
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	1
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	1
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	1
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1	-	71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's
OTHER VA	IRIATIONS IN LEVEL OF EXPENDITURE	70	1		71	£000's

# PLACE HOUSING NEEDS AND STRATEGY DIRECTOR OF NEEDS & RENEWALS

COST CENTRE: C1154G

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Variations Expenditu Inflation (B)		ORIGINAL BUDGET 2015/16 (D)	% CHANGE
£000's		£000's	£000's	£000's	8'0003	(E) %
26	Employees	21	-	-	21	-
	Premises related expenditure Supplies and Services	2	-	•	2	•
_	Third Party Payments	18		-	18	n/a
•	Transfer Payments		- 1	-	- ]	n/a
-	Transport related expenditure	1	-	-	1	•
	Recharges from other services	86		(39)	47	(45)
99	TOTAL EXPENDITURE	128	-	(39)	89	(30)
-	Government Grants	-	-		-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Customer and Client Receipts	(78)	(1)	•	(79)	1
	Interest Receivable Recharges to other services	•	-	-	-	n/a
			-			n/a
•	TOTAL INCOME	(78)	(1)	-	(79)	1
99	NET CONTROLLABLE COST	50	(1)	(39)	10	(80)
717	Capital Charges	717	-	502	1,219	70
1 050	Deferred/Intangible Charges REFCUS		-	-	ا نیب	n/a
	Corporate support services bought in	1,850	-	250	2,100	14
	TOTAL UNCONTROLLABLE COST	1,973		(274)	1,699	(14)
4,540	TOTAL UNCONTROLLABLE COST	4,540	-	478	5,018	11
4,639	NET COST OF SERVICE	4,590	(1)	439	5,028	10
-	Contributions to / (from) Earmarked Reserves	-	•	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	- [	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans	•	-	-	-	n/a
-	Contribution to / (from) General Balances	[]			- 1	n/a n/a
	TOTAL APPROPRIATIONS		-			IVa
						n/a
4.639	TOTAL NET EXPENDITURE	4.590	(1)	439	5,028	
.,		4,330	(17]	405	5,026	10
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE				Г	£000's
Strategic bud	get - agreed pressures / service demands					
Strategic bude						
	get - agreed additional income / savings				-	
	ger - agreed additional income / savings					
	<u>tet - adreed additional income / savings</u>				_	<del>-</del>
	<u>tet - adreed additional income / savings</u>				_	-
	<u>tet - agreed agoitional income</u> / sav <u>ings</u>					<u>-</u>
	<u>tet - agreed agoitional income</u> / sav <u>ings</u>					-
Other resource					-	-
Other resource						-
Other resource	e changes					502
	e changes					502
Capital Charge REFCUS Corporate sup	<u>e changes</u> es port services bought in					250
Capital Charge REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					
Capital Chargo REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274)
Capital Chargi	e changes es port services bought in echarges					250 (274) (43)
Capital Charge REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43)
Capital Charge REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43)
Capital Charge REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43)
Capital Chargo REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43)
Capital Chargo IEFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43)
apital Chargi EFCUS orporate sup ariations in re	e changes es port services bought in echarges					250 (274) (43)
Capital Chargo REFCUS Corporate sup Variations in re	e changes es port services bought in echarges					250 (274) (43) 4
capital Chargi IEFCUS Corporate sup Pariations in re Innor Variation	e changes es port services bought in echarges					250 (274) (43)



# RESOURCES

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**RESOURCES DEPARTMENT OVERVIEW** 

## **KEY SERVICE TARGETS / PRIORITIES FOR 2015/16**

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in delivering our major corporate objective to build the council of the future. In 2015/16 this means that we will;

Ensure that the Council is lean, efficient and streamlined by;

Reduction of cost base in line with government grant and delivery of the Croydon Challenge Improvement of the Council-wide ICT infrastructure

Implementation of the corporate debt project

Successful delivery of the General Election May 2015

Ensure that the Council is an expert commissioner by;

Embedding the commissioning framework, toolkit and skillsets

Implementing the adult social care commissioning strategy

Support third-sector and SMEs

Ensure that the Council delivers accessible and responsive services by;

Improving customer access and leading to a reduction in the cost to serve

Support service departments through the process of inspection and regulation, for example through statutory data returns

Ensure that the Council has the right people with the right skills and the right support by;

Improving workforce health and engagement

Improving workforce planning

Improving workforce diversity

Improving workforce skills and capacity

Linked to our corporate objective to manage need and grow independence, the department also has a significant community leadership and development role, with a focus on improving community cohesion and resilience.

## FINANCIAL PERFORMANCE

## COST CENTRE: C1040D C1050D C1030D

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2013/14	2014/15	2014/15	2015/16	CHANGE
	£000	£000	£000	£000	
Employees	47,337	42,076	43,460	41,433	(5)
Premises related expenditure	6,866	7,270	8,309	8,059	(3)
Supplies and Services	13,255	7,246	6,869	5,596	(19)
Third Party Payments	38,570	48,328	44,926	46,457	3
Transfer Payments	258,945	266,484	266,484	278,053	4
Transport related expenditure	182	200	198	192	(3)
Capital Charges	6,412	5,770	5,770	4,787	(17)
Deferred/Intangible Charges	4,613	4,535	4,535	4,159	(8)
REFCUS	İ	-	-	-	n/a
Corporate support services bought in	(41,878)	(41,945)	(41,104)	(44,756)	9
Recharges (to) / from other services	(9,931)	(6,296)	(6,742)	(6,542)	(3)
TOTAL EXPENDITURE	324,371	333,668	332,705	337,438	1
Government Grants	(259,158)	(284,503)	(284,607)	(298,352)	5
Other Grants, reimbursements and contributions	(8,799)	(6,945)	(6,551)	(6,431)	(2)
Fees and Charges	(7,318)	(5,593)	(5,754)	(6,029)	5
Customer and Client Receipts	(946)	(619)	(684)	(5,896)	762
Interest Receivable		- ]	_	-	n/a
TOTAL INCOME	(276,221)	(297,660)	(297,596)	(316,708)	6
	40.450	00.000	05 100	00.700	(44)
NET EXPENDITURE	48,150	36,008	35,109	20,730	(41)
		1			
Contributions to / (from) Reserves	(8,478)	2,171	1,998		(100)
CURRENT BUDGET	40,351		38,584		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(679)		(1,477)		

## **TOP FINANCIAL RISKS 2015/16**

- 1. Realising efficiency options
- 2. Delays in implementation of transformation projects
- 3. Maximising effective contractual relationships with partners
- 4. Maintaining and increasing collection levels in economic climate

# **CABINET MEMBERS**

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Mark Watson	Cabinet Member for Safety & Justice

# DEPARTMENT MANAGEMENT TEAM

NAME TITLE		TEL, EX.
Nathan Elvery	Chief Executive	62822
Julie Belvir	Director of Democratic & Legal Service	64985
Heather Daley	Director of Human Resources & Community Development	61616
Sarah Ireland	Director - Strategy, Communities and Commissioning	62070
Richard Simpson	Director - Finance and Assets & Section 151 Officer	61848
Graham Cadle	Director - Customer, Transformation & Communication Service	63295
Mike Robinson	Director - Public Health	65596

COST CENTRE	DIVISION	
C1320E	Democratic and Legal Services	
C1330E	Human Resources	
C1350E	Voluntary Sector Funding	
C1340E	Chief Executive's Office	
C1230E	Finance and Assets	
C1240E	Customer, Transformation & Communication Service	
C1600E	Subsidised Travel	
C1250E	Strategy, Communities and Commissioning	
C1030D	Public Health	

# MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations in Level of		ORIGINAL	
FORECAST		BUDGET	Expenditure on (A)		BUDGET	%
2014/15	DIVISION	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's_		£000's	£000's	£000's	8'0003	%
2,805	Democratic and Legal Services	2,819	29	1,968	4,816	71
(906)	Human Resources	(980)	11	819	(150)	(85)
	Voluntary Sector Funding	1,236	-	-	1,236	-
424	Chief Executive's Office	378	3	(599)	(218)	(158)
9,225	Finance and Assets	4,356	185	(2,225)	2,316	(47)
12,576	Customer, Transformation & Communication Service	15,684	249	(14,858)	1,075	(93)
14,730	Subsidised Travel	14,714	-	699	15,413	5
(2,983)	Strategy, Communities and Commissioning	(2,199)	42	(1,601)	(3,758)	71
-	Public Health	-	26	(26)	-	n/a
37,107	TOTAL NET SPEND	36,008	545	(15,823)	20,730	(42)

2,171

(2,171)

(100)

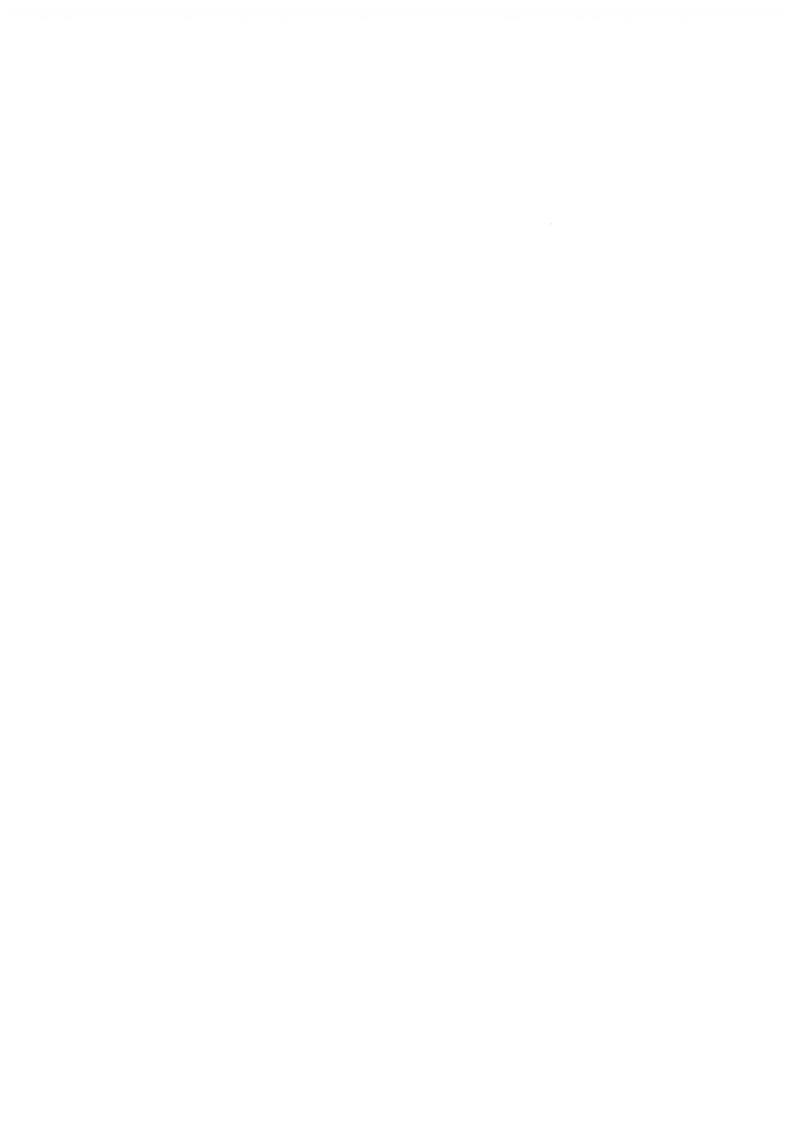
STAFF ESTABLISHMENT NUMBERS

1,998 Contributions to / (from) Reserves

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	l IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Democratic and Legal Services	56.9	62.1	5.2
Workforce and Community Relations	48.5	40.9	(7.5)
Voluntary Sector Funding	-	-	-
Chief Executive's Office	1.0	1.0	-
Finance and Assets	181.9	168.3	(13.6)
Customer, Transformation & Communication Service	620.7	629.1	8.4
Subsidised Travel	-	-	-
Strategy, Communities and Commissioning	73.0	61.2	(11.8)
Public Health	54.2	37.2	(17.0)
TOTAL FTE STAFF	1,036.2	999.8	(36.3)

# RESOURCES

SUBJECTIV	E SUMMARY					
		ORIGINAL	Variations in Level of		ORIGINAL	<u>.</u> .
<b>FORECAST</b>		BUDGET	Expenditu		BUDGET	% 0UANGE
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	<u>%</u>
	Employees	42,076	457	(1,100) 789	41,433 8,059	(2)
	Premises related expenditure	7,270	23	789 (1,673)	5,596	(23)
	Supplies and Services	7,246	194	(2,065)	46,457	(4)
	Third Party Payments	48,328	194	11,569	278,053	4
	Transfer Payments	266,484 200	-	(8)	192	(4)
	Transport related expenditure Recharges from other services	3,694		1,163	4,857	31
	<del></del>	<del>                                     </del>				
	TOTAL EXPENDITURE	375,298	674	8,675	384,647	2
	Government Grants	(284,503)	-	(13,849)	(298,352)	5
(6,551)	Other Grants, reimbursements and contributions	(6,945)	(48)	562	(6,431)	(7)
(5,754)	Fees and Charges	(5,593)	(66)	(370)	(6,029)	8
	Customer and Client Receipts	(619)	(15)	(5,262)	(5,896)	853
-	Interest Receivable	'-'	- 1	-	-	n/a
(10.424)	Recharges to other services	(9,990)	-	(1,409)	(11,399)	14
	TOTAL INCOME	(307,650)	(129)	(20,328)	(328,107)	7
(200,020)						
65.908	NET CONTROLLABLE COST	67,648	545	(11,653)	56,540	(16)
5.770	Capital Charges	5,770	-	(983)	4,787	(17)
4.535	Deferred/Intangible Charges	4,535	-	(376)	4,159	(8)
- 1,000	REFCUS	'-	-	` -	-	n/a
(41,104)	Corporate support services bought in	(41,945)	-	(2,811)	(44,756)	7
	TOTAL UNCONTROLLABLE COST	(31,640)	-	(4,170)	(35,810)	13
	<u> </u>	.H	السعة مير در			
35 109	NET COST OF SERVICE	36,008	545	(15,823)	20,730	(42)
03,103	HET GOOT OF GENTINGE	33,332		(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
1 008	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	_	(100)
1,990	Contributions to / (from) Capital Reserves:		_	(=,.,.,	-	n/a
_	Financing of Capital Expenditure	_	_	_	-	n/a
_	Provision for Repayment of External Loans	_	_	_	-	n/a
_	Contribution to / (from) General Balances	_	_	-	- '	n/a
1,998		2,171	_	(2,171)	_	(100)
1,990	TOTAL APPROPRIATIONS	2,171		(=, 1 , 1 ,		(100)
07.107	TOTAL NET EVDENDITURE	38,179	545	(17,994)	20,730	(46)
37,107	TOTAL NET EXPENDITURE	30,173	343	(17,00-1)	20,700	(1.5)
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE				0.000	£000's
Strategic budget - agreed pressures / service demands						165
Strategic budget - agreed additional income / savings						(12,819
						(12,654
Other resour	rce changes					(5,340
	-					
TOTAL OTH	HER VARIATIONS IN RESOURCE					(17,994)
TOTAL OTHER VARIATIONS IN RESOURCE						



#### SERVICE DESCRIPTION

#### **Legal Services**

The Corporate and Social Care and Education Law legal teams deal with corporate legal work and advice, including planning, advice and case work for CFL and DASHH and internal legal support to major projects across all departments. New contracts for the external provision of legal services have been extended and are also managed by the teams. These contracts are packaged to provide a range of advice and casework for support for the Council. The Corporate Legal Team have contract management responsibility for that arrangement, providing dedicated support to instructing officers to ensure the cost effectiveness of legal services from the external firms. Payment for legal services work is the responsibility of service departments using devolved budgets, with internal charges funding the internal legal services costs. The Legal teams in the Division are developing their use of Sharepoint to complement where needed, the existing IT based file management system. Local quality initiatives also benefit from the wider CIN initiative, LOV Conversations and Our Values work.

#### **Democratic Services and Scrutiny**

Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process consisting of approximately 400 meetings per year. The Team supports the Overview and Scrutiny function and Member Learning and Development. In addition the Team facilitates a number of meetings, e.g. the Croydon Police Consultative Group, Church Tenements and Frank Denning Charities as well as facilitating education admissions and exclusion appeals.

#### Elections, Civic Services, Registration and Coroners

The Electoral Services Team manages the organisation of European, Parliamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains over 260,000 names. We act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

The Registrars Service provides a variety of services including registration of births, deaths and marriages, Civil Partnerships, Citizenship Ceremonies and Nationality Checking services to communities in Croydon and others. The Mayoral Services office provides support to the Mayor and Deputy Mayor. The service also takes a leading role in the promotion and arrangement of civic events.

## **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL			ORIGINAL	
COST		<u> </u>	Variations in	n Level of		
CENTRE	SERVICE	BUDGET	Expenditur	e on (A)	BUDGET	%
		2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1330F	Legal	(470)	13	482	25	(105)
C1335F	Democratic	2,419	8	887	3,314	37
C1340F	Electoral	524	2	195	721	38
C1345F	Mayoral	284	2	38	324	14
C1355F	Registrars	(179)	4	30	(145)	(19)
C1350F	Contribution to Coroner's Court	241	-	132	373	55
C1358f	Leader's Office	-	-	204	204	n/a
	TOTAL NET SPEND	2,819	29	1,968	4,816	71

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2014/15	2015/16	FTE
	FTE STAF	FTE STAFF	FTE STAFF
Legal	25.3	25.1	(0.2)
Democratic	13.3	12.8	(0.5)
Electoral	6.0	5.8	(0.2)
Mayoral	4.4	3.3	(1.2)
Registrars	8.0	11.3	3.3
Leader's Office		4.0	4.0
TOTAL FTE STAFF	56.9	62.1	5.2

COST CENTRE: C1320E

FORECAST		ORIGINAL	Variations in		ORIGINAL	
2014/15	DESCRIPTION	BUDGET 2014/15	Expenditure Inflation	e on (A) * Other	BUDGET	%
2017/13	DESCRIPTION	(A)	(B)		2015/16	CHANGE
£000's		£000's	£000's	(C) £000's	(D) £000's	(E) %
	Employees	2,791	35	87	2,913	<del></del>
10	Premises related expenditure	10		(1)	2,510	(10
1,983	Supplies and Services	1,983	(2)	-	1,981	(0
330	Third Party Payments	329	`- ']	(11)	318	(3
-	Transfer Payments	-	-	`- ´	-	n/
	Transport to all a superium and	30	-	(16)	14	(53
5	Recharges from other services	6	-	(2)	4	(33
5,136	TOTAL EXPENDITURE	5,149	33	57	5,239	2
-	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	(164)	(4)	(9)	(177)	8
(512)	Fees and Charges	(511)	- 1	(10)	(521)	2
-	Customer and Client Receipts		-		- 1	n/a
-	Interest Receivable	-	- 1	-		n/a
(1,939)	Recharges to other services	(1,939)	-	-	(1,939)	-
	TOTAL INCOME	(2,614)	(4)	(19)	(2,637)	1
					1	
2,521	NET CONTROLLABLE COST	2,535	29	38	2,602	3
	Capital Charges	-				
_	Deferred/Intangible Charges	-	-	-	-	n/a
_	REFCUS	-	-	•	- I	n/a
284	Corporate support services bought in	284	- 1	1,930	2,214	n/a 680
	TOTAL UNCONTROLLABLE COST	284		1,930	2,214	-
			- :			
		204		1,930	_,	680
2,805	NET COST OF SERVICE	2,819	29	1,968	4,816	71
	NET COST OF SERVICE		29			71
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves		29			71 n/
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:		29			71 n/
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure		29			71 n/. n/.
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans		29		4,816	71 n/ n/ n/
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure		29			71 n/: n/: n/: n/:
-	NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances		29 - - - - - - -		4,816	71 n/. n/.

**LEGAL** 

**COST CENTRE: C1330F** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)
£000's		£000's	£0000's	£000's	a'0003	%
1,825	Employees Premises related expenditure	1,333	17	14	1,364	2 n/a
- 67	Supplies and Services	67	-	1	68	1
78	Third Party Payments	78	-	(12)	66	(15)
	Transfer Payments Transport related expenditure	-			-	n/a n/a
5_	Recharges from other services		-	-	5	
	TOTAL EXPENDITURE	1,483	17	3	1,503	1
	Government Grants	-	-	•	-	n/a
	Other Grants, reimbursements and contributions	(146)	(4)	(9)	(159)	9
	Fees and Charges	-	-	-		n/a n/a
	Customer and Client Receipts Interest Receivable	-	- [	-	-	n/a
	Recharges to other services	(1,807)	-	-	(1,807)	-
	TOTAL INCOME	(1,953)	(4)	(9)	(1,966)	1
(2,100)						
(478)	NET CONTROLLABLE COST	(470)	13	(6)	(463)	(1)
(110)		<u> </u>				
•	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a n/a
	REFCUS Corporate support services bought in	-		488	488	n/a
	TOTAL UNCONTROLLABLE COST			488	488	
	TOTAL UNCONTROLLABLE COST			-100	100	n/a
	T	(470)	40	482	25	/105
(478)	NET COST OF SERVICE	(470)	13	482	25	(105
- 1999	Contributions to / (from) Earmarked Reserves				_	n/a
]	Contributions to / (from) Capital Reserves:	-	- 1	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	:	n/a n/a
	Contribution to / (from) General Balances	-				
	TOTAL APPROPRIATIONS	-		-		n/a
		(470)	13	482	25	(105
(478)	TOTAL NET EXPENDITURE	(470)	13	402	2.5	(100
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE				_	£000's
Strategic bud	get - agreed pressures / service demands					
1						
L						
	get - agreed additional Income / savings					
Increased inc	come from Legal Services					(10
						(10
Other resource	re changes					{
Other resource	CO CHARGO					
Corporate Se	ervices bought in					488
Minor Variation	ons					4
1						
						ļ
						AD
						492
	ER VARIATIONS IN RESOURCE					492

DEMOCRATIC

**COST CENTRE: C1335F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations i Expenditu Inflation	re on (A)  * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
	Employees	629	8	(25)	612	% (3)
4	Premises related expenditure	4	-	-	4	- (5)
1,727	Supplies and Services	1,727	-	-	1,727	-
ا	Third Party Payments Transfer Payments	6	-	-	6	- 1-
	Transport related expenditure	2	-		2	n/a -
(57)	Recharges from other services	(57)	_	(1)	(58)	2
	TOTAL EXPENDITURE	2,311	8	(26)	2,293	(1)
	Government Grants			(20)	2,200	
(18)	Other Grants, reimbursements and contributions Fees and Charges	(18)	-	-	(18) -	n/a - n/a
-	Customer and Client Receipts	-	-	- 1	-	n/a
	interest Receivable	-	-	-	-	n/a
(132)	Recharges to other services	(132)	-	_	(132)	
(150)	TOTAL INCOME	(150)	-	-	(150)	_
r						
2,159	NET CONTROLLABLE COST	2,161	8	(26)	2,143	(1)
<u>- 1</u>	Capital Charges		_ 7			n/a
[	Deferred/Intangible Charges		-			n/a n/a
-	REFCUS	-	-	-	-	n/a
258	Corporate support services bought in	258	•	913	1,171	354
258	TOTAL UNCONTROLLABLE COST	258	•	913	1,171	354
		5.50		a		304
2,417	NET COST OF SERVICE	2,419	8	887	3,314	37
1 1	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
[ [	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-	-	-	n/a
1 []	Provision for Repayment of External Loans	-	-	-	-	n/a n/a
-	Contribution to / (from) General Balances				_ [	n/a
	TOTAL APPROPRIATIONS		_	_		
				2. (28.000 T)		n/a
2,417	TOTAL NET EXPENDITURE	2,419	8	887	3,314	37
* OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					00001
OHIER VAL	TATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	get - agreed pressures / service demands	_				
Increase in Sc	crutiny Team by 2FTE to facilitate transparency age	nda				83
					İ	
					l	
Chrone sie burd	and a second and the second second					83
Stratedic pride	get - agreed additional income / savings					
1						
1						
1						
1						
Other reserves	o changes					
Other resource	e changes					
Corporate Sun	pport Services bought in					913
Realignment of	of Democratic & Legal to provide additional support	to Leader's office				(106)
Minor Variation					•	(3)
						` [
						Ì
1					-	
					[	804
TOTAL CTU-	D VARIATIONS IN RESCUES				-	
I O I AL OTHE	R VARIATIONS IN RESOURCE					887

## **ELECTORAL**

**COST CENTRE: C1340F** 

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations i Expenditu Inflation	re on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	£000's	(D) £000's	(E) %
	Employees	328	4	(77)	255	(22)
1	Premises related expenditure	1	- (0)	(40)	1	- (0)
	Supplies and Services Third Party Payments	155 4	(2)	(12) 1	141 5	(9) 25
	Transfer Payments	- 1	-	-		n/a
-	Transport related expenditure	<u>:</u>	-	-	-	n/a
	Recharges from other services	36		(00)	36	- (40)
523	TOTAL EXPENDITURE	524	2	(88)	438	(16)
-	Government Grants	-	-	-	-	n/a n/a
	Other Grants, reimbursements and contributions Fees and Charges	[ ]	[ ]			n/a
	Customer and Client Receipts	-	- Ì	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
•	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
523	NET CONTROLLABLE COST	524	2	(88)	438	(16)
	Control Charges					n/a
-	Capital Charges Deferred/Intangible Charges			-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in			283	283	n/a
-	TOTAL UNCONTROLLABLE COST	-		283	283	n/a
	I	504		405	701	20
523	NET COST OF SERVICE	524	2	195	721	38
_	Contributions to / (from) Earmarked Reserves	_		-		n/a
-	Contributions to / (from) Capital Reserves:	-	- 1	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	1	n/a n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-		-	[	n/a
_	TOTAL APPROPRIATIONS	-			-	n/a
						100
523	TOTAL NET EXPENDITURE	524	2	195	721	38
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
						}
Ohanna alla bara	death arrest additional income (anytings					
Strategic bud	dget - agreed additional income / savings					
						1
İ						
Other resour	ce changes					1
	<del></del>					283
Corporate su	<u>ce changes</u> Ipport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment	pport service bought in of Democratic & Legal services to reflect current st	ructure				(87
Corporate su Realignment Minor Variati	pport service bought in of Democratic & Legal services to reflect current st	ructure				283 (87 (1

MAYORAL

**COST CENTRE: C1345F** 

Court   Cour	FORECAST	r .	ORIGINAL	Variatione	in level of	ORIGINAL	
Combined Comparison   Compari	004444		BUDGET	Expenditu	ire on (A)	BUDGET	
Section	2014/15	DESCRIPTION					
Promises related expenditure			£000's	£0009's	£000's	8'0003	
Supplies and Sarvices							(26)
Transfer Fayments		Supplies and Services		-			(38
28	-			-	• [	-	n/a
257   TOTAL EXPENDITURE		Transport related expenditure		-	(16)	12	(57)
- Government Clarats - Other Crants, reimbursements and contributions - Fees and Charges - Customer and Client Receipts - Interest Receivable - Interest Receivable - Recharges to other services - TOTAL INCOME - Capital Charges -							(5)
Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Rechanges to other services TOTAL INCOME  257 NET CONTROLLABLE COST 258 2 (76) 184 (23  Capital Charges Deferred/intarple Charges REFCUS REFC							(29)
Fees and Charges						-	n/a n/a
Interest Receivable	-	Fees and Charges	-	-	-	-	n/a
Recharges to other services			- 1	-		-	n/a
TOTAL INCOME			-				n/a n/a
Capital Charges				-	-		
Capital Charges Deferred/intargible Charges Deferred/intargible Charges REFCUS RECUS							100
- Deferred/intangbile Charges	257	NET CONTROLLABLE COST	258	2	(76)	184	(29)
- Deferred/intangible Charges	-	Capital Charges	-	- 1	- [	-	n/a
28 Comprate support services bought in 28 - 114 140 439 28 TOTAL UNCONTROLLABLE COST 26 - 1114 140 439 283 NET COST OF SERVICE 284 2 38 324 14  Contributions to / (from) Earmarked Reserves - 1	-	Deferred/Intangible Charges	-			-	n/a
28 NET COST OF SERVICE  283 NET COST OF SERVICE  284 2 38 324 11  Contributions to / (from) Earmarked Reserves: Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) General Relances Contribution to / (from) Capital Relances Contribut	26			· I	_	- 140	n/a 438
283 NET COST OF SERVICE  284 2 38 324 14  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Fiserves: Financing of Capital Expenditure Provision for Repayment of Letterial Loans Financing of Capital Expenditure Provision for Repayment of Letterial Loans Financing of Capital Expenditure Provision for Repayment of Letterial Loans Financing of Capital Expenditure Financing of Capital Expenditure  283 TOTAL NET EXPENDITURE  283 TOTAL NET EXPENDITURE  284 2 38 324 14  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff  (100 strategic budget - agreed additional income / savings removal of second mayoral car and staff removal of second mayoral car and staff removal of second mayoral car and staff removal of second mayoral car and staff removal of second mayoral car and staff removal of second mayoral car and staf				-			
Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure: Financing of Capital Expenditure: Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE 283 TOTAL NET EXPENDITURE 284 2 38 324 14  COTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings temoval of second mayoral car and staff  (100  ther resource changes torporate support services bought in ealignment of Democratic & Legal services to reflect current structure  138				<u>_</u>		1	430
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL APPROPRIATIONS  283 TOTAL NET EXPENDITURE  284 2 38 324 11  OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings temoval of second mayoral car and staff  (100  ther resource changes Origonate support services bought in ealignment of Democratic & Legal services to reflect current structure  138  138	283	NET COST OF SERVICE	284	2	38	324	14
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL APPROPRIATIONS  283 TOTAL NET EXPENDITURE  284 2 38 324 11  OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings temoval of second mayoral car and staff  (100  ther resource changes Origonate support services bought in ealignment of Democratic & Legal services to reflect current structure  138  138	-	Contributions to / (from) Earmarked Reserves	<u>-</u> T				n/a
Provision for Repayment of External Loans Contribution to It (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE 283 TOTAL NET EXPENDITURE 284 2 38 324 14  COTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Contribution to It (from the contribution of the contribu	•	Contributions to / (from) Capital Reserves:	-	-		-	n/a
- Contribution to / (from) General Balances	-			-		-	n/a n/a
283 TOTAL NET EXPENDITURE 284 2 38 324 14  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  strategic budget - agreed additional income / savings temoval of second mayoral car and staff  (100  Other resource changes  corporate support services bought in leadignment of Democratic & Legal services to reflect current structure  138	-		-		-		n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands	·	TOTAL APPROPRIATIONS	-	-	-	-	n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands	283	TOTAL NET EXPENDITURE	284	2	38	324	14
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Lemoval of second mayoral car and staff  (100  Other resource changes  Corporate support services bought in ealignment of Democratic & Legal services to reflect current structure  114 24			201	- 1		OZ-T	1-7
Strategic budget - agreed additional income / savings  temoval of second mayoral car and staff  (100  ther resource changes  corporate support services bought in sealignment of Democratic & Legal services to reflect current structure  138	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				Γ	£000's
Atter resource changes  corporate support services bought in elealignment of Democratic & Legal services to reflect current structure 24	girategie <del>pa</del> e	get - agreed pressures / service demands					2000
Atter resource changes  corporate support services bought in elealignment of Democratic & Legal services to reflect current structure 24	SHALESIO SOC	<u>qet - aqreed pressures / service demands</u>					
other resource changes corporate support services bought in lealignment of Democratic & Legal services to reflect current structure  114 24	Strategic bud	get - agreed additional income / savings					
other resource changes corporate support services bought in lealignment of Democratic & Legal services to reflect current structure  114 24	Strategic bud	get - agreed additional income / savings					-
torporate support services bought in lealignment of Democratic & Legal services to reflect current structure 24	Strategic bud	get - agreed additional income / savings					(100)
lealignment of Democratic & Legal services to reflect current structure  24	Strategic bud	get - agreed additional income / savings					
	<u>Strategic bud</u> Removal of s	get - agreed additional income / savings econd mayoral car and staff					(100)
	Strategic bud Removal of s Other resource	get - agreed additional income / savings econd mayoral car and staff  se changes	cture				(100)
OTAL OTHER VARIATIONS IN RESOURCE 38	Strategic bud Removal of s Other resource	get - agreed additional income / savings econd mayoral car and staff  se changes	cture				(100)
	Strategic bud Removal of s Other resource	get - agreed additional income / savings econd mayoral car and staff  se changes	cture				(100) (100)

REGISTRARS

COST CENTRE: C1355F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Inflation	re on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) s'0003	(E) %
315	Employees	316	4	42	362	15
	Premises related expenditure	3 13	•	(2)	3   11	(15)
	Supplies and Services Third Party Payments	13	-	(2)	':	n/a
-	Transfer Payments	- 1	-	-	-	n/a
-	Transport related expenditure Recharges from other services	:		-		n/a n/a
	TOTAL EXPENDITURE	332	4	40	376	13
	Government Grants				-	n/a
1	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Fees and Charges	(511)	•	(10)	(521)	2
	Customer and Client Receipts	-	-	- '	-	n/a n/a
	Interest Receivable Recharges to other services	-	-	-		n/a
	TOTAL INCOME	(511)		(10)	(521)	2
(312)	TOTAL INCOME	(0.17)		(1.5)	(/	
(181)	NET CONTROLLABLE COST	(179)	4	30	(145)	(19)
(101)	NET CONTINUE COST	()		===	· · · · ·	2000
-	Capital Charges	•	-	-	•	n/a
	Deferred/Intangible Charges	] : [	-	-	-	n/a n/a
	REFCUS Corporate support services bought in	[ ]	-			n/a
	TOTAL UNCONTROLLABLE COST	-				n/a
		<u> </u>			<u> </u>	100
(181)	NET COST OF SERVICE	(179)	4	30	(145)	(19)
(101)	NET GOOT OF GENTIOE	(11.5)		L		<u> </u>
	Contributions to / (from) Earmarked Reserves	-	-	-	•	n/a
	Contributions to / (from) Capital Reserves:	; [	-	-		n/a n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans	] - [	_	-	_	n/a
_ •	Contribution to / (from) General Balances					n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
				1		<del></del>
(181)	TOTAL NET EXPENDITURE	(179)	4	30	(145)	(19)
	DISTORE IN LEVEL OF TYPENDELINE					
						£000's
OTRER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	Iget - agreed pressures / service demands					£000's
						£000's
					•	£000's
						£000's
						£000's
						£000's
						£000's
						£000's
Strategic bud	lget - agreed pressures / service demands					£000's
Strategic bud						-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					-
Strategic bud	Iget - agreed pressures / service demands  dget - agreed additional income / savings					(10
Strategic bud	iget - agreed pressures / service demands det - agreed additional income / savings come from Registrars					(10
Strategic bud  Strategic bud  Increased inc	Iget - agreed pressures / service demands  Iget - agreed additional income / savings  come from Registrars					(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10 41 (1
Strategic bud  Strategic bud  Increased inc	dget - agreed pressures / service demands  dget - agreed additional income / savings come from Registrars	ructure				(10

# DEMOCRATIC AND LEGAL SERVICES CONTRIBUTION TO CORONERS COURT

COST CENTRE: C1350F

FORECAST 2014/15	i		Mariakias	المراجب المناجة	ODIO	
2014/15	i	ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	Employees	2000's	£000's	£000's	s'0003	%
•	Premises related expenditure				] [	n/a n/a
-	Supplies and Services	- 1		-		n/a
241	Third Party Payments	241	-		241	•
-	Transfer Payments	-	•	-	-	n/a
	Transport related expenditure Recharges from other services	:			:	n/a n/a
241	TOTAL EXPENDITURE	241			241	- 100
	Government Grants			-		
	Other Grants, reimbursements and contributions	[	-	-	-	n/a n/a
	Fees and Charges		-	_	[	n/a
-	Customer and Client Receipts	-	_	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
<u> </u>	Recharges to other services	-	-		-	n/a
-	TOTAL INCOME	-	-	-	ì - I	n/a
241	NET CONTROLLABLE COST	241	-	-	241	
					2000	
	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges REFCUS	•	-	•	-	n/a
:	Corporate support services bought in	-	-	132	132	n/a n/a
	TOTAL UNCONTROLLABLE COST	-		132	132	
	TOTAL DISCONTINULLABLE COST		•	132	132	n/a
	NET COST OF SERVICE					
241	NET COST OF SERVICE	241	•	132	373	55
-	Contributions to / (from) Earmarked Reserves	- 1	-		_ 1	n/a
-	Contributions to / (from) Capital Reserves:	-	-			n/a
•	Financing of Capital Expenditure	•	-	-	-	n/a
-	Provision for Repayment of External Loans	-	•	-	-	n/a
	Contribution to / (from) General Balances				•	n/a
•	TOTAL APPROPRIATIONS	-	•	•	-	n/a
241	TOTAL NET EVENIDITURE	041		100		
241	TOTAL NET EXPENDITURE	241	-	132	373	55
trategic bud						
	get - agreed additional income / savings					
	lget - agreed additional income / savings				•	
ther resourc						-
ther resource						. 132
ther resource	se changes					132

# DEMOCRATIC AND LEGAL SERVICES LEADER'S OFFICE

COST CENTRE: C1358F

(A) (B) (C)	204	
Employees	204	n/a
Employees	193 - 211 	n/a
Supplies and Services Third Party Payments Transfer Payments Transpor related expenditure Recharges from other services  TOTAL EXPENDITURE Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves. Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  TOTAL APPROPRIATIONS  TOTAL PROPRIATIONS  TOTAL NET EXPENDITURE  Total Net Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  Total required pressures / service demands	204	n/a n/a
Transfer Payments Transfer Payments Transport related expenditure Recharges from other services TOTAL EXPENDITURE Sovernment Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Capital Reserves Contributions to / (from) Capital Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Total reged pressures / service demands	204	n/a n/a
Transport related expenditure Recharges from other services  TOTAL EXPENDITURE  Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contributions to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Total Reserves	204	n/a
Recharges from other services TOTAL EXPENDITURE Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET CORPORTE Services Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Total read of Despayment of Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Reserves	204	n/a
TOTAL EXPENDITURE  Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Racharges to other services TOTAL INCOME  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Total Charges  Total NET EXPENDITURE  Total NET EXPENDITURE  Total NET EXPENDITURE  Total Regiculture 204  Total NET EXPENDITURE  Total Regiculture 204  Total NET EXPENDITURE	204	n/a
Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  - NET CONTROLLABLE COST - Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST - NET COST OF SERVICE - Contributions to / (from) Capital Reserves Contributions to / (from) Capital Reserves - Financing of Capital Expenditure - Provision for Repayment of External Loans Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands	204	n/a
Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Capital Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTHER VARIATIONS IN LEVEL OF EXPENDITURE	204	n/a
Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTHER VARIATIONS IN LEVEL OF EXPENDITURE	204	n/a
Interest Receivable Recharges to other services TOTAL INCOME  NET CONTROLLABLE COST  NET CONTROLLABLE COST  NET CONTROLLABLE COST  Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  Intalegic budget - agreed pressures / service demands	204	n/a
- Recharges to other services	204	n/a
- TOTAL INCOME	204	n/a
- NET CONTROLLABLE COST 204  - Capital Charges	204	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - NET COST OF SERVICE - NET COST OF SERVICE - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - 204  OTHER VARIATIONS IN LEVEL OF EXPENDITURE	204	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - NET COST OF SERVICE - NET COST OF SERVICE - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - 204	204	n/a
Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure  Total Net Expenditure	204	
REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves. Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE	204	
- Corporate support services bought in	204	
- TOTAL UNCONTROLLABLE COST	- 204 - - - - -	
- NET COST OF SERVICE 204  - Contributions to / (from) Earmarked Reserves	204	
- Contributions to / (from) Earmarked Reserves		
- Contributions to / (from) Earmarked Reserves		
- Contributions to / (from) Capital Reserves Financing of Capital Expenditure	-	n/a
- Contributions to / (from) Capital Reserves Financing of Capital Expenditure	-	n/a
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL NET EXPENDITURE OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands	-	n/a
- Contribution to / (from) General Balances	-	n/a
- TOTAL APPROPRIATIONS	-	n/a
- TOTAL NET EXPENDITURE 204  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands	·	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands	204	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands		100
trategic budget - agreed pressures / service demands		
trategic budget - agreed pressures / service demands		£0000
trategic budget - agreed additional income / savings		
<u>her resource changes</u> ove 1 FTE from SCPP to Leader's Office (page RED 8 4) palignment of Democratic & Legal to provide additional support to Leader's office		
OTAL OTHER VARIATIONS IN RESOURCE		

## RESOURCES

### **HUMAN RESOURCES**

### SERVICE DESCRIPTION

The Human Resources Division provides a range of services designed to enable the delivery of the 'people' elements of serving our customers well through skilled and well-led staff. The work of the division involves the determination of people strategy, HR policy, pay and reward, workforce equalities, workforce planning, organisational and people development, learning and development, employee engagement and collective consultation.

Provision of HR management information, payroll services, establishment control, recruitment services etc is provided within the HR and Finance Service Centre.

**MOVEMENT IN NET EXPENDITURE** 

		ORIGINAL BUDGET	Variations Expenditu	in Level of ure on (A)	ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1380F	HR Consultancy	(889)	2	734	(153)	(83)
C1385F	Occupational Health	10	2	(18)	(6)	(160)
C1395F	Organisational Development	(188)	4	190	6	(103)
C1410F	Corporate Learning and Development	87	3	(87)	3	(97)
	TOTAL NET SPEND	(980)	11	819	(150)	(85)

## STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	30.8	30.9	0.1
Occupational Health	2.0	1.0	(1.0)
Organisational Development	13.1	5.0	(8.1)
Corporate Learning and Development		4.0	4.0
Recruitment transferred to HR and Finance Service Centre	2.6	-	(2.6)
TOTAL FTE STAFF	48.5	40.9	(7.5)

## **HUMAN RESOURCES**

**COST CENTRE: C1330E** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
2014/10	DEGOTIII TION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	\- <i>\</i>	(-)	e'0003	`%
	Employees	2,315	27	(141)	2,201	(5)
-	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	175	-	121	296	69
	Third Party Payments	14	-	-	14	-
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-			-	n/a
2,516	TOTAL EXPENDITURE	2,504	27	(20)	2,511	0
1 1	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(756)	Fees and Charges	(641)	(16)	223	(434)	(32)
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(312)	Recharges to other services	(489)	-	409	(80)	(84)
(1,068)	TOTAL INCOME	(1,130)	(16)	632	(514)	(55)
				010	4.007	45
1,448	NET CONTROLLABLE COST	1,374	11	612	1,997	45
		,				
-	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS		-	-	(0.147)	n/a
	Corporate support services bought in	(2,354)		207	(2,147)	(9)
(2,354)	TOTAL UNCONTROLLABLE COST	(2,354)	-	207	(2,147)	(9)
(000)	NET COST OF SERVICE	(980)	11	819	(150)	(85)
(906)	NET COST OF SERVICE	(980)	11	819	(150)	(65)
		· ·			ľ	2/2
- 1	Contributions to / (from) Earmarked Reserves	- 1	-	-	•	n/a n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	·	n/a n/a
-	Financing of Capital Expenditure	-	-	-	- 1	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances		-	_	] []	n/a
		<del>                                     </del>				II/a
-	TOTAL APPROPRIATIONS		-		-	n/a
(000)	TOTAL NET EXPENDITURE	(980)	11	819	(150)	(85)
(906)	TOTAL NET EXPENDITURE	(980)	11	019	(150)	(65)

## **HUMAN RESOURCES**

## HR CONSULTANCY (INCLUDING POLICY TEAM, CONSULTANCY TEAM AND TRADE UNIONS)

COST CENTRE: C1380F

£000's   £	% 7 n/a - n/a n/a n/a n/a n/a (33) n/a n/a (84) (49)
- Premises related expenditure	n/a - - - - - - - - - - - - - - - - - - -
14       Third Party Payments       14       -       -       14         - Transfer Payments       -       -       -       -       -         - Transport related expenditure       -       -       -       -       -       -         - Recharges from other services       - <td>7 n/a n/a 7 n/a (33) n/a n/a (84)</td>	7 n/a n/a 7 n/a (33) n/a n/a (84)
Transfer Payments	n/a n/a 7 n/a n/a (33) n/a n/a (84)
- Transport related expenditure	n/a n/a 7 n/a n/a (33) n/a n/a (84)
- Recharges from other services	n/a 7 n/a n/a (33) n/a n/a (84)
1,714       TOTAL EXPENDITURE       1,564       18       93       1,675         - Government Grants	7 n/a n/a (33) n/a n/a (84)
- Government Grants	n/a n/a (33) n/a n/a (84)
- Other Grants, reimbursements and contributions	n/a (33) n/a n/a (84)
(738)       Fees and Charges       (623)       (16)       223       (416)         -       Customer and Client Receipts       -       -       -       -         -       Interest Receivable       -       -       -       -         (276)       Recharges to other services       (279)       -       235       (44)         (1,014)       TOTAL INCOME       (902)       (16)       458       (460)         700       NET CONTROLLABLE COST       662       2       551       1,215	(33) n/a n/a (84)
- Customer and Client Receipts	n/a n/a (84)
- Interest Receivable	n/a (84)
(276)         Recharges to other services         (279)         -         235         (44)           (1,014)         TOTAL INCOME         (902)         (16)         458         (460)           700         NET CONTROLLABLE COST         662         2         551         1,215	(84)
(1,014) TOTAL INCOME     (902)     (16)     458     (460)       700 NET CONTROLLABLE COST     662     2     551     1,215	
700 NET CONTROLLABLE COST 662 2 551 1,215	(49)
In the second se	84
II (PRIMAL / TRAVARA	
- Capital Charges Deferred/Intangible Charges	n/a n/a
- REFCUS	n/a n/a
(1,551) Corporate support services bought in (1,551) - 183 (1,368)	(12)
(1,551) TOTAL UNCONTROLLABLE COST (1,551) - 183 (1,368)	
(1,001)	(12)
(851) NET COST OF SERVICE (889) 2 734 (153)	(83)
- Contributions to / (from) Earmarked Reserves	n/a
- Contributions to / (from) Capital Reserves:	n/a
- Provision for Repayment of External Loans	n/a n/a
- Contribution to / (from) General Balances	n/a
- TOTAL APPROPRIATIONS	
	n/a
(851) TOTAL NET EXPENDITURE (889) 2 734 (153)	(83)
(557) 1517 1217 1217 1217 1217 1217 1217 1217	(00)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
Strategic budget - agreed pressures / service demands	
l L	
	-
Exertagic history arrand additional income / arriver	
I Strategic puddet - agreeg aggitional income / savings	(63)
Strategic budget - agreed additional income / savings Review of Car Allowance Scheme	
	(55)
	(33)
	(55)
	(33)
	(65)
	(00)
	(63)
Review of Car Allowance Scheme	
Review of Car Allowance Scheme  Other resource changes	
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets	(63)
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment	(63) 249 23 107
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment	(63) 249 23 107
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3 415
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3
Other resource changes Transfer of Schools Payroll Income from HR to Shared Service Centre (page RED 5.7) Centralise L&D Budgets HR Budget Realignment Minor Variations (net)	(63) 249 23 107 3 415

COST CENTRE: C1385F

**OCCUPATIONAL HEALTH** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
33	Employees	231	2	(174)	59	(74) n/a
	Premises related expenditure Supplies and Services	- 55		- 78	133	142
- 1	Third Party Payments	-	-	-	-	n/a
	Transfer Payments Transport related expenditure	-	-	-	-	n/a n/a
	Recharges from other services			-	-	n/a
166	TOTAL EXPENDITURE	286	2	(96)	192	(33)
l	Government Grants	-	-	-		n/a n/a
	Other Grants, reimbursements and contributions Fees and Charges	(18)	-	-	(18)	-
-	Customer and Client Receipts	`-		-	· - 1	n/a
	Interest Receivable	-	•	-	-	n/a n/a
$\overline{}$	Recharges to other services  TOTAL INCOME	(18)	-		(18)	
(18)	TOTAL INCOME	(16)			(10)	-
148	NET CONTROLLABLE COST	268	2	(96)	174	(35)
- 1	Capital Charges	-		-	-	n/a
-	Deferred/Intangible Charges	•	-	-	•	n/a
	REFCUS Corporate support services bought in	- (258)	-	- 78	- (180)	n/a (30)
	TOTAL UNCONTROLLABLE COST	(258)	-	78	(180)	(30)
(=55)		,,	L		L	(30)
(110)	NET COST OF SERVICE	10	2	(18)	(6)	(160)
	Contributions to / (from) Earmarked Reserves				_	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	_	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-		-	_	n/a n/a
1 1	Contribution to / (from) General Balances		-	-	_	n/a
-	TOTAL APPROPRIATIONS	_		-	-	n/a
(110)	TOTAL NET EXPENDITURE	10	2	(18)	(6)	(160)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands				***	20003
Share see						
						-
Strategic bud	get - agreed additional income / savings					
						-
HR Budget R Minor Variation	E from HR to Business Support (page RED 6.8) ealignment					(65 (23 (8 78
						(18
TOTAL OTH	ER VARIATIONS IN RESOURCE					(18

## **HUMAN RESOURCES**

## **ORGANISATIONAL DEVELOPMENT**

COST CENTRE: C1395F

	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Expenditu Inflation (B)	in Level of are on (A) * Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's	Employees	£000's	£000's	£000's	£000's	<u>%</u>
301	Premises related expenditure	-	] -	- (1)	-	n/a
20	Supplies and Services	20	-	-	20	- 4-
	Third Party Payments Transfer Payments	-				n/a n/a
-	Transport related expenditure	•	-	-		n/a
	Recharges from other services	-	-	-	•	n/a
321	TOTAL EXPENDITURE	324	4	(1)	327	1
	Government Grants	-			•	n/a
	Other Grants, reimbursements and contributions	-	·		-	n/a
	Fees and Charges Customer and Client Receipts	-	1			n/a n/a
	Interest Receivable	-			_	n/a
-	Recharges to other services	(30)		30		(100)
-	TOTAL INCOME	(30)	-	30	-	(100)
				-		(1.5.57
321	NET CONTROLLABLE COST	294	4	29	327	11
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
(480)	REFCUS	- (493)		161	- (321)	n/a (33)
1	Corporate support services bought in TOTAL UNCONTROLLABLE COST	(482)		161 161	(321)	
(402)	TOTAL UNCONTROLLABLE COST	(402)	_	101	(321)	(33)
(161)	NET COST OF SERVICE	(188)	4	190	6	(103)
<u> </u>	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	- 1		n/a 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
(161)	TOTAL NET EXPENDITURE	(188)	4	190	6	(103)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				i i i i i i i i i i i i i i i i i i i	£000's
	dget - agreed pressures / service demands					
Strategie but	ago, agross prossures / servise delinarias					
1					â	
Strategic bud	dget - agreed additional income / savings					
Ctratogio Dat	agi sod additional mosmo / savings					
						-
Other	an abangan					
Other resour Budget Reali						(65)
Centralise La	RD Budgets					92
Minor Variati						2
Corporate su	pport services bought in					161
						190
					-	
TOTAL	IFD WARIATIONS IN SECONDS					
TOTAL OTH	IER VARIATIONS IN RESOURCE					190

## **HUMAN RESOURCES**

## **CORPORATE LEARNING AND DEVELOPMENT**

COST CENTRE: C1410F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations Expenditu Inflation	in Level of are on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's 218	Employees	£000's	£000's	£000's (59)	£000's 221	<u>%</u>
- 210	Employees Premises related expenditure	-	- -	(59)	-	(20) n/a
	Supplies and Services	53	-	43	96	81
	Third Party Payments Transfer Payments	•	-	-	-	n/a n/a
_	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-		-	n/a
315	TOTAL EXPENDITURE	330	3	(16)	317	(4)
	Government Grants Other Grants, reimbursements and contributions Fees and Charges	-	-	-	-	n/a n/a n/a
	Customer and Client Receipts	<u> </u>		-		n/a
	Interest Receivable	-	-			n/a
(36)	Recharges to other services	(180)	-	144	(36)	(80)
(36)	TOTAL INCOME	(180)	-	144	(36)	(80)
279	NET CONTROLLABLE COST	150	3	128	281	87
	Capital Charges	-				- In
-	Deferred/Intangible Charges	-	-	-		n/a n/a
-	REFCUS	. <del>-</del> .	-		-	n/a
	Corporate support services bought in	(63)		(215)	(278)	341
(63)	TOTAL UNCONTROLLABLE COST	(63)		(215)	(278)	341
216	NET COST OF SERVICE	87	3	(87)	3	(97)
	One the three to the control of December 1					
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	_	-	-	n/a n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-		-	n/a
	TOTAL ALT HOLIMATIONS			_		n/a
216	TOTAL NET EXPENDITURE	87	3	(87)	3	(97)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				1	£000's
	get - agreed pressures / service demands					
Stratagia bud	get agreed additional income / aguings					
Strategic bud	get - agreed additional income / savings					<u>-</u>
<u>Strategic bud</u>	get - agreed additional income / savings					-
<u>Strategic bud</u>	get - agreed additional income / savings					-
Other resourd HR Budget R Transfer 1 FT	ce changes ealignment 'E from HR to Business Support (page RED 6.8)					(34)
Other resourd HR Budget R Transfer 1 FT Centralise L& Minor Variatic	ce changes ealignment E from HR to Business Support (page RED 6.8) D Budgets					(34) 144 (1)
Other resourd HR Budget R Transfer 1 FT Centralise L& Minor Variatic	ce changes ealignment 'E from HR to Business Support (page RED 6.8) 'D Budgets ons (net)					19 (34) 144 (1) (215)

RESOURCES DIVISION SUMMARY

#### **VOLUNTARY SECTOR FUNDING**

#### **SERVICE DESCRIPTION**

#### **Corporate Voluntary Sector Support**

The Council wishes to maximise the contribution of the voluntary and community sector in delivering quality public services. In particular it seeks to promote the sector's ability to provide tailored services for groups where statutory services may not reach effectively or where take up is low eg. marginalised or vulnerable communities.

The major element of this budget is the Stronger Communities Fund, a funding programme which gives priority to developing the infrastructure of the sector, enabling organisations to become 'fit for purpose' to deliver quality public services. The Council's Active Communities Fund targeting new and innovative activity in the sector is also held within this budget.

The budget also includes provision for non domestic rate relief for organisations supported by the Council, support for organisations which lease premises from the Council and support for community involvement activities.

#### **MOVEMENT IN NET EXPENDITURE**

			ORIGINAL Variations in Level of BUDGET Expenditure on (A)		ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1350E	Voluntary Sector Funding	1,236	-	-	1,236	-
	TOTAL NET SPEND	1,236	0	_	1,236	-

### STAFF ESTABLISHMENT NUMBERS

STAFF ESTABLISHIVIENT NUIVIBENS			
	 ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Nil Staff	-	( <del>-</del>	####
	ļ		
<u></u>			
TOTAL FTE STAFF		-	-

## **VOLUNTARY SECTOR FUNDING**

COST CENTRE: C1350E

		ORIGINAL		in Level of	ORIGINAL	~
FORECAST	DESCRIPTION	BUDGET   2014/15	Expenditu Inflation	re on (A)  * Other	BUDGET 2015/16	% CHANGE
2014/15	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£0000's	£000's	£000's	`%
	Employees	- [	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
1 100	Supplies and Services	1,102	-	12	1,114	n/a 1
	Third Party Payments Transfer Payments	134	-	(12)	122	(9)
134	Transport related expenditure	'-	-	- (,	-	n/a
-	Recharges from other services	.	_	<del>-</del>		n/a
	TOTAL EXPENDITURE	1,236	_	-	1,236	-
	Government Grants	_	-	_	_	n/a
_	Other Grants, reimbursements and contributions	_	-	-	- 1	n/a
_	Fees and Charges		-		-	n/a
	Customer and Client Receipts	1 - 1	-	-	-	n/a
	Interest Receivable	-	-		-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	 _	-	_	n/a
		<u> </u>		<u> </u>	L	
1,236	NET CONTROLLABLE COST	1,236	-	-	1,236	-
-	Capital Charges	- 1	- "	-	•	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-		<u>-</u> .	n/a
-	TOTAL UNCONTROLLABLE COST	•	-	-	-	n/a
1,236	NET COST OF SERVICE	1,236	_	_	1,236	
1,200	12. 000. 0. 02.11.02	.,				
-	Contributions to / (from) Earmarked Reserves	- 1	•	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	•	-	-	n/a
-	Financing of Capital Expenditure	-	•	-	-	n/a n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	[ ]	-	:	[	n/a
-		<del> </del>	_		_	
-	TOTAL APPROPRIATIONS		<u>-</u>			n/a
1,236	TOTAL NET EXPENDITURE	1,236	-	-	1,236	-
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
					· · · · · · · · · · · · · · · · · · ·	
Strategic bud	dget - agreed pressures / service demands					
						67
						Signature of the signat
						•
Strategic bud	dget - agreed additional income / savings					
						-
	ran changes					
Other reserve						
Other resour	Ce crianges	197				1
Other resour	<del>ce orianges</del>	3				1
Other resour	<u>ve stranges</u>	8				
Other resour	<u>ve Straniges</u>	8				
Other resour	<u>ve stranges</u>	8				
Other resour	<u>ve stranges</u>	*				
Other resour	<u>ve Stranges</u>	*				
Other resour	<u>ve stranges</u>	*				-
Other resour	<u>ve Granges</u>	*				_
	HER VARIATIONS IN RESOURCE	*				-

RESOURCES DIVISION SUMMARY

## **EXECUTIVE SUPPORT**

## SERVICE DESCRIPTION

This summary includes the salary of the Chief Executive, who is the Head of Paid Service and returning officer and also the costs associated with performing the functions of the office.

**MOVEMENT IN NET EXPENDITURE** 

		I I I		Variations in Level of Expenditure on (A)		%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1340E	Chief Executive's Office	378	3	(599)	(218)	(158)
	TOTAL NET SPEND	378	3	(599)	(218)	(158)

STAFF ESTABLISHMENT NUMBERS

	3-3-8-9-	ORIGINAL	ORIGINAL	CHANGE
SERVICE		BUDGET	BUDGET	IN
		2014/15	2015/16	FTE
2017	F	FTE STAFF	<b>FTE STAFF</b>	FTE STAFF
Chief Executive's Office	***	1.0	1.0	-
	Ì			
			1	
			1	
		-		
TOTAL FTE STAFF		1.0	1.0	•

## **EXECUTIVE SUPPORT**

## COST CENTRE: C1340E

CHE	EOTIVE	SUMMAR	v
SUD	IEC IIVE	. SUIVIIVIAN	T

2014/15 DES	SCRIPTION	BUDGET 2014/15	Expendite Inflation	in Level of ure on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
221 Emp	oloyees	224	3	(2)	225	0
	mises related expenditure plies and Services	- 110	-	- (4)	- 106	n/a (4)
	d Party Payments	-	-	-	-	n/a
	nsfer Payments	-	-	-	-	n/a
	nsport related expenditure charges from other services	11	-	-	11	- n/a
	AL EXPENDITURE	345	3	(6)	342	(1)
- Gove	ernment Grants	-	-	-	-	n/a
	er Grants, reimbursements and contributions	-	-	-	-	n/a
	s and Charges tomer and Client Receipts	-	-	<u>-</u>	-	n/a n/a
	rest Receivable	-	_	-	-	n/a
(20) Rech	harges to other services	(20)		(717)	(737)	3,585
(20) <b>TOT</b>	TAL INCOME	(20)	-	(717)	(737)	3,585
371 NET	CONTROLLABLE COST	325	3	(723)	(395)	(222)
- Capi	ital Charges	. 1	-			n/a
- Defe	erred/Intangible Charges	-	-	-	-	n/a
1	FCUS	- 53	-	- 124	- 177	n/a 234
	porate support services bought in FAL UNCONTROLLABLE COST	53	<u> </u>	124	177	
33 101	AL UNCONTROLLABLE COST	30	_	124		234
424 NET	COST OF SERVICE	378	3	(599)	(218)	(158)
- Cont	tributions to / (from) Earmarked Reserves	- 1	-	_	-	n/a
- Cont	tributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a n/a
	tribution to / (from) General Balances	-	-	-		n/a
	TAL APPROPRIATIONS	-	-	-	-	n/a
		3, 3			-2022	1174
424 TOT.	AL NET EXPENDITURE	378	3	(599)	(218)	(158)
* OTHER VARIAT	TIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget -	agreed pressures / service demands					11.5
						-
Strategic budget -	agreed additional income / savings					
						-
Other resource cha						
	ort services to Public Health					(380)
Increase in Corpor  Minor Variations (r	rate and Democratic core recharge to the HRA net)					(337) (6)
	t services bought in					124
						(599)
					ļ	
IOTAL OTHER V	ARIATIONS IN RESOURCE					(599)

RESOURCES DIVISION SUMMARY

#### **FINANCE AND ASSETS**

#### SERVICE DESCRIPTION

#### The Finance and Assets Division consists of 7 service areas;

Corporate Finance and Departmental Finance; Pensions and Treasury; Governance; Asset Management; Risk, Insurance and Business Continuity; HR and Finance Service Centre; and Facilities Management.

#### **Financial Services**

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

#### **Pensions and Treasury**

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

#### Governance

Supporting the overall governance arrangements ensuring they are sound, fit for purpose and represent best practice; Preventing, detecting and deterring fraud and corruption in partnership with Deloitte; Providing the Internal audit service in partnership with Deloitte.

#### **Asset Management**

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

#### **Risk Insurance and Business Continuity**

Support the Risk Management and Insurance framework; Provide Business continuity and emergency planning services.

#### **HR and Finance Service Centre**

Administration of the Croydon local government pension scheme; Recruitment of interim and permanent staff; Provision of support to the One Oracle system; Delivery of the Payroll service; Accounts Payable and Cash Management

#### **Facilities Management**

Managing the outsourced facilities management contract with Interserve, including the performance management of daily

## **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL		in Level of	ORIGINAL	0/
COST		BUDGET	Expenditu	ire on (A)	BUDGET	%
CENTRE	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1230F	Financial Services	(333)	22	1,930	1,619	(586)
C1231F	Governance Team	(10)	14	(86)	(82)	720
C1235F	Treasury & Pensions	454	(1)	(1)	452	(0)
C1240F	Asset Management & Estate	3,089	(14)	(1,560)	1,515	(51)
C1242F	HR and Finance Service Centre	(152)	4	(250)	(398)	162
C1232F	Risk Insurance and Business Cont'y	(82)	(3)	80	(5)	(94)
C1205F	Facilities Management	3,561	163	(4,509)	(785)	(122)
	TOTAL NET SPEND	6,527	185	(4,396)	2,316	28

### STAFF ESTABLISHMENT NUMBERS

		ORIGINAL	ORIGINAL	CHANGE
SERVICE		BUDGET	BUDGET	IN
		2014/15	2015/16	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Financial Services		75.7	56.5	(19.2)
Governance Team		16.4	16.4	-
Treasury & Pensions		5.0	3.0	(2.0)
Asset Management & Estate		5.0	5.0	-
HR and Finance Service Centre		56.8	59.4	2.6
Risk Insurance and Business Cont'y		10.0	10.0	-
Facilities Management		13.0	18.0	5.0
TOTAL FTE STAFF	-	181.9	168.3	(13.6)

**RESOURCES** 

**COST CENTRE: C1230E** 

		ORIGINAL	Variations	in Lovel of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
201-7/10	DEGOTH TION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(L) %
	Employees	7,902	72	(233)	7.741	(2)
	Premises related expenditure	7,238	-	794	8,032	11
	Supplies and Services	1,929	11	650	2,590	34
	Third Party Payments	3,332	184	227	3,743	12
'-	Transfer Payments	-,	-	-		n/a
	Transport related expenditure	125	-	-	125	-
	Recharges from other services	154		297	451	193
23,490	TOTAL EXPENDITURE	20,680	267	1,735	22,682	10
-	Government Grants	-	-	_	-	n/a
(1,606)	Other Grants, reimbursements and contributions	(1,506)	(38)	(462)	(2,006)	33
	Fees and Charges	(1,033)	(23)	(377)	(1,433)	39
	Customer and Client Receipts	(822)	(21)	(807)	(1,650)	101
	Interest Receivable	`-′	`-'	-	``-'	n/a
	Recharges to other services	(1,776)	-	148	(1,628)	(8)
<u> </u>	TOTAL INCOME	(5,137)	(82)	(1,498)	(6,717)	31
(-,			(3-1)	(.,,	(4,111)	31
18,241	NET CONTROLLABLE COST	15,543	185	237	15,965	3
	Capital Charges	5,759	-	(983)	4,776	(17)
110	Deferred/Intangible Charges	110	-	(11)	99	(10)
-	REFCUS	-	-	-	-	`n/a
(17,056)	Corporate support services bought in	(17,056)	-	(1,468)	(18,524)	9
(11,187)	TOTAL UNCONTROLLABLE COST	(11,187)	-	(2,462)	(13,649)	22
					<u> </u>	
7,054	NET COST OF SERVICE	4,356	185	(2,225)	2,316	(47)
2,171	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	-	(100)
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-		n/a
2,171	TOTAL APPROPRIATIONS	2,171	-	(2,171)	-	(100)
9,225	TOTAL NET EXPENDITURE	6,527	185	(4,396)	2,316	(65)

## FINANCIAL SERVICES TEAM

**COST CENTRE: C1230F** 

r		ORIGINAL	Variations	in Lovel of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
3,183	Employees	3,375	31	(727)	2,679	(21
	Premises related expenditure Supplies and Services	196	-	- (45)	151	n/a
	Third Party Payments	130	]	(43)	131	(23 n/a
	Transfer Payments		_	-	_	n/a
	Transport related expenditure	-	- 1	-	-	n/a
	Recharges from other services	-			-	n/a
3,489	TOTAL EXPENDITURE	3,571	31	(772)	2,830	(21
- (110)	Government Grants	-		•	-	n/a
	Other Grants, reimbursements and contributions Fees and Charges	(113)	(3)	121	(116)	3 (00
(301)	Customer and Client Receipts	(301)	(6)	121	(246)	(32 n/a
_	Interest Receivable		_	•	_	n/a
-	Recharges to other services	_	-			n/a
	TOTAL INCOME	(474)	(9)	121	(362)	(24
		25-221				
3,015	NET CONTROLLABLE COST	3,097	22	(651)	2,468	(20
	Capital Charges	_			_	
	Deferred/Intangible Charges	_		•	-	n/a
	REFCUS			-	_	n/a n/a
	Corporate support services bought in	(3,430)	_	2,581	(849)	(75
(3,430)	TOTAL UNCONTROLLABLE COST	(3,430)	-	2,581	(849)	(75
	<u> </u>					
(415)	NET COST OF SERVICE	(333)	22	1,930	1,619	(586
_	Contributions to / (from) Earmarked Reserves					
	Contributions to / (from) Capital Reserves:	l -		-	-	n/a 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	_	- I	-		n/i
(415)	TOTAL NET EXPENDITURE	(333)	22	1,930	1,619	(586
(410)	TOTAL TEL EXILIBITIONS	(333)	22	1,930	1,015	(360
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				_	£000's
Ctrotogia bud	last agreed processor / service demands					
Strategic bud	lget - agreed pressures / service demands					
Ctrotonio bud						<u> </u>
	lget - agreed additional income / savings of Finance Team					(700
r lestracture c	i marice ream					(700
						(700
Other resource	re changes					
	pport services bought in					2,581
	n of L&D budgets					(15
	vo FTE from CALAT to Finance					69
Minor Variatio	ons (net)					(5
						2,630
TOTAL OTH	ER VARIATIONS IN RESOURCE					1 020
TOTAL OTAL	LIT TANIATIONS IN NESCUNCE					1,930

ORIGINAL

**BUDGET** 

2015/16

%

CHANGE

Variations in Level of

Expenditure on (A)

\* Other

Inflation

## RESOURCES

## FINANCE AND ASSETS

DESCRIPTION

## **GOVERNANCE TEAM**

### C1231F

**FORECAST** 

2014/15

	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
1 00001		(A)	(B)	(C)	(D) £000's	(E)
£000's		£000's	£000's	£000's (115)	624	<u>%</u> (15)
	Employees	/32		(115)	024	
	Premises related expenditure Supplies and Services	364	5	1	370	n/a 2
l L	Fhird Party Payments	741	10	(139)	612	(17)
I I	ransfer Payments	(4)	-	(105)		n/a
	ransier Fayments Fransport related expenditure		_	_	_ [	n/a
			_	_	_	n/a
	Recharges from other services  TOTAL EXPENDITURE	1,837	22	(253)	1,606	(13)
	Government Grants	1,007		(200)	1,000	n/a
1 1	Other Grants, reimbursements and contributions	(10)	_	(41)	(51)	410
	Fees and Charges	(330)	(8)	(4,7)	(338)	2
	Customer and Client Receipts	(550)	(0)		(556)	n/a
	nterest Receivable		_	_	_	n/a
1	Recharges to other services		_		_ [	n/a
	TOTAL INCOME	(340)	(8)	(41)	(389)	14
(340)[1	OTAL INCOME	(340)	(0)	(417)	(003)	14
1 487 N	NET CONTROLLABLE COST	1,497	14	(294)	1,217	(19)
1,407 [1	NET CONTROLLABLE COST	1,457	17	(204)]	1,2.17	(10)
	2 1 1 2			· · ·		
1 1	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
1	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	(1,507)	-	208	(1,299)	(14)
(1,507) <b>T</b>	TOTAL UNCONTROLLABLE COST	(1,507)	•	208	(1,299)	(14)
(20) N	NET COST OF SERVICE	(10)	14	(86)	(82)	720
					,	
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-  0	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-  0	Contribution to / (from) General Balances	-		-	-	n/a
- 1	TOTAL APPROPRIATIONS		-	-	-	n/a
	<u></u>	2,000	1,72,92			
(20) 1	TOTAL NET EXPENDITURE	(10)	14	(86)	(82)	720
					9	
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE	288				£000's
	50.49163					
Strategic budg	et - agreed pressures / service demands					
					Ï	
1						-1
						-
	et - agreed additional income / savings					
1						(00)
	nvestigation Service - legal costs					(60)
Single Fraud In	nvestigation Service - Mazars					(30)
Single Fraud In	nvestigation Service - Mazars nvestigation Service - Staff					(30) (100)
Single Fraud In Single Fraud In Junior auditor	nvestigation Service - Mazars nvestigation Service - Staff work for Schools					(30) (100) (18)
Single Fraud In Single Fraud In Junior auditor	nvestigation Service - Mazars nvestigation Service - Staff					(30) (100) (18) (40)
Single Fraud In Single Fraud In Junior auditor Housing work	nvestigation Service - Mazars nvestigation Service - Staff work for Schools					(30) (100) (18)
Single Fraud In Single Fraud In Junior auditor Housing work	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords					(30) (100) (18) (40)
Single Fraud In Single Fraud In Junior auditor Housing work	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords					(30) (100) (18) (40) (50)
Single Fraud In Single Fraud In Junior auditor Housing work	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords					(30) (100) (18) (40)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days					(30) (100) (18) (40) (50)
Single Fraud In Single Fraud In Junior auditor Housing work	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days					(30) (100) (18) (40) (50)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days					(30) (100) (18) (40) (50)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days					(30) (100) (18) (40) (50)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir  Other resource Corporate sup	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50) (298)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir  Other resource Corporate sup	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50) (298)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir  Other resource Corporate sup	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50) (298)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir  Other resource Corporate sup	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50) (298)
Single Fraud II Single Fraud II Junior auditor Housing work Reduction in Ir  Other resource Corporate sup	nvestigation Service - Mazars nvestigation Service - Staff work for Schools with Registered Social Landlords nternal Audit Days  e changes port services bought in					(30) (100) (18) (40) (50) (298) 208 4

ORIGINAL

**BUDGET** 

2014/15

## **TREASURY & PENSIONS**

**COST CENTRE: C1235F** 

COUCHET   COUC
512   Employees
70 Supplies and Services
Trinche Payments
Transfer Payments Transport related expenditure Recharges from other services FRECHARGES from other services ToTAL EXPENDITURE Government Grants Government Grants Government Grants Fees and Charges Fees and Charges Customer and Client Receipts Interest Receivable Interest Receivable (73) Recharges to other services (73) - 3 (70) (286) TOTAL INCOME  Capital Charges Peferred/Intangible Charges REFCUS TOTAL Grants exprices bought in See ToTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST Total Charges FEE CUS FOR FOR TOTAL UNCONTROLLABLE COST FOR THE COST TOTAL SEE COST TOTAL UNCONTROLLABLE COST FOR THE COST TOTAL SEE COST  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves Financing of Capital Expenditure Provision for Repayment of External Loans Contributions to / (from) General Balances TOTAL APPROPRIATIONS  Strategic budget - agreed pressures / service demands
Transport related expenditure
Recharges from other services   -   -   -   -   -   -   -   -   -
592   TOTAL EXPENDITURE
Government Grants (213) Other Grants, reimbursements and contributions (113) (3) (6) (122)
(213) Other Grants, reimbursements and contributions - Fees and Charges - Customer and Client Receipts - Interest Receivable - Interest Receivable - (73) Recharges to other services - (73) TOTAL INCOME - (186) (3) (3) (192)  296 NET CONTROLLABLE COST - Capital Charges - Deferred/intangible Charges - Deferred/intangible Charges - REFCUS - REFCUS - Capital Support services bought in 158 - 2 160 158 TOTAL UNCONTROLLABLE COST - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - Cother variations in Level of Expenditure - Strategic budget - agreed pressures / service demands
- Fees and Charges - Customer and Client Receipts - Interest Receivable - (73) Recharges to other services - (73) Recharges to other services - (73) Recharges to other services - (73) Recharges to other services - (73) Recharges to other services - (73) Recharges - (73) Recharges - (73) Recharges - (73) Recharges - (73) Recharges - (73) Recharges - (73) Recharges - (74) Recharges - (75) Recharges - (76) Recharges - (77) Recharges - (78) Recharges - (79) Recharg
- Customer and Client Receipts - Interest Receivable - Cignial Recharges to other services - Capital Charges - Capital C
(73) Recharges to other services (73) - 3 (70) (286) TOTAL INCOME (186) (3) (3) (192)  296 NET CONTROLLABLE COST 296 (1) (3) 292  - Capital Charges
(286)   TOTAL INCOME   (186)   (3)   (3)   (192)
Capital Charges
- Capital Charges - Deferred/Intangible Charges - REFCUS - 158 Corporate support services bought in - 158 Corporate support services bought in - 158 TOTAL UNCONTROLLABLE COST - 158 TOTAL UNC
- Capital Charges - Deferred/Intangible Charges - REFCUS - 158 Corporate support services bought in - 158 Corporate support services bought in - 158 TOTAL UNCONTROLLABLE COST - 158 TOTAL UNC
- Deferred/Intangible Charges
- Deferred/Intangible Charges
REFCUS
158   Corporate support services bought in   158   -   2   160     158   TOTAL UNCONTROLLABLE COST   158   -   2   160
158   TOTAL UNCONTROLLABLE COST   158   -   2   160
454   NET COST OF SERVICE
- Contributions to / (from) Earmarked Reserves
- Contributions to / (from) Earmarked Reserves
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS
- Financing of Capital Expenditure
- Provision for Repayment of External Loans
- Contribution to / (from) General Balances
TOTAL APPROPRIATIONS
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands
Strategic budget - agreed pressures / service demands
Strategic budget - agreed additional income / savings
Strategic budget - agreed additional income / savings
Strategic budget - agreed additional income / savings
Strategic budget - agreed additional income / savings
Strategic budget - agreed additional income / savings
Strategic budget - agreed additional income / savings
Other resource changes
Corporate support services bought in
Minor Variations (net)

## **ASSET MANAGEMENT AND ESTATE**

**COST CENTRE: C1240F** 

		ORIGINAL	Variations		ORIGINAL	
FORECAST	PERCENTION	BUDGET	Expenditu	re on (A) * Other	BUDGET	% CHANGE
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	(C)	2015/16 (D)	(E)
£000's		£000's	£000's	£000's	£000's	( <u>∟</u> ) %
	Employees	331	3	1	335	1
	Premises related expenditure	602	-	218	820	36
	Supplies and Services	61	-	161	222	264
24	Third Party Payments Transfer Payments	24	-	_	24	- n/a
	Transport related expenditure	1	-	-	1	-
	Recharges from other services	81	•	247	328	305
	TOTAL EXPENDITURE	1,100	3	627	1,730	57
	Government Grants	-	-		(22.4)	n/a
, ,	Other Grants, reimbursements and contributions	(59)	(1)	(164)	(224)	280 1
	Fees and Charges Customer and Client Receipts	(78) (560)	(2) (14)	1 (798)	(79) (1,372)	145
, ,	Interest Receivable	(300)	-	(755)	(1,0,2,	n/a
	Recharges to other services	(35)	-	-	(35)	-
	TOTAL INCOME	(732)	(17)	(961)	(1,710)	134
040	NET CONTROL LABOR COOT	200	(14)	(334)	20	(95
318	NET CONTROLLABLE COST	368	(14)	(334)	20	(95)
450	Capital Charges	450	-	(66)	384	(15
100	Deferred/Intangible Charges	100	- '	(1)	99	(1
-	REFCUS	-	-	-	-	n/a
	Corporate support services bought in		-	1,012	1,012	n/a
550_	TOTAL UNCONTROLLABLE COST	550	-	945	1,495	172
868	NET COST OF SERVICE	918	(14)	611	1,515	65
	10 · 11 · 12 · 17	0.474	r	(0.474)		(400
	Contributions to / (from) Earmarked Reserves	2,171	-	(2,171)	_	(100 <u>)</u> n/a
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure		_	-	_	n/a
-	Provision for Repayment of External Loans	-	_		_	n/a
-	Contribution to / (from) General Balances	_	-	•	-	n/a
2,171	TOTAL APPROPRIATIONS	2,171	-	(2,171)	-	(100
3,039	TOTAL NET EXPENDITURE	3,089	(14)	(1,560)	1,515	(51
						00001
- OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
						- 100
						-
	dget - agreed additional income / savings					(85
	Asset Transfer andlord Model					(100
	Corporate Estate					(250
	p <del></del>					,
,						
						(435
						(435
Other resour	ce changes					
	pport services bought in					1,012
	Capital Charges					(66
	e Income due to disposal of Addington Palace Golf	Club				95
Minor Variati	ons (net) contribution to Reserves					(2,171
memoval of C	Continuation to neserves					(2,171
						(1,125
TOTAL 6	ED VARIATIONS IN RESSURE					/4 500
TOTAL OTH	ER VARIATIONS IN RESOURCE					(1,560

## HR AND FINANCE SERVICE CENTRE

**COST CENTRE: C1242F** 

r	T	00.000				
FORECAST		ORIGINAL	Variations i		ORIGINAL	n/
2014/15	DESCRIPTION	BUDGET 2014/15	Expenditu Inflation	re on (A)  * Other	BUDGET 2015/16	% CHANGE
2014/13	DESCRIPTION	(A)	(B)	(C)	2013/16 (D)	(E)
£000's		£000's	£000's	£000's	£000's	(∟) %
	Employees	2,446	23	(198)	2,271	(7
-	Premises related expenditure	-,	-	-	-	n/
737	Supplies and Services	607	6	128	741	22
1,739	Third Party Payments	885	2	904	1,791	102
	Transfer Payments	-	-	-	· -	n/
-	Transport related expenditure	-	-	-		n/
	Recharges from other services	-	-		-	n/
4,957	TOTAL EXPENDITURE	3,938	31	834	4,803	22
-	Government Grants	-	- 1	-	-	n/
	Other Grants, reimbursements and contributions	(1,034)	(26)	(251)	(1,311)	27
	Fees and Charges	(20)	(1)	(499)	(520)	2,500
	Customer and Client Receipts	•	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(434)		145	(289)	(33
(1,523)	TOTAL INCOME	(1,488)	(27)	(605)	(2,120)	42
			XIII.		11363	
3,434	NET CONTROLLABLE COST	2,450	4	229	2,683	10
•	Capital Charges	-	-	•	-	n/a
-	Deferred/Intangible Charges	-	- [	-	_	n/a
_	REFCUS		_ [	_	_	n/a
(2,602)	Corporate support services bought in	(2,602)	_	(479)	(3,081)	18
	TOTAL UNCONTROLLABLE COST	(2,602)	- 1	(479)	(3,081)	18
		10-1000		( = 7)	1-1	
832	NET COST OF SERVICE	(152)	4	(250)	(398)	162
-	Contributions to / (from) Earmarked Reserves	-	- 1	- 1	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
- 1	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
- ]	TOTAL APPROPRIATIONS	- [		-	-	n/a
			N .			
832	TOTAL NET EXPENDITURE	(152)	4	(250)	(398)	162
					100000000000000000000000000000000000000	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE		<del></del>			£000's
Stratagia bud	last saread procesures / service demands					
Strategic bud	get - agreed pressures / service demands				į	
					Ì	
					l	
					}	
Stratogia bud	ant parond additional income / anxiona				}	-
	get - agreed additional income / savings Accounts Payable team					/40
	ntrol changes					(48
	•					(28)
	cations Support (One Oracle)				ļ	(60
	- Payroll Contract ent Discount					(200
r iompi raym	IGHT DISCOUNT				,	(250
					,	(586
Other resource	se channes					
	e changes alent Pool Income through agency contract rebate (	nago DED 6 6\			]	400
Transfer of C	chools Payroll income from HR to shared service ca	paye neu o.s)	3)			100
	ne Oracle from ICT to shared service centre (page		رد.			(249
Budget realig		(e.b 0.9)				984
	pport services bought in					(20)
Corporate Sul	pport dervices bought in					(479)
						200
						336
TOTAL OTH	ER VARIATIONS IN RESOURCE					336

## RISK INSURANCE AND BUSINESS CONTINUITY

COST CENTRE: C1232F

FORECAST		ORIGINAL BUDGET	Variations i		ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
201111		(A)	(B)	(C)	(D)	(E)
£0003		£000's	£000's	£000's	£000's	%
	Employees	516	5	(5)	516	
	Premises related expenditure	(04.4)	-	- (33)	- (804)	n/a
	Supplies and Services	(814)	-	(77)	(891)	9 n/a
	Third Party Payments		- []	-	_ [	n/a
	Transfer Payments Transport related expenditure	1	_	-	1	-
	Recharges from other services	<u>'</u>	_ [	_	· :	n/a
	TOTAL EXPENDITURE	(297)	5	(82)	(374)	26
	Government Grants	-	-	- (02)	-	n/i
	Other Grants, reimbursements and contributions	(105)	(3)		(108)	3
	Fees and Charges	(212)	(5)		(217)	2
	Customer and Client Receipts	(- :-/	- 1	-	` •´	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	- !	-	-	-	n/
	TOTAL INCOME	(317)	(8)		(325)	3
\						
(614)	NET CONTROLLABLE COST	(614)	(3)	(82)	(699)	14
	Capital Charges	_		-	-	n/a
	Deferred/Intangible Charges		.	_	.	
	REFCUS			_	[ [	n/ n/
		532		162	694	30
532	Corporate support services bought in TOTAL UNCONTROLLABLE COST	532		162	694	30
332	TOTAL UNCONTROLLABLE COST			102	054	
(82)	NET COST OF SERVICE	(82)	(3)	80	(5)	(94
	lo vi i i vi vi vi vi vi vi vi vi vi vi vi					
-	Contributions to / (from) Earmarked Reserves	-	-	-	l [	n/
-	Contributions to / (from) Capital Reserves:	]	[ ]	-	]	n/ n/
-	Financing of Capital Expenditure		_ [	-	]	n/
-	Provision for Repayment of External Loans	-	·	-	-	
		_		_		l n/
	Contribution to / (from) General Balances	-	-	-	-	
		-	-			n/
-	Contribution to / (from) General Balances		(3)			n/
(82)	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
(82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
- (82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	-		-	-	(9 <i>4</i>
- (82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	-		-	-	n/ (94
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
- (82) * OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
* OTHER VA Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings	-		-	-	£000's
Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  bint Vehicle	-		-	-	£000's
Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  dget - agreed additional income / savings  pint Vehicle	-		-	-	£000's
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(9) £000's
Strategic buc	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8d
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8d
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(80 (80 (80
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8d
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8d
* OTHER VA  Strategic buc  Strategic buc  Insurance Jo  Other resour  Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8d
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(9) £000's
* OTHER VA  Strategic buc  Strategic buc  Insurance Jo  Other resour  Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(9) £000's
* OTHER VA  Strategic buc  Strategic buc  Insurance Jo  Other resour  Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(8)
* OTHER VA Strategic buc  Strategic buc Insurance Jo Other resour Corporate su	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(86)
Strategic buc Strategic buc Insurance Jo Other resour Corporate su Minor Variati	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE  diget - agreed pressures / service demands  diget - agreed additional income / savings  pint Vehicle  ree changes upport services bought in	-		-	-	(80 (80 (80 (80 (80 (80 (80 (80 (80 (80

# RESOURCES FINANCE AND ASSETS

## **FACILITIES MANAGEMENT**

**COST CENTRE: C1205F** 

FORECAST		ORIGINAL	Variations	in Level of	ORIGINAL	
		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
COOOL		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's 90	£000's	£000's 811	£000's 902	%
	Premises related expenditure	6,636		576	7,212	902 9
	Supplies and Services	1,445	-	482	1,927	33
	Third Party Payments	1,682	172	(538)	1,316	(22
	Transfer Payments	-	•	-		n/a
	Transport related expenditure Recharges from other services	123   73	•	- 50	123 123	-
	TOTAL EXPENDITURE	10,049	173	1,381	11,603	68 15
	Government Grants	-	-	- 1,00	-	n/a
	Other Grants, reimbursements and contributions	(72)	(2)	-	(74)	3
	Fees and Charges Customer and Client Receipts	(32)	(1)	- (0)	(33)	3
	Interest Receivable	(262)	(7)	(9)	(278)	6 n/a
	Recharges to other services	(1,234)	.	-	(1,234)	-
	TOTAL INCOME	(1,600)	(10)	(9)	(1,619)	1
40.00		78.5				
10,305	NET CONTROLLABLE COST	8,449	163	1,372	9,984	18
5.309	Capital Charges	5,309		(017)	4.392	(47)
	Deferred/Intangible Charges	5,309		(917) (10)	4,392	(17) (100)
-	REFCUS	-	-	-		n/a
(10,207)	Corporate support services bought in	(10,207)		(4,954)	(15,161)	49
(4,888)	TOTAL UNCONTROLLABLE COST	(4,888)	•	(5,881)	(10,769)	120
5.417	NET COST OF SERVICE	3,561	163	(4,509)	(785)	(122)
		0,301	105	(4,503)	(703)	(122)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	- ]	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans Contribution to / (from) General Balances	- 1	-	.	-	n/a
-	TOTAL APPROPRIATIONS	<u> </u>				n/a n/a
5,417	TOTAL NET EXPENDITURE	3,561	163	(4,509)	(785)	(122)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				r	£000's
Strategic bud	get - agreed pressures / service demands					
	der - adreed bressnies / service demands					
	der - adreed biesspies / selvice deliiginds					
	<u>ger - agreed pressures / service demands</u>					
	ger - agreed pressures / service demands					
	<u>der - agreed bressmes / service demands</u>					
Chanda air bu air						
	get - agreed additional income / savings					
Procurement -	get - agreed additional income / savings - Energy Bureau (IFM alternative)					(100)
Procurement - FM contractor	get - agreed additional income / savings					(100) (95)
Procurement FM contractor Mail service -	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction					(100) (95) (60)
Procurement FM contractor Mail service - Procurement REFIT project	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review					(100) (95) (60) (300)
Procurement FM contractor Mail service - Procurement REFIT project Community S	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation					(100) (95) (60) (300) (67)
Procurement FM contractor Mail service - Procurement REFIT project	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation					(100) (95) (60) (300)
Procurement FM contractor Mail service - Procurement REFIT project Community S	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation					(100) (95) (60) (300) (67) (30) (20)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income					(100) (95) (60) (300) (67)
Procurement FM contractor Mail service - Procurement REFIT project Community S Solar Panels i	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income					(100) (95) (60) (300) (67) (30) (20)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resourc Re-alignment	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resourc Re-alignment Transfer of Cle	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Transfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  ge changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Transfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  e changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Transfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  e changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Transfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  e changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100) (95) (60) (300) (67) (30) (20) (672)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Transfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  e changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100 (95) (60) (300) (67) (30) (20) (672) 1,242 802 (4,954) (927)
Procurement FM contractor Mail service - Procurement REFIT project Community Sp Solar Panels i Other resource Re-alignment Fransfer of Cle Corporate sup	get - agreed additional income / savings - Energy Bureau (IFM alternative) r fixed fee reduction Postage reductions - Print Review t pace income generation income  e changes of Corporate Services (page RED 6.9) ocktower budget from CFL to FM					(100) (95) (60) (300) (67) (30) (20) (672)

**RESOURCES DIVISION SUMMARY** 

#### **CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**

#### SERVICE DESCRIPTION

#### CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

The customer, transformation and communications Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council s customer call centre and Access Croydon services. Services continue to be transformed with other Council's departments to enable services to which includes my country a country a country and process and to stream the delivered at the first point of contact for the customer. The Division has been set up to provide focus to ensure we meet our customers' expectations and needs, whilst maximising the income streams to the authority. Much of the transformation to improve these services requires the development of new technology streams and channel shift to improve efficient access to our services and to streamline and automate processes. Projects are underway to measure and improve customer services, to provide greater access through technology and to provide efficiencies through shared services. We are confident our record of high performance will allow the effective anagement of such opportunities.

#### The division is also responsible for:

- the organisations transformation agenda; as well as leading on the key Croydon Challenge program we work closely with departments and partners to identify opportunities for making efficiencies and improvements in service delivery. Responsible for the support and co-ordination of the departmental and organisational transformation plans. This is undertaken through business case development to identify potential solutions through service redesign and creative use of technology.

- all the council's external communications service and the delivery of the council's webpage and e-comms agenda. The team ensure we maximise self-serve opportunities and effectively inform and advise residents whilst building and protecting the councils standing and reputation locally and nationally.
- -maintaining and developing its understanding of resident requirements to enable its services to be continually developed to meet these needs, utilising customer insight and technology to improve responses. This role includes the oversight of all council resident engagements and consultations.
- defining and improving customer service activity across the whole Council and works closely with the departments to achieve this. We also work closely with partner agencies to improve service access for the public across organisational boundaries, as part of the community strategy. As well as front facing services it delivers the councils corporate debt team, its multi-agency welfare and benefits services, land charges, travel services and interpreting services, providing efficient and effective delivery whilst maximising income to the authority.

- Managing our ICT Outsource partners, including Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value to the council of this arrangement.
- Maintaining the ICT istructure used across the council and between us and our business partners;
   Developing and implementing ICT policies and procedures that ensure both protection of the Council's ICT assets including information and most cost-effective use of such
- Responsible for ICT and Information management Strategy development and Implementation

#### **Business Support**

A service which provides administrative, business, and management support functions across the Council in order to improve both efficiency and quality.

#### Division's Service Priorities

Lead the ongoing development of the welfare and benefits service as reform changes continue to develop; Deliver service efficiencies identified through digital service options, Drive service improvement from customer feedback; Improve customer satisfaction with the way customer contacts are handled; 70% of enquiries completed at the first point of contact in the customer contact centre; Increase self-service options through redesign of service delivery to enable them to be delivered via the website; Maximise collection of revenues to the authority through the development of the corporate debt team; Drive and support service transformation across the organisation including the Croydon Challenge program;

**MOVEMENT IN NET EXPENDITURE** 

		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1245F	Revenue and Benefits	8,319	75	(2,091)	<del></del>	(24)
C1270F	Contact Centre Division	329	11	(373)	(33)	(110)
C1265F	Strategy and Development Division	39	11	(3,215)	(3,165)	(8,215)
C1277F	Transformation	403	4	177	584	45
C1250F	Housing Benefits	-	-	80	80	n/a
C1315F	Business Support	1,544	114	(1,479)	179	(88)
C1290F C1295F	Information Communication Technology	5,050	34	(7,957)		(157)
	TOTAL NET SPEND	15,684	249	(14,858)	1,075	(93)

#### STAFF ESTABLISHMENT NUMBERS

		DRIGINAL	ORIGINAL	CHANGE
SERVICE	Į i	BUDGET	BUDGET	IN
		2014/15	2015/16	FTE
	F	TE STAFF	FTE STAFF	FTE STAFF
Revenue and Benefits		240.5	229.7	(10.8)
Contact Centre Division		81.9	75.6	(6.3)
Strategy and Development Division		22.6	28.8	6.2
Transformation		4.0	6.0	2.0
Housing Benefits		-	-	-
Business Support	ľ	235.7	254.0	18.3
Information Communication Technology		36.0	35.0	(1.0)
TOTAL FTE STAFF	-	620.7	629.1	8.4

## CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

**COST CENTRE: C1240E** 

		ORIGINAL	Variations in Level of		ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
ţ		(A)	(B)	(C)	(D)	(E)
£000's		£000's	2000's	£000's	£000's	%
22,231	Employees	21,710	250	111	22,071	2
	Premises related expenditure	17	-	(1)	16	(6)
	Supplies and Services	4,175	16	547	4,738	13
	Third Party Payments	14,566	10	(3,854)	10,722	(26)
	Transfer Payments	266,350	-	11,581	277,931	4
	Transport related expenditure	27	-	9	36	33
114	Recharges from other services	114	<del>-</del>	(16)	98	(14)
304,351	TOTAL EXPENDITURE	306,959	276	8,377	315,612	3
	Government Grants	(265,678)	-	(11,126)	(276,804)	4
(4,192)	Other Grants, reimbursements and contributions	(3,692)	(6)	(550)	(4,248)	15
(3,393)	Fees and Charges	(3,408)	(27)	(206)	(3,641)	7
188	Customer and Client Receipts	203	6	(4,455)	(4,246)	(2,192)
-	Interest Receivable	-	-	-	-	n/a
(5,211)	Recharges to other services	(5,211)	-	(1,153)	(6,364)	22
(278,286)	TOTAL INCOME	(277,786)	(27)	(17,490)	(295,303)	6
				Westgan		
26,065	NET CONTROLLABLE COST	29,173	249	(9,113)	20,309	(30)
	Capital Charges	11	-	(005)	11	-
4,425	Deferred/Intangible Charges	4,425	-	(365)	4,060	(8)
(47.005)	REFCUS	(47.005)	-	- (= 000)	(00.005)	n/a 30
	Corporate support services bought in	(17,925)	-	(5,380)	(23,305)	30
(13,489)	TOTAL UNCONTROLLABLE COST	(13,489)	-	(5,745)	(19,234)	43
					2015	
12,576	NET COST OF SERVICE	15,684	249	(14,858)	1,075	(93)
-	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	•	-		n/a
		1 7		- 1111		
12,576	TOTAL NET EXPENDITURE	15,684	249	(14,858)	1,075	(93)

# CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE REVENUE AND BENEFITS

**COST CENTRE: C1245F** 

2   Premises related expenditure   2   - (1)   1   15   15   15   15   15   15   1							
2014/15			ORIGINAL	Variations	in Level of	ORIGINAL	
ED00's   E	FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
E000's	2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
7,109   Employees			(A)	(B)	(C)	(D)	(E)
2   Premises related expenditure   2   (1)   1   (5)   1,555   Supplies and Sarvices   1,602   (26)   1,576   (6)   874   Third Party Payments   874   10   (199)   685   (22,52)   1 Transpor related expenditure   12   -   12   -   17   12   Transport related expenditure   12   -   12   -   17   12   Transport related expenditure   12   -   12   -   17   13   9,669   TOTAL EXPENDITURE   9,751   84   (351)   9,484   (6)   14   Government Grants   7   7   7   7   7   7   7   7   15   Government Grants   7   7   7   7   7   7   7   7   7			2000's	a'0003	s'000£	s'0003	%
2   Premises related expenditure   2   - (1)   1   15   15   15   15   15   15   1	7,169	Employees	7,201	74	(109)	7,166	(0
1,552   Supplies and Services   1,602   - (26)   1,576   (26)			2	-	(1)	1	(50
874   Third Party Payments   874   10   (199)   685   (22   17   17   17   17   17   17   17	1,552	Supplies and Services	1,602	-	(26)	1,576	(2
Transfer Payments	874	Third Party Payments	874	10	(199)	685	(22
60   Recharges from other services   60   -   (15)   44   (2)	i -	Transfer Payments	-	-	-	_	n/a
9,669   TOTAL EXPENDITURE	12	Transport related expenditure	12	-	-	12	-
9,669   TOTAL EXPENDITURE	60	Recharges from other services	60	-	(16)	44	(27
Government Grants			9,751	84	(351)	9,484	(3
(1,835) [Other Grants, reimbursements and contributions (1,835) (6) (5,50) (2,191) 34 (2,484) (3) (95) (2,582) 44 (8) (2,484) (3) (95) (2,582) 44 (88) (2,582) 44 (88) (2,582) 44 (88) (2,582) 44 (88) (2,582) (4,582)	-	Government Grants	-	-		-	
(2,484) Fees and Charges (2,484) (3) (95) (2,582) (98) (88) (98) (10 (10 (10 (10 (10 (10 (10 (10 (10 (10	(1.635)	Other Grants, reimbursements and contributions	(1.635)	(6)	(550)	(2.191)	
(68) Customer and Client Receipts (68) - (68) - (68) - (68) - (68) (68) (68) (68) (68) (68) (68) (68)							4
Interest Receivable   (88)			1 ' ' '	(0)	(55)		]
(88) Recharges to other services (68) (68) (4,255) TOTAL INCOME (4,255) TOTAL INCOME (4,255) (9) (645) (4,909) 15 (		1	(00)	_	_	(55)	
(4,255)   (5)   (645)   (4,909)   15   5,414   NET CONTROLLABLE COST   5,496   75   (986)   4,575   (17   -   Capital Charges   -	l		(60)	_		(60)	l
S,414   NET CONTROLLABLE COST   S,496   75   (996)   4,575   (17)			<del></del>		(C4E)	<del></del>	
- Capital Charges - Capital Charges - Capital Charges - Charges - Contract Support services bought in 2,777 - (1,049) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,93) 1,728	(4,255)	TOTAL INCOME	(4,255)	(9)	(645)	(4,909)	15
- Capital Charges - Capital Charges - Capital Charges - Charges - Contract Support services bought in 2,777 - (1,049) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,823) TOTAL UNCONTROLLABLE COST 2,823 - (1,095) 1,728 (98 2,93) 1,728	E 414	NET CONTROLLARIE COOT	5.400	7.	(000)	4.575	(47
46   Deferred/Intangible Charges   46	5,414	NET CONTROLLABLE COST	5,496	/5	(996)	4,5/5	(17
46   Deferred/Intangible Charges   46	-	Capital Charges	_			T .	n/s
REFCUS   2,777   - (1,049)   1,728   0,78   2,823   TOTAL UNCONTROLLABLE COST   2,823   - (1,095)   1,728   0,38   2,823   TOTAL UNCONTROLLABLE COST   2,823   - (1,095)   1,728   0,38   2,823   TOTAL UNCONTROLLABLE COST   2,823   - (1,095)   1,728   0,38   2,28   2,38   NET COST OF SERVICE   8,319   75   (2,091)   6,303   (2,48   1,48			46		(46)	l <u> </u>	
2,777   Corporate support services bought in			_	_ :	(40)		
2,823   TOTAL UNCONTROLLABLE COST   2,823   - (1,095)   1,728   (35			2777	_	(1.040)	1 720	
8,237   NET COST OF SERVICE							
- Contributions to / (from) Earmarked Reserves	2,023	TOTAL DICONTROLLABLE COST	2,023	- 1	(1,093)	1,720	(39
- Contributions to / (from) Earmarked Reserves	8,237	NET COST OF SERVICE	8,319	75	(2,091)	6,303	(24
Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIAT							
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS Section 1	•	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS Section 1	-	Contributions to / (from) Capital Reserves:	-	-	_	-	n/a
- Provision for Repayment of External Loans	-		-	<b>-</b> i	_	-	n/a
Contribution to / (from) General Balances	_		-	-	_	-	n/a
- TOTAL APPROPRIATIONS	_		_	-	_	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands			-	-	-	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands					40		, vi
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  ICT Contract  (200 Process review and automation (70 Debt fees (Corporate debt) (15 Corporate debt income (86 Free school meal charges (50) Land charges (50)  (915  Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,176	8,237	TOTAL NET EXPENDITURE	8,319	75	(2,091)	6,303	(24
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  ICT Contract  (200 Process review and automation (70 Debt fees (Corporate debt) (15 Corporate debt income (86 Free school meal charges (50) Land charges (50)  (915  Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,176	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					COOO's
Strategic budget - agreed additional income / savings  ICT Contract  (200 Process review and automation  Corporate debt)  Corporate debt income Free school meal charges  Land charges  (500  (915  Other resource changes  Corporate support services bought in  Removing Intangible Amortisation 2014/15  Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176	OTHER VA	THAT TORS IN LEVEL OF EAPENDITORE					10008
Strategic budget - agreed additional income / savings  ICT Contract  (200 Process review and automation  Corporate debt)  Corporate debt income Free school meal charges  Land charges  (500  (915  Other resource changes  Corporate support services bought in  Removing Intangible Amortisation 2014/15  Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176	Strategic bud	lget - agreed pressures / service demands					
Strategic budget - agreed additional income / savings ICT Contract Process review and automation Corporate debt) Corporate debt income (80 Corporate debt agreed additional income / (80 Corporate debt income (80 Corporate debt agreed additional income / (80 Corporate debt income (80 Corporate debt income (90 Cother resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,176 (1,176)	<u> </u>	got agreed procedure / convice domaine					
Strategic budget - agreed additional income / savings ICT Contract Process review and automation Corporate debt) Corporate debt income (80 Corporate debt agreed additional income / (80 Corporate debt income (80 Corporate debt agreed additional income / (80 Corporate debt income (80 Corporate debt income (90 Cother resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,176 (1,176)							
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ICT Contract Process review and automation Corporate debt) Corporate debt income Free school meal charges Land charges  Cother resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (200 (70 (80 (80 (80 (80 (90 (90 (90 (90 (90 (90 (90 (90 (90 (9	Strategic hud	Inet - agreed additional income / savings					
Process review and automation  Debt fees (Corporate debt)  Corporate debt income  Free school meal charges  Land charges  (500  (915  Other resource changes  Corporate support services bought in  Removing Intangible Amortisation 2014/15  Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176							(200
Debt fees (Corporate debt) Corporate debt income Free school meal charges Land charges (500  (915  Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,176							
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Land charges  (500  (915  Other resource changes  Corporate support services bought in  Removing Intangible Amortisation 2014/15  Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176							
Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,049 (46) (82) (82) (1,176)							
Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 (46 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,049 (46 (46 (82 (82 (1,176	Land charges	3					(500)
Other resource changes Corporate support services bought in Removing Intangible Amortisation 2014/15 (46 Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4) Minor Variations (net)  (1,049 (46 (46 (82 (82 (1,176							
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Removing Intangible Amortisation 2014/15  Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176							
Transfer of 2.89 FTEs from Revenue and Benefits to Contact Centre (page RED 6.4)  Minor Variations (net)  (1,176							(1,049
Minor Variations (net)							(46
(1,176	Transfer of 2.	89 FTEs from Revenue and Benefits to Contact Ce	ntre (page RED 6.	4)			(82
	Minor Variatio	ons (net)					1
TOTAL OTHER VARIATIONS IN RESOURCE (2,091							(1,176
TOTAL OTHER VARIATIONS IN RESOURCE (2,091							
	TOTAL OTH	ER VARIATIONS IN RESOURCE		<u> </u>			(2,091)

## **CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**

## CONTACT CENTRE DIVISION

**COST CENTRE: C1270F** 

FORECAST 2014/15		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
2017/10	DESCRIPTION					
00001-		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
£000's	Employees	2,670	21	(378)	2,313	
	Employees	2,670	41	(376)	2,313	(13)
	Premises related expenditure	_	-	-	_	•
	Supplies and Services	713	-	-	713	
	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-		-	-	n/a
	TOTAL EXPENDITURE	3,386	21	(378)	3,029	(11)
	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(370)	Fees and Charges	(385)	(10)	6	(389)	. 1
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(592)	Recharges to other services	(592)	-	185	(407)	(31)
	TOTAL INCOME	(977)	(10)	191	(796)	(19)
(002)	101711111111111111111111111111111111111	(01.7)			(/	(/
2 560	NET CONTROLLABLE COST	2,409	11	(187)	2,233	(7)
2,500	NET CONTROLLABLE COST	2,403	,,,	(107)	2,200	\'\'
	O	1	<u>'</u>			
	Capital Charges	•	- 1	-	-	n/a
	Deferred/Intangible Charges	-	- 1	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	(2,080)	•	(186)	(2,266)	9
(2,080)	TOTAL UNCONTROLLABLE COST	(2,080)	-	(186)	(2,266)	9
	222					
480	NET COST OF SERVICE	329	11	(373)	(33)	(110)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
_	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
_	Financing of Capital Expenditure	_		_	_	n/a
_	Provision for Repayment of External Loans		_	_	_	n/a
		_		=	_	
_	Contribution to / (from) Coneral Balancee		_	_		n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	-	n/a n/a
-	TOTAL APPROPRIATIONS	-	-	-	•	n/a
-		329		(373)	•	
480	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-	-	-	•	n/a (110)
480	TOTAL APPROPRIATIONS	-	-	-	•	n/a
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
- 480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-	-	-	•	n/a (110)
480 * OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-	-	-	•	n/a (110) £000's
480  * OTHER VA  Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-	-	-	•	n/a (110) £000's
480  * OTHER VA  Strategic bud  Strategic bud  Change to Me	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening	-	-	-	•	n/a (110) £000's
* OTHER VA  Strategic bud  Strategic bud Change to Mc Change to Mc	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service	-	-	-	•	n/a (110) £000's  - (120) (50)
* OTHER VA Strategic bud Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration	-	-	-	•	n/a (110) £000's  - (120) (50) (58)
* OTHER VA  Strategic bud  Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service	-	-	-	•	n/a (110) £000's  - (120) (50) (58)
* OTHER VA  Strategic bud  Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration	-	-	-	•	n/a (110) £000's  - (120) (50) (58)
* OTHER VA Strategic bud Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration	-	-	-	•	n/a (110) £000's  - (120) (50) (58)
* OTHER VA Strategic bud Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration	-	-	-	•	n/a (110) £000's  - (120) (50) (58) (40)
* OTHER VA Strategic bud Strategic bud Change to Mc Change to Mc Contract redu	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration	-	-	-	•	n/a (110) £000's  - (120) (50) (58) (40)
* OTHER VA Strategic bud Strategic bud Change to Mc Change to Mc Contract redu Interpreting S	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings onday to Friday 9am-4pm opening onday to Friday 9am-4pm phone service action - Veolia Integration service - 1fte reduction	-	-	-	•	n/a (110) £000's  - (120) (50) (58) (40)
* OTHER VA  Strategic bud  Strategic bud  Change to Mange	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  pnday to Friday 9am-4pm opening  pnday to Friday 9am-4pm phone service  lection - Veolia Integration  lervice - 1fte reduction	329	-	-	•	(110) £000's - (120) (50) (58) (40)
* OTHER VA  Strategic bud  Strategic bud Change to Mange	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  ce changes  89 FTE from Revenue & Benefits to Contact Centre	329	-	-	•	(110) £000's - (120) (50) (58) (40)
* OTHER VA  Strategic bud  Strategic bud  Change to Mange	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed addit	329	-	-	•	(110) £000's (120) (50) (58) (40) (268)
* OTHER VA  Strategic bud  Strategic bud  Change to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange Transfer of 2.  Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  ce changes  89 FTE from Revenue & Benefits to Contact Centre	329	-	-	•	110) £000's  (120) (50) (58) (40)
Strategic bud  Strategic bud  Change to Mo Change to Mo Contract redu Interpreting S  Other resource Transfer of 2 Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed addit	329	-	-	•	(110) £000's (120) (50) (58) (40) (268)
Strategic bud  Strategic bud  Change to Mo Change to Mo Contract redu Interpreting S  Other resource Transfer of 2 Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed addit	329	-	-	•	(110) £000's (120) (50) (58) (40) (268)
Strategic bud  Strategic bud  Change to Mo Change to Mo Contract redulatory Contract reductions Interpreting S  Other resource Transfer of 2  Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed additional income / savings  get - agreed addit	329	-	-	•	(110) £000's  (120) (50) (58) (40)  (268)
Strategic bud  Strategic bud  Change to Mo Change to Mo Contract redu Interpreting S  Other resource Transfer of 2 Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction	329	-	-	•	(110) £000's (120) (50) (58) (40) (268)
* OTHER VA  Strategic bud  Strategic bud  Change to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange to Mange Transfer of 2.  Minor Variation	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  penday to Friday 9am-4pm opening  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  get - agreed additional income / savings  penday to Friday 9am-4pm phone service  action - Veolia Integration  dervice - 1fte reduction	329	-	-	•	(110) £000's  (120) (50) (58) (40)  (268)

## **CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**

## STRATEGY AND DEVELOPMENT DIVISION

**COST CENTRE: C1265F** 

FORFOART		ORIGINAL	Variations		ORIGINAL	0,
FORECAST	DESCRIPTION	BUDGET	Expenditu	re on (A)  * Other	BUDGET 2015/16	% CHANGE
2014/15	DESCRIPTION	2014/15	Inflation (B)	(C)	2015/16 (D)	(E)
£000's		(A) £000's	(D) £000's	£000's	£000's	(⊏) %
	Employees	1,452	14	(9)	1,457	
	Premises related expenditure	- 1,102		-	- 1,101	n/a
	Supplies and Services	931	_	(69)	862	(7
1	Third Party Payments	-	.	367	367	n/a
	Transfer Payments	_	_		-	n/a
	Transport related expenditure	_ 1	_	_	_	n/a
	Recharges from other services	54	_		54	-
	TOTAL EXPENDITURE	2,437	14	289	2,740	12
	Government Grants		-	•	-	n/a
_	Other Grants, reimbursements and contributions	-	_	-	-	n/a
-	Fees and Charges	-	-	(5)	(5)	n/a
	Customer and Client Receipts	(114)	(3)	(3,620)	(3,737)	3,178
	Interest Receivable	` - '	`- '		``-'	n/a
(987)	Recharges to other services	(987)	-	(1)	(988)	o
	TOTAL INCOME	(1,101)	(3)	(3,626)	(4,730)	330
1,328	NET CONTROLLABLE COST	1,336	11	(3,337)	(1,990)	(249
-	Capital Charges	-	_		· -	n/a
	Deferred/Intangible Charges	-		_		n/a
	REFCUS	_	_		· -	n/a
1	Corporate support services bought in	(1,297)	_	122	(1,175)	(9
	TOTAL UNCONTROLLABLE COST	(1,297)	_	122	(1,175)	(9
(1,23.7)		(1,207)		,,,,	(1,110)	10
31	NET COST OF SERVICE	39	11	(3,215)	(3,165)	(8,215
				(-11	1-11	
_	Contributions to / (from) Earmarked Reserves	-	_	_	_	n/a
	Contributions to / (from) Capital Reserves:	-		_	١.	n/a
_	Financing of Capital Expenditure	_	_	_	<u> </u>	n/a
	Provision for Repayment of External Loans	_		_	_	n/a
	Contribution to / (from) General Balances	_		_	_	n/a
						•
	IIIIAI APPROPRIATIONS	_		_		l n/s
-	TOTAL APPROPRIATIONS	-	•	-	•	n/a
100						
100	TOTAL NET EXPENDITURE	39	11	(3,215)		
31	TOTAL NET EXPENDITURE					(8,215
31						
31 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE					(8,215
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands					(8,215 £000's
* OTHER VA  Strategic bud Webcasting f	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands or Cabinet Meetings					(8,215 £000's 29
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud F	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands for Cabinet Meetings					(8,215 £000's 29 29
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising ir	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Identity Income from Billboards					(8,215 £000's 29 29 (33 (32
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising ir Additional ind	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands for Cabinet Meetings  get - agreed additional income / savings losting forme from Billboards frome through Advertising on intranet (net income)					£000's  29  29  (33) (32) (55)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inclinerase Cro	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands for Cabinet Meetings  get - agreed additional income / savings losting forcome from Billboards frome through Advertising on intranet (net income) forcome tilm Offcie net income	39				£000's  29  29  (33) (32) (5) (5)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands or Cabinet Meetings  Iget - agreed additional income / savings Iosting Income from Billboards Iosme through Advertising on intranet (net income) Income Film Officie net income Iring and increase external design income and subs	39				£000's  29  (33) (32) (5) (5)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands or Cabinet Meetings  Iget - agreed additional income / savings Illustring Income from Billboards Income through Advertising on intranet (net income) Income through Advertising on intranet (net income) Income income and subsin dot gov site (net income)	39				£000's  29  29  (33 (32 (5) (20 (20)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands or Cabinet Meetings  get - agreed additional income / savings losting ncome from Billboards come through Advertising on intranet (net income) ydon Film Offcie net income ring and increase external design income and subs n dot gov site (net income) orate campaign budget	39				(8,215 £000's 29 (33 (32 (5 (5) (20 (20
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp Review of ma	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  aget - agreed pressures / service demands  or Cabinet Meetings  aget - agreed additional income / savings  acome from Billboards  come through Advertising on intranet (net income)  ydon Film Officie net income  ring and increase external design income and subs  n dot gov site (net income)  orate campaign budget  anagement structure	39				(8,215 £000's 29 (33) (32) (5) (5) (20) (20) (58
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp Review of ma	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands or Cabinet Meetings  get - agreed additional income / savings losting ncome from Billboards come through Advertising on intranet (net income) ydon Film Offcie net income ring and increase external design income and subs n dot gov site (net income) orate campaign budget	39				(8,215 £000's 29 (33) (32) (5) (5) (20) (20) (58
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp Review of ma	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  aget - agreed pressures / service demands  or Cabinet Meetings  aget - agreed additional income / savings  acome from Billboards  come through Advertising on intranet (net income)  ydon Film Officie net income  ring and increase external design income and subs  n dot gov site (net income)  orate campaign budget  anagement structure	39				(8,215 £000's 29 (33 (32 (55 (3 (20 (20 (58 (3,560
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Increase Cro Diversify offe Advertising o Reduce Corp Review of ma Digital and En	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idesting Income from Billboards Frome through Advertising on intranet (net income) Fring and increase external design income and subsing dot gov site (net income) From the compagn budget Inagement structure Inabling Croydon Challenge Programme	39				(8,215 £000's 29 (33) (32) (5) (5) (20) (20) (58) (3,560)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp Review of ma	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idesting Income from Billboards Frome through Advertising on intranet (net income) Fring and increase external design income and subsing dot gov site (net income) From the compagn budget Inagement structure Inabling Croydon Challenge Programme	39				(8,215 £000's 29 (33) (32) (5) (5) (20) (20) (58) (3,560)
* OTHER VA  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Cro Diversify offe Advertising o Reduce Corp Review of ma Digital and En	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Identing Income from Billboards Frome through Advertising on intranet (net income) Fring and increase external design income and subsin dot gov site (net income) Forate campaign budget Franagement structure Franabling Croydon Challenge Programme	39				(8,215 £000's 29 (33 (32 (5 (5) (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Reduce Corp Review of ma Digital and Ed  Other resource Corporate su	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Ideating Ideatin	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5) (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Reduce Corp Review of ma Digital and Ed  Other resource Corporate su Transfer of w	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Ideating Ideatin	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5) (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Advertising of Reduce Corp Review of ma Digital and En  Other resource Corporate su Transfer of w Centralise L8	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idea of the service of the serv	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5) (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Advertising of Reduce Corp Review of ma Digital and En  Other resource Corporate su Transfer of w Centralise L8	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Ideating Ideatin	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5 (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Advertising of Reduce Corp Review of ma Digital and En  Other resource Corporate su Transfer of w Centralise L8	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idea of the service of the serv	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5 (20 (20 (20 (3,560 (3,736
* OTHER VA  Strategic bud Webcasting f  Strategic bud Webcasting f  Advertising of Advertising of Advertising of Reduce Corp Review of ma Digital and En  Other resource Corporate su Transfer of w Centralise L8	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idea of the service of the serv	equent profit				(8,215 £000's 29 29 (33 (32 (5 (5 (3,560 (3,736 (3,736
Strategic bud Webcasting f  Strategic bud Webcasting f  Strategic bud Web Cloud H Advertising in Additional inc Increase Crop Diversify offe Advertising o Reduce Corp Review of ma Digital and En  Other resource Corporate su Transfer of w Centralise L8 Transfer of in	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands for Cabinet Meetings  Iget - agreed additional income / savings Idea of the service of the serv	equent profit				

ORIGINAL

Variations in Level of

# CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE TRANSFORMATION

**COST CENTRE: C1277F** 

		ÖRIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	[ ]	£000's	£000's	£000's	£000's	%
363	Employees	403	4	(46)	361	(10)
-	Premises related expenditure	-	-	6	اءِ ا	n/a
-	Supplies and Services	· ·	-	•	6	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	- 1	n/a
-	Recharges from other services		-	- (40)	-	n/a
	TOTAL EXPENDITURE	403	4	(40)	367	(9)
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	- 1	-	-	-	n/a
i -	Fees and Charges	1 -	-	· -	-	n/a
-	Customer and Client Receipts	-	-	i -	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
•	TOTAL INCOME	-		<u> </u>		n/a
	<u> </u>					
363	NET CONTROLLABLE COST	403	4	(40)	367	(9)
A-1:1-1:1-2-15						
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	i -	-		-	n/a
-	Corporate support services bought in	-	-	217	217	n/a
-	TOTAL UNCONTROLLABLE COST	-		217	217	n/a
363	NET COST OF SERVICE	403	4	177	584	45
						<u></u>
	Contributions to / (from) Earmarked Reserves	T	_	_	_	n/a
	Contributions to / (from) Capital Reserves:	_		_	l	n/a
	Financing of Capital Expenditure		_	-	]	
_			_	_	,	n/a
_	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	<u> </u>	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
000	TOTAL NET EVERNETIES	400	4	477	504	45
363	TOTAL NET EXPENDITURE	403	4	177	584	45
+ OT!!ED \/	DIATIONS IN FREE OF EVERYDITIES				4	
* OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	dget - agreed pressures / service demands					
1						-
Strategic bud	dget - agreed additional income / savings					
	Department Support					(40)
Toddottorr in	Dopartinont Support					(10)
1						
1						
						(10)
l						(40)
Other resour						100000F
Corporate su	upport services bought in					217
1						
1					1	
						l.
ř.						
					1	217
1					•	

ORIGINAL

TOTAL OTHER VARIATIONS IN RESOURCE

# **RESOURCES**

# CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE HOUSING BENEFITS

**COST CENTRE: C1250F** 

Company	Employees	FORECAST		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
Employees   Foods   Ecoors	Employees   Employees   E000's   E000's   E000's   No.	2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
Employees	Employees			(A)	, ,	(C)		(E)
Premises related expenditure  1.272 Supplies and Services	Premises related expenditure   1,272			£000's	£000's	£000's	£000's	%
1,272 Supplies and Services 1,272 - 1,272 - 1,272 - 1,272 - 1,272 - 1,172 - 1,172 - 1,172 - 1,172 - 1,172 - 1,172 - 1,172 - 1,172 - 1,173 - 1,	1,272   Supplies and Services			-	-	-	-	n/a
- Third Party Payments	Third Party Payments			-	- 1	-		n/a
266,350   Transfer Payments   266,350   11,581   277,931   Transport related appenditure	268,350   Transfer Payments			1,272	•	-	1,272	-
Transport related expenditure	Transport related expenditure			-	-	11 501	277 021	n/
Recharges from other services	- Recharges from other services			200,330	•	11,501	277,931	4
267,622   TOTAL EXPENDITURE	267,622   TOTAL EXPENDITURE			-	-	-	l [	
(265,565) Government Grants (285,565) - (111,128) (276,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (75,691) (2,577) (2	(265,569)   Government Grants   (265,569)   (111,128)   (276,691)   (2,697			267 622		11 591	279 203	1
(2,057) Other Grants, reimbursements and contributions (2,057) . 0 (2,057)	(2,557) Other Grants, reimbursements and contributions - Fees and Charges - Customer and Client Receipts - (375) (375) (375) (375) - (375) (375) (375) - (375) (375) (375) - (375) (375) (375) (375) - (375)							4
Fees and Charges	Fees and Charges				_			
Customer and Client Receipts   -   (375) (375)   n   n	- Customer and Client Receipts (375) (375) n n Interest Receivable n Recharges to other services n Recharges to other services n Recharges to other services n Recharges to other services n Recharges to other services n Recharges to other services n Recharges 80 80 n n Record Reco			(2,037)	_	_	(2,007)	n/
Interest Receivable	Interest Receivable			_	_	(375)	(375)	n/
- Recharges to other services	Recharges to other services				_	(0/3)	(0,0,	n/
(266,122)   TOTAL INCOME   (267,622)	(266,122)   TOTAL INCOME   (267,622) - (11,501)   (279,123)			_	_	_		n/
S00   NET CONTROLLABLE COST	S00  NET CONTROLLABLE COST			(267 622)		(11.501)	(279 123)	4
Capital Charges	Capital Charges Deferred/intangible Charges REFCUS	(200,122)	TOTAL INCOME	(201,022)		(11,501)	(213,120)	<u> </u>
Deferred/intangible Charges	Deferred/intangible Charges	(500)	NET CONTROLLABLE COST	-	•	80	80	n/
Deferred/intangible Charges	Deferred/intangible Charges							
REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  (500) NET COST OF SERVICE  (500) NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  (500) TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Other resource changes Increase in Local Welfare provision  (45	REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  (500) NET COST OF SERVICE  (500) NET COST OF SERVICE  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  (500) TOTAL APPROPRIATIONS  (500) TOTAL NET EXPENDITURE  TOTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Other resource changes norease in Local Welfare provision  (37			-	-	-	-	n/
- Corporate support services bought in	- Corporate support services bought in			-	-	-	-	n/
TOTAL UNCONTROLLABLE COST	TOTAL UNCONTROLLABLE COST		l l	-	•	-	-	l
(500) NET COST OF SERVICE - 80 80 n  - Contributions to / (from) Earmarked Reserves n - Contributions to / (from) Capital Reserves n - Contribution to / (from) Capital Reserves n - Financing of Capital Expenditure n - Provision for Repayment of External Loans n - Contribution to / (from) General Balances n - TOTAL APPROPRIATIONS n  (500) TOTAL NET EXPENDITURE - 80 80 n  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Welfare reform (37  Other resource changes norease in Local Welfare provision 45	(500) NET COST OF SERVICE - 80 80 n  - Contributions to / (from) Earmarked Reserves n - Contributions to / (from) Capital Reserves: n - Contributions to / (from) Capital Reserves: n - Financing of Capital Expenditure n - Provision for Repayment of External Loans n - Contribution to / (from) General Balances n - TOTAL APPROPRIATIONS n  (500) TOTAL NET EXPENDITURE 80 80 n  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Welfare reform  (37)  Other resource changes norease in Local Welfare provision	-	Corporate support services bought in	•		-	-	n/
- Contributions to / (from) Earmarked Reserves	- Contributions to / (from) Earmarked Reserves	-	TOTAL UNCONTROLLABLE COST	-	•	<u>-</u>	-	n/
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	(500)	NET COST OF SERVICE	-		80	80	n/
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS						1	
- Financing of Capital Expenditure	Financing of Capital Expenditure			-	-	-	-	n/
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTA	- Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS	-		(4)	-	-	-	n/
- Contribution to / (from) General Balances	Contribution to / (from) General Balances	-		-	-	-	-	n/
TOTAL APPROPRIATIONS  (500) TOTAL NET EXPENDITURE  (500) TOTAL NET EXPENDITURE  E000's  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Velfare reform  (37)  Other resource changes Increase in Local Welfare provision  45	TOTAL APPROPRIATIONS  (500) TOTAL NET EXPENDITURE  TOTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Welfare reform  (37)  Other resource changes ncrease in Local Welfare provision  45			-	-	-	-	n/
(500) TOTAL NET EXPENDITURE 80 80 n  OTHER VARIATIONS IN LEVEL OF EXPENDITURE £000's  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Welfare reform (37)  Other resource changes in Local Welfare provision 45	(500) TOTAL NET EXPENDITURE 80 80 n  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Welfare reform  (37  Other resource changes in Local Welfare provision  45			-	-	-	•	n/
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Nelfare reform  (37  Other resource changes in Local Welfare provision  45	*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Welfare reform  (37  Other resource changes in Local Welfare provision  45	-	TOTAL APPROPRIATIONS	-	-	-	-	n/
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Nelfare reform  (37  Other resource changes in Local Welfare provision  45	Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Welfare reform  (37  Other resource changes in Local Welfare provision  45	(500)	TOTAL NET EXPENDITURE	-	-	80	80	n/
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Welfare reform  (37  Other resource changes in Local Welfare provision  45	Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Welfare reform  (37  Other resource changes ncrease in Local Welfare provision  45							
Strategic budget - agreed additional income / savings Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45	Strategic budget - agreed additional income / savings  Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed additional income / savings Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45	Strategic budget - agreed additional income / savings  Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45	Strategic bud	lget - agreed pressures / service demands					
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45							
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes Increase in Local Welfare provision  45							
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes in Local Welfare provision  45							
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes in Local Welfare provision  45							
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes ncrease in Local Welfare provision  45						}	
Welfare reform  (37  Dither resource changes norease in Local Welfare provision  45	Welfare reform  (37  Other resource changes ncrease in Local Welfare provision  45	Namasa art - E	d					-
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							(07)
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45	weitare retor	m					(37:
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							
Other resource changes Increase in Local Welfare provision  45	Other resource changes Increase in Local Welfare provision  45							. /07
ncrease in Local Welfare provision 45	ncrease in Local Welfare provision 45							(3/
ncrease in Local Welfare provision 45	ncrease in Local Welfare provision 45	Na						1
45	45							45
		ncrease in L	ocal vveltare provision					45
								1
								1
								1
								4-
OTAL OTHER VARIATIONS IN PERCURSE								45
	FOTAL OTHER MARKATIONS IN RESOURCE		ED VADIATIONS IN DESCRIPTION					80

# **RESOURCES**

# **CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE**

# **BUSINESS SUPPORT**

**COST CENTRE: C1315F** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	DECORPORAÇÃO VI	BUDGET		ire on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)
£000's		£000's	(B) £000's	£000's	(D) s'0003	(⊑) %
	Employees	8,196	114	409	8,719	6
	Premises related expenditure	· -	-	-	-	n/a
	Supplies and Services	27	-	49	76	181
	Third Party Payments	- 1	-	-	-	n/a
	Transfer Payments	-	-	- 10	- 10	n/a
	Transport related expenditure	-	-	10	10	n/a
9 191	Recharges from other services TOTAL EXPENDITURE	8,223	114	468	- 8,805	n/a 7
	Government Grants	-	- 117	- 400		n/a
1	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1)	Fees and Charges	(1)	-	-	(1)	-
-	Customer and Client Receipts	-	-	-	-	n/a
1	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(3,090)	-	(434)	(3,524)	14
(3,091)	TOTAL INCOME	(3,091)	•	(434)	(3,525)	14
5,000	NET CONTROLLABLE COST	E 120	114	24	5,280	3
5,090	NET CONTROLLABLE COST	5,132	114	34	5,260	3
_	Capital Charges	_				n/a
	Deferred/Intangible Charges	_	_		_ [	n/a
	REFCUS	_ [	-	_	_	n/a
(3,588)	Corporate support services bought in	(3,588)	_	(1,513)	(5,101)	42
(3,588)	TOTAL UNCONTROLLABLE COST	(3,588)	-	(1,513)	(5,101)	42
1,502	NET COST OF SERVICE	1,544	114	(1,479)	179	(88)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a
[	Contribution to / (from) General Balances	• -	<u>-</u>	-	_	n/a n/a
	TOTAL APPROPRIATIONS					n/a
file: cer	75 #2-225		06 ABSS6			.100
1,502	TOTAL NET EXPENDITURE	1,544	114	(1,479)	179	(88)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
0,	lk					
Strategic bud	lget - agreed pressures / service demands					
					1	-
	lget - agreed additional income / savings					
Deploy techn	ology refresh and expand scanning					(131)
4						
						(131)
					ŀ	(131)
Other resource	ce changes					
	FTE from HR to Business Support (pages RED 2.4	& 2.7)				99
	upplies & Services	·				70
Increase in C	orporate Support Services Bought in					(1,513)
Minor Variation	ons					(4)
						/4.040
						(1,348
TOTAL OTH	ER VARIATIONS IN RESOURCE					(1,479
	LII YANIA IIONO IN NEGOUNUE					11.4/3

# CUSTOMER, TRANSFORMATION & COMMUNICATION SERVICE

#### INFORMATION COMMUNICATION TECHNOLOGY

COST CENTRE: C1290F, C1295F

FORECAST 2014/15	DESCRIPTION	ORIGINAL BUDGET 2014/15	Variations i Expenditu Inflation		ORIGINAL BUDGET 2015/16	% CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	[	£000's	£000's	£000's	8'0003	%
2,216	Employees Premises related expenditure	1,788	23	244	2,055	15
	Supplies and Services	12 (370)	16	587	12 233	/160
	Third Party Payments	13,692	-	(4,022)	9,670	(163
I	Transfer Payments	10,032	_ [	(4,022)	3,070	(29 n/a
I	Transport related expenditure	15	_	(1)	14	(7
I	Recharges from other services		- 1	`-'		n/a
	TOTAL EXPENDITURE	15,137	39	(3,192)	11,984	(21
(113)	Government Grants	(113)	-	- 1	(113)	
-	Other Grants, reimbursements and contributions	-	-	- [	-	n/a
(538)	Fees and Charges	(538)	(14)	(112)	(664)	23
	Customer and Client Receipts	385	9	(460)	(66)	(117
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(474)	1	(903)	(1,377)	191
(740)	TOTAL INCOME	(740)	(5)	(1,475)	(2,220)	200
44.040	N=1					
11,810	NET CONTROLLABLE COST	14,397	34	(4,667)	9,764	(32
44 1	0-3-10					
	Capital Charges Deferred/Intangible Charges	11	- ]	(010)	11	-
	REFCUS	4,379	-	(319)	4,060	(7)
	Corporate support services bought in	(12 727)		(2.071)	(16 709)	n/a
	TOTAL UNCONTROLLABLE COST	(13,737) (9,347)		(2,971)	(16,708) (12,637)	22 35
(5,547)[	TOTAL BROOKINGLEADLE COST	(9,547)		(3,290)	(12,037)	33
2,463	NET COST OF SERVICE	5,050	34	(7,957)	(2,873)	(157
				(1,100.7)	(4,5.5)	\-
-	Contributions to / (from) Earmarked Reserves	-	- 1		-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
ı	Provision for Repayment of External Loans	- 1		-	-	n/a
-						
	Contribution to / (from) General Balances		-		-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS		- -	-	-	
	TOTAL APPROPRIATIONS	-				n/a
				(7,957)	(2,873)	
2,463	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-				n/a (157)
2,463	TOTAL APPROPRIATIONS	-				n/a
2,463 COTHER VAR	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-				n/a (157
2,463 COTHER VAR	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-				n/a (157
2,463 COTHER VAR	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-				n/s (157 £000's
2,463   2,463   OTHER VAP	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	-				n/a (157
2,463 2 OTHER VAR	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	-				(157 £000's
2,463 COTHER VAR Strategic budg Strategic budg	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's	-				0/s (157
2,463 Content varieties budget	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's estional Services Training	-				(157 £000's
2,463  COTHER VAR  Strategic budg  Strategic budg  10% p.a. Redi  Cancel Profes  Cancel Netloa	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's estional Services Training an Licence	-				(157 £000's
2,463 Content varieties budget	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.)	-				(157 £000's
2,463  COTHER VAR  Strategic budg  10% p.a. Red  Cancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate c	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers	-				(157 £000's
2,463 Content varieties budget	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers	-				(157 £000's
2,463  COTHER VAR  Strategic budg  10% p.a. Red  Cancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate c	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers	-				(157 £000's
2,463  COTHER VAR  Strategic budg  10% p.a. Red  Cancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate c	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers	-				(157 £000's
2,463 Content varieties budget	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's ssional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge	-				(157 £000's £0000's (58 (100 (47 (464 (250 (100
2,463 OTHER VAR Strategic budg Strategic budg 10% p.a. Redi Cancel Profes Cancel Netloa Reduce Pre-P Renegotiate c ncrease HRA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge	-				(157 £000's £0000's (58 (100 (47 (464 (250 (100
2,463 OTHER VAR Strategic budg Strategic budg 10% p.a. Redi Cancel Profes Cancel Netloa Reduce Pre-P Renegotiate c ncrease HRA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's ssional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge	-				(157 £000's £000's (58 (100 (47 (464 (250 (100
2,463  2,463  COTHER VAR  Strategic budg  10% p.a. Redict  Cancel Profes  Cancel Netica  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resourc	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get changes get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page	5,050 S				(150 £000's £000's (56 (100 (47 (464 (250 (100
2,463  COTHER VAR  Strategic budg  10% p.a. Redi  Cancel Profes  Cancel Netioa  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resourc  Transfer Budg  Transfer of Or	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get changes get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (contract from ICT)	5,050 S				(15000's £0000
2,463  COTHER VAR  Strategic budg  10% p.a. Redicancel Profes  Cancel Profes  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resource  Transfer Budg  Transfer of Or  Transfer of we  Re-alignment	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get tor Vacant Director post in RED to PLACE ne Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development of Corporate Services (page RED 5.9)	5,050 S				(150 (157) (157) (150) (17) (17) (17) (150) (17) (17) (17) (17) (17) (17) (17) (17
2,463  COTHER VAR  Strategic budg 10% p.a. Redi Cancel Profes Cancel Netios Reduce Pre-P Renegotiate c ncrease HRA  Other resourc Transfer Budg Transfer of Or Transfer of we Re-alignment Corporate Sup	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's esional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (of Corporate Services (page RED 5.9) expert Services bought in	5,050 S				(15000's £0000
2,463  COTHER VAR  Strategic budg  10% p.a. Redicancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate concrease HRA  Other resource  Transfer Budg  Transfer of Or  Transfer of we  Re-alignment  Corporate Sur  /ariation in Ca	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges	5,050 S				(15000's £0000
2,463  COTHER VAR  Strategic budg  Strategic budg  10% p.a. Redi  Cancel Profes  Cancel Netioa  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resourc  Fransfer of we  Re-alignment  Corporate Sup  /ariation in Ca  Decrease in d	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE get contract from ICT to shared Service Centre (page get contract from ICT to Strategy and Development of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges irect recharges to other services	5,050 S				(157) £000's £000's (58) (100) (47) (464) (250) (100) (1,015) (150) (984) (400) (1,244) (2,971) (315) 574
2,463  Cother var  Strategic budg  Strategic budg  10% p.a. Red  Cancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resourc  Transfer Budg  Transfer of or  Transfer of we  Re-alignment  Corporate Sup  Variation in Ca  Decrease in d  Re-alignment	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development of of Corporate Services (page RED 5.9) opport Services bought in apital Asset Charges irect recharges to other services of Corporate Services Supplies and Services	5,050 S				(157 £000's £000's (58 (100 (47 (462 (250 (100 (1,019 (150 (984 (400 (1,242 (2,971 (318 574
2,463  COTHER VAR  Strategic budg  10% p.a. Red  Cancel Profes  Cancel Netloa  Reduce Pre-P  Renegotiate c  ncrease HRA  Other resourc  Transfer Budg  Transfer of Or  Transfer of Or  Transfer of or  Transfe	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's ssional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (a) of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges irect recharges to other services of Corporate Services Supplies and Services ins (net)	5,050 S				(157 £000's (58 (100 (47 (464 (250 (100 (1,019 (1,019 (1,019 (1,019 (1,242 (2,971 (319 574 (70
2,463  COTHER VAR  Strategic budg  10% p.a. Redi Cancel Profes Cancel Netloa Reduce Pre-P Renegotiate c ncrease HRA  Other resourc Transfer of or Transfer of or Transfer of we Re-alignment Corporate Sup draition in Ca Decrease in d Re-alignment Minor Variation Additional pro	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  e changes get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges irect recharges to other services of Corporate Services Supplies and Services ins (net) posed costs of administering Selective Landlord Lice	RED 5.7) page RED 6.5)				(157 £000's (58 (100 (47 (464 (250 (100 (1,019 (1,019 (1,019 (1,242 (2,971) (319 574 (70 1 (810
2,463  COTHER VAR  Strategic budg  10% p.a. Redi Cancel Profes Cancel Netloa Reduce Pre-P Renegotiate c ncrease HRA  Other resourc Transfer of or Transfer of or Transfer of we Re-alignment Corporate Sup draition in Ca Decrease in d Re-alignment Minor Variation Additional pro	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings uction in PC's ssional Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (a) of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges irect recharges to other services of Corporate Services Supplies and Services ins (net)	RED 5.7) page RED 6.5)				(157 £000's (58 (100) (47 (464 (250) (100) (1,019 (1,019 (1,242 (2,971 (319 574 (70) (567
2,463  COTHER VAR  Strategic budg  10% p.a. Redi Cancel Profes Cancel Netloa Reduce Pre-P Renegotiate c ncrease HRA  Other resourc Transfer of or Transfer of or Transfer of we Re-alignment Corporate Sup draition in Ca Decrease in d Re-alignment Minor Variation Additional pro	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed additional income / savings uction in PC's sistonal Services Training an Licence Paid Days Budget (£1,050 p.a.) connectIT contracts and service towers a recharge  e changes get for Vacant Director post in RED to PLACE the Oracle from ICT to shared Service Centre (page ab contract from ICT to Strategy and Development (of Corporate Services (page RED 5.9) coport Services bought in apital Asset Charges irect recharges to other services of Corporate Services Supplies and Services ins (net) posed costs of administering Selective Landlord Lice	RED 5.7) page RED 6.5)				(157 £000's (58 (100 (47 (464 (250 (100 (1,019 (1,019 (1,019 (1,019 (1,242 (2,971 (319 574 (70

 $<sup>\</sup>ensuremath{^*}$  Subject to Cabinet's consideration of the outcomes of public consultation.

RESOURCES DIVISION SUMMARY

#### **SUBSIDISED TRAVEL**

#### **SERVICE DESCRIPTION**

#### **SUBSIDISED TRAVEL**

#### Freedom Pass Scheme

The Freedom Pass scheme provides free travel at any time on public transport (Transport for London buses, tube, tram Docklands Light Railway and London Overground) within Greater London to borough residents who have either reached the female state retirement age, or who meet the qualifying criteria for the Disabled Freedom Pass. It also provides these pass holders with free travel in standard accommodation on most local national rail services (other than London Overground) between 9.30am and 4.30am on the following mornings, Monday to Friday, plus all day at weekends and on public holidays.

There are a number of exceptions where free travel on trains is not available. Freedom Passes issued under the English National Concessionary Travel Scheme also allow free travel anywhere else in England on local buses between 9.30 am and 11 pm Monday to Friday, all day at weekends and on public holidays. The scheme is administered by London Councils with costs being recharged to individual London boroughs based mainly on usage of the scheme. This scheme was extended from 1.4.08 to all parts of Britain, however passes can only be used in the resident nation.

#### **London Taxicard Scheme**

This scheme enables clients who are blind or who have severe mobility disabilities and who are not ordinarily able to use public transport, to make a number of journeys each year by licensed black cabs at a subsidised rate. The scheme is administered by London Councils.

#### **Blue Badge Scheme**

The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility, those who are regular drivers unable to use some or all types of parking meters because of a severe disability in both arms or those who qualify under other automatic criteria.

#### **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL BUDGET		ns in Level of liture on (A)	ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1600E	Subsidised Travel	14,714	0	699	15,413	5
	TOTAL NET SPEND	14,714	0	699	15,413	5

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	 FTE STAFF	FTE STAFF	FTE STAFF
	( <b>=</b> ()	-	
	5 <b></b> [3	-	1
	18.5	-	
TOTAL FTE STAFF	-	-	-

# **SUBSIDISED TRAVEL**

# **COST CENTRE: C1600E**

		ORIGINAL	0	9	ORIGINAL	
FORECAST		DUDGET		in Level of	DUDG	
2014/15	DESCRIPTION	BUDGET 2014/15	Inflation	ure on (A)  * Other	BUDGET 2015/16	% CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£0000's	£000's	s'0003	<u></u> %
-	Employees	-	-	•	-	n/a
- 48	Premises related expenditure Supplies and Services	-	-	-	-	n/a
14.682	Third Party Payments	48 14,666		699	48 15,365	- 5
- 1,002	Transfer Payments	14,000		- 033	15,305	n/a
-	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services			-	-	n/a
14,730	TOTAL EXPENDITURE	14,714		699	15,413	5
-	Government Grants	-	-	-	•	n/a
-	Other Grants, reimbursements and contributions Fees and Charges	-	•	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	_	_	<u>-</u>	n/a
_	Recharges to other services	_			•	n/a
	TOTAL INCOME				_	n/a
	TOTAL INCOME		•	-	-	n/a
14,730	NET CONTROLLABLE COST	14,714	-	699	15,413	5
	Capital Charges					
-	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-		_	-	n/a n/a
-	Corporate support services bought in	-	-		-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-		•	n/a
		25.4			Section 1	I I/a
14,730	NET COST OF SERVICE	14,714	-	699	15,413	5
	Contributions to / (from) Earmarked Reserves					
	Contributions to / (from) Capital Reserves:	-	_	-	<u> </u>	n/a n/a
-	Financing of Capital Expenditure	-				n/a
-	Provision for Repayment of External Loans	-	-	•	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
<u> </u>	TOTAL APPROPRIATIONS	-	•	-	-	n/a
14.730	TOTAL NET EXPENDITURE	14,714		699	15,413	5
,		(4,714		033	10,410	
OTHER VAR	IATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	et - agreed pressures / service demands					
	or agreed prosedices / service demands					
Strategic budg	et - agreed additional income / savings					•
strategic budg	et - agreed additional income / savings					
					[	-
Other resource	changes					
ANTOL LASONICA	<u>Changes</u>					
ncreased prov	ision for Freedom Passes					699
Jacob prov	I Toddom I ddddd					099
					}	699
OTAL OTHER	R VARIATIONS IN RESOURCE				Ì	699
	<del></del>					

RESOURCES DIVISION SUMMARY

# STRATEGY, COMMUNITIES and COMMISSIONING

#### SERVICE DESCRIPTION

The Strategy, Communities & Commissioning division is a hub of support services that helps the rest of the Council, with partners to:

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

MOVEMENT IN NET EXPENDITURE

		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
COST	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
C1275F C1285F C1286F C1400F	Directorate projects SCPP - Division Equalities and Social Inclusion Corporate Planning	(2,064) (162) 6 21	(6) 41 7	(2,992) (148) 1,383 156		145 66 23,167 743
	TOTAL NET SPEND	(2,199)	42	(1,601)	(3,758)	71

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAF	FTE STAFF	FTE STAFF
Directorate Projects	1.0	-	(1.0)
SCPP - Division	59.0	61.2	2.2
Equalities and Social Inclusion	13.0	-	(13.0)
Corporate Planning	-		-
	70.6	61.0	(11.0)
TOTAL FTE STAFF	73.0	61.2	(11.8)

# STRATEGY, COMMUNITIES and COMMISSIONING

COST CENTRE: C1250E

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
	Employees	4,052	44	(259)	3,837	(
	Premises related expenditure	5	-	(5)	-	(10
	Supplies and Services	(1,597)	(2)	(3,011)	(4,610)	18
270	Third Party Payments	527	-	4	531	
-	Transfer Payments	-	-	-	-	r
	Transport related expenditure	1 1	-	(1)	-	(10
	Recharges from other services	27	-	(6)	21	(2
2,463	TOTAL EXPENDITURE	3,015	42	(3,278)	(221)	(10
, ,	Government Grants	-	-	-	-	r
(7)	Other Grants, reimbursements and contributions	-	-	-	-	
(25)	Fees and Charges	-	-	-	-	
-	Customer and Client Receipts	-	-	_	-	r
	Interest Receivable		_	-	_	·
(1,031)	Recharges to other services	(267)	- ]	(99)	(366)	
	TOTAL INCOME	(267)	-	(99)	(366)	
1,296	NET CONTROLLABLE COST	2,748	42	(3,377)	(587)	(12
9-20						
	Capital Charges	-	- 1	-	- 1	
	Deferred/Intangible Charges	-	-	-	-	
- [	REFCUS	-	-	-	-	1
(4,106)	Corporate support services bought in	(4,947)	-	1,776	(3,171)	(3
(4,106)	TOTAL UNCONTROLLABLE COST	(4,947)	-	1,776	(3,171)	()
- 200						
(2,810)	NET COST OF SERVICE	(2,199)	42	(1,601)	(3,758)	
(172)	Contributions to / (from) Earmarked Reserves			92.52		
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	•	-	
-	Financing of Capital Expenditure	-	-	•	-	
	Provision for Repayment of External Loans	-	-	•	·	
[ ]	Contribution to / (from) General Balances	<u> </u>		-	_	
	TOTAL APPROPRIATIONS	-	-	-	-	
		<u>.                                    </u>				

#### **DIRECTORATE PROJECTS**

**COST CENTRE: C1275F** 

		ODIOINA	1/		OBIOINAL	
FORFO A OT		ORIGINAL	Variations i		ORIGINAL BUDGET	%
FORECAST	DESCRIPTION	BUDGET 2014/15	Expenditu Inflation	re on (A)  * Other	2015/16	% CHANGE
2014/15	DESCRIPTION	2014/15 (A)	(B)	(C)	(D)	(E)
£000's		£000's	(a) s'0003	£000's	(D) \$'0003	(∟) %
	Employees	374	(4)	(450)	(80)	(121
	Premises related expenditure	4	-	(4)	`.'	(100
	Supplies and Services	(1,839)	(2)	(2,993)	(4,834)	163
	Third Party Payments	' <u>-</u> '	`- '	` - 1	- 1	n/a
	Transfer Payments	-		-	-	n/a
	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	27	-	(6)	21	(22
	TOTAL EXPENDITURE	(1,434)	(6)	(3,453)	(4,893)	241
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	- 1	- \	-	n/
-	Fees and Charges	' -	-	-	-	n/a
-	Customer and Client Receipts	-	-	-	-	n/s
- '	Interest Receivable	-	-	-	-	n/
	Recharges to other services	-		-	-	n/
1	TOTAL INCOME	-	-			n/
(2,376)	NET CONTROLLABLE COST	(1,434)	(6)	(3,453)	(4,893)	241
	9				,	
	Capital Charges	-	-	- 1	-	n/
-	Deferred/Intangible Charges	- 1	-	- 1	[ - ]	n/
-	REFCUS	-	-	•	- Ì	n/
	Corporate support services bought in	(630)		461	(169)	(73
(630)	TOTAL UNCONTROLLABLE COST	(630)	-	461	(169)	(73
(3,006)	NET COST OF SERVICE	(2,064)	(6)	(2,992)	(5,062)	145
T. FLAT		3833			2008	
•	Contributions to / (from) Earmarked Reserves	-	1 -	·	-	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	ļ - \	n/
	Financing of Capital Expenditure	-	-	-	-	l n/
•						
-	Provision for Repayment of External Loans	[ -	-	<u>.</u>	-	l
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/
- - -	Provision for Repayment of External Loans	- - -	-	-	-	n.
	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-		(2.003)		n. n.
	Provision for Repayment of External Loans Contribution to / (from) General Balances			(2,992)		n n
(3,006)	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-		(2,992)		n/ n/
(3,006)	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-		(2,992)		n/ n/
(3,006) OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n/ n/
(3,006) OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	-		(2,992)		n n
(3,006)	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n n
(3,006) OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n n
(3,006) * OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n n
(3,006)	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n n
(3,006) OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	-		(2,992)		n n
(3,006) OTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	-		(2,992)		n n
(3,006) COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	-		(2,992)		14 £000's
(3,006) * OTHER VA Strategic buc	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review	-		(2,992)		14: £000's
(3,006) COTHER VA Strategic buc Strategic buc Procurement Removal of E	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte)	-		(2,992)		£000's (2,00 (19
(3,006) * OTHER VA Strategic buc Strategic buc Procurement Removal of E Enabling Ser	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation	-		(2,992)		(2,00 (19
(3,006) COTHER VA Strategic buc Procurement Removal of E Enabling Ser	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate	-		(2,992)		(2,00 (19 (20 (75
(3,006) COTHER VA Strategic buc Strategic buc Procurement Removal of E Enabling Ser	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation	-		(2,992)		(2,00 (19 (20 (75
(3,006) * OTHER VA Strategic buc Strategic buc Procurement Removal of E Enabling Ser Increased inc	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate	-		(2,992)		(2,00 (19) (20) (10)
(3,006) COTHER VA Strategic buc Procurement Removal of E Enabling Ser Increased inc Consolidation	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council	-		(2,992)		(2,00 (19) (20) (10)
(3,006) COTHER VA Strategic buc Strategic buc Procurement Removal of E Enabling Ser Increased inc Consolidation	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes	(2,064)		(2,992)		(2,00°)s  (2,00°)(19)(20)(75)(10) (3,24)
(3,006) COTHER VA Strategic buc Procurement Removal of E Enabling Ser Increased inc Consolidation Other resour Removal of t	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (1)	(2,064)		(2,992)		(2,00 (19 (20 (3,24 (10
(3,006)  * OTHER VA  Strategic buc  Strategic buc  Procurement Removal of E Enabling Ser Increased inc Consolidation  Other resour Removal of t Centralise L8	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (1 budgets)	(2,064)		(2,992)		(2,00 (19 (20 (3,24 (10 (5
(3,006) COTHER VA Strategic buc Strategic buc Procurement Removal of E Enabling Ser Increased inc Consolidation Other resour Removal of t Centralise L8 Agency Cont	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED  LED budgets ract Officer funded from agency rebate (page RED	(2,064)		(2,992)		(2,00 (19 (20 (3,24 (10 (5 (4
Grategic buces  Strategic buces  Procurement Removal of Enabling Sericles dinces Consolidation  Other resour Removal of to the contralise Leading Contralise Contralise Leading Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED ons (net)	(2,064)		(2,992)		(2,000's £000's £000's (2,000 (199 (200 (100 (3,24) (100 (5 (4 (1) (100 (5 (4 (1) (100 (5 (4 (1) (100 (5)))))))))))))))))))))))))))))))))))
Grategic buces  Strategic buces  Procurement Removal of Enabling Sericles dinces Consolidation  Other resour Removal of to the contralise Leading Contralise Contralise Leading Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED  LED budgets ract Officer funded from agency rebate (page RED	(2,064)		(2,992)		(2,00°s) (2,00°s) (2,00°s) (19°s) (20°s) (10°s) (3,24°s) (10°s) (4) (10°s) (4) (11°s)
(3,006)  * OTHER VA  Strategic buc  Strategic buc  Procurement Removal of E Enabling Ser Increased inc Consolidation  Other resour Removal of t Centralise L8 Agency Cont Minor Variati	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED ons (net)	(2,064)		(2,992)		(2,000's £000's £000's (2,000 (199 (200 (756 (100 (55 (4 (15 46 (15 (4 (4 (15 (4 (4 (4 (4 (4 (4 (4 (4)(4)(4))))))))))
Grategic buces  Strategic buces  Procurement Removal of Enabling Sericles dinces Consolidation  Other resour Removal of to the contralise Leading Contralise Contralise Leading Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise Contralise	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED ons (net)	(2,064)		(2,992)		(2,000's £000's £000's (2,000 (199 (200 (756 (100 (55 (4 (15 46 (15 (4 (4 (15 (4 (4 (4 (4 (4 (4 (4 (4)(4)(4))))))))))
(3,006)  FOTHER VA  Strategic buc  Procurement Removal of E Enabling Ser Increased inc Consolidation  Other resour Removal of t Centralise Le Agency Cont Minor Variati Corporate su	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Taskforce - Contract Management Review Executive Director Post (1 fte) vices Consolidation come from agency contract rebate in of Data Analytics capability across the Council  Ce changes alent pool income through agency contract rebate (page RED ons (net)	(2,064)		(2,992)		

# **SCPP - DIVISION**

**COST CENTRE: C1285F** 

Special   Spec							
2014/15			ORIGINAL			ORIGINAL	
Compage							
C000's	2014/15	DESCRIPTION	2014/15	Inflation		2015/16	CHANGE
4.1   6.2   Composition   1   1   1   1   1   1   1   1   1			(A)	, ,			(E)
Premises related expenditure			£000's	£000's	£000's	£000's	%
304   Supplies and Services   210			3,147	41	(43)	3,145	(0)
304   Supplies and Services   210    12    222    124    224    224    224    225    224    225    2	1	Premises related expenditure	1	-	(1)	-	(100)
242   Third Party Payments	304	Supplies and Services	210	-		222	` 6
Transfer Payments	242	Third Party Payments	223	_	3	226	1
Transport related expenditure				_	_		1
68   Recharges from other services			_	_	_	_	
4,781 TOTAL EXPENDITURE   3,581   41   (29)   3,593   (7)   (104)   (104)   (200)   (201)			•	-	-	_	
(104) Government Grants				-	- (00)		n/a
(7) Other Grants, reimbursements and contributions (25) Fees and Charges (25) Fees and Charges (26) Fees and Charges (27) Customer and Client Receipts (1,020) Recharges to other services (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (99) (366) 3: (1,158) TOTAL INCOME (267) (1,158) TOTAL INCOME (267) (1,158) TOTAL INCOME (267) (1,158) TOTAL INCOME (267) (1,158) (1,158) TOTAL UNICONTROLLABLE COST (3,476) (20) (3,496) (20) (3,496) (20) (3,496) (20) (3,496) (20) (3,496) (20)			3,581	41	(29)	3,593	0
(25)   Feas and Charges			-	-	-	-	n/a
Customer and Client Receipts		-	-	-	-	-	n/a
Interest Receivable	(25)	Fees and Charges	- 1	-	-	-	n/a
Interest Receivable	- 1	Customer and Client Receipts	-	-	-	- 1	n/a
(1,220) Recharges to other services (267) - (99) (366) 3: (1,156) TOTAL INCOME (267) - (99) (366) 3: (1,156) TOTAL INCOME (267) - (99) (366) 3: (36	_	Interest Receivable	- 1	-	_	_	n/a
(1,156) TOTAL INCOME   (267)			(267)	_	(99)	(366)	
3,625 NET CONTROLLABLE COST    Capital Charges							
- Capital Charges	(1,130)	TOTAL INCOME	(201)		(99)	(300)	37
- Capital Charges	0.005	WITT CONTROL OF THE C				1	
Deferred/Intangible Charges	3,625	NET CONTROLLABLE COST	3,314	41	(128)	3,227	(3)
Deferred/Intangible Charges		- 10 Marie - 10 Marie					
REFCUS	-		- 1	-	-	7	n/a
REFCUS	-	Deferred/Intangible Charges	-	-	_	- I	n/a
(3,476)   Corporate support services bought in   (3,476)   - (20)   (3,486)   (3,476)   TOTAL UNCONTROLLABLE COST   (3,476)   - (20)   (3,496)			<u>.</u>	-	_	_	n/a
(3,476) TOTAL UNCONTROLLABLE COST (3,476) - (20) (3,496) - (149) NET COST OF SERVICE (162) 41 (148) (269) 66  (173) Contributions to / (from) Earmarked Reserves			(3.476)	-	(20)	(3 496)	1 1
149   NET COST OF SERVICE							1
(173) Contributions to / (from) Earmarked Reserves	(3,470)	TOTAL DIRECTITACELABLE COST	(3,470)]		(20)	(3,490)	<u>I</u>
(173) Contributions to / (from) Earmarked Reserves	140	NET COOT OF OFFINIOR	(400)		(4.40)	(000)	
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances	149	NET COST OF SERVICE	(162)]	41	(148)	(269)	66
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) General Balances			The second secon				
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to Contribution to / (for the from Science) Contribution to Contri			-	-	-	-	n/a
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to / (from) General Balances Contribution to Contribution to / (for the from Science) Contribution to Contri	-	Contributions to / (from) Capital Reserves:	- [	-	-	-	n/a
Provision for Repayment of External Loans Contribution to /(from) General Balances	-		_ {	-	_		n/a
Contribution to / (from) General Balances	_				_	_	n/a
(173) TOTAL APPROPRIATIONS	_		_ [	_	_	_	
Corporate support services bought in  (24) TOTAL NET EXPENDITURE  (162) 41 (148) (269) 66  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (269) 5000's  ED00's  ED000's			-				
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council Performance Team Data Warehousing  (85  Other resource changes Move 1fte from SCPP to Leader's Office (page RED 1.9) Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6) Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3) EMS from SEN to SCPP (funding for 3 fte)  Vinor Variations (net) Corporate support services bought in	(173)	TOTAL APPROPRIATIONS					n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council Performance Team Data Warehousing  (85  Other resource changes Move 1fte from SCPP to Leader's Office (page RED 1.9) Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6) Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3) EMS from SEN to SCPP (funding for 3 fte)  Vinor Variations (net) Corporate support services bought in	(0.4)	TOTAL NET EVERNEITHE	(400)	4.4	(4.40)	(000)	
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Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council Performance Team Data Warehousing  (85  Other resource changes Move 1fte from SCPP to Leader's Office (page RED 1.9) Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6) Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3) EMS from SEN to SCPP (funding for 3 fte) Winor Variations (net) Corporate support services bought in							
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Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in	Strategic bud	get - agreed pressures / service demands					
Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in		-					
Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in							
Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in							
Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in							
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Strategic budget - agreed additional income / savings Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in							
Consolidation of Data Analytics capability across the Council  Performance Team Data Warehousing  (85  Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (136  (137  (137  (137  (138  (138  (139  (139  (139  (130  (1						1	
Performance Team Data Warehousing  (85    Comporate support services bought in   (85)   Comporate support services bought in   (85)   Comporate support services   (85)   Comporate support services   (85)   Comporate support services   (85)   Comporate support services   (130)   Comporate support services							
Performance Team Data Warehousing  (85    Comporate support services bought in   (85)   Comporate support services bought in   (85)   Comporate support services   (85)   Comporate support services   (85)   Comporate support services   (85)   Comporate support services   (130)   Comporate support services	Strategic bud	get - agreed additional income / savings					
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Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Fransfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13  (13  (14)	Consolidation	of Data Analytics capability across the Council					(50)
Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Fransfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13  (13  (14)	Consolidation	of Data Analytics capability across the Council					(50)
Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Fransfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13  (13  (14)	Consolidation	of Data Analytics capability across the Council					(50)
Other resource changes  Move 1fte from SCPP to Leader's Office (page RED 1.9)  Fransfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13  (13  (14)	Consolidation	of Data Analytics capability across the Council					(50)
Move 1fte from SCPP to Leader's Office (page RED 1.9)  Fransfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13  (14  (15)  (15)  (16)  (17)  (17)  (18)	Consolidation	of Data Analytics capability across the Council					(50) (85)
Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (130	Consolidation	of Data Analytics capability across the Council				·	(50) (85)
Transfer Strategy & Planning staff to Strategy & Analysis (page RED 8.6)  Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (130	Consolidation Performance	of Data Analytics capability across the Council Team Data Warehousing					(50) (85)
Agency Contract Officer funded from agency rebate (1 fte) - (page RED 8.3)  EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (13	Consolidation Performance	of Data Analytics capability across the Council Team Data Warehousing					(50) (85)
EMS from SEN to SCPP (funding for 3 fte)  Minor Variations (net)  Corporate support services bought in  (20  (13	Consolidation Performance  Other resource Move 1fte from	of Data Analytics capability across the Council Team Data Warehousing  se changes m SCPP to Leader's Office (page RED 1.9)	RED 8.6)				(50) (85) (135) (56)
Minor Variations (net)  Corporate support services bought in  (20  (13	Consolidation Performance  Other resource Move 1fte from	of Data Analytics capability across the Council Team Data Warehousing  Se changes The School School of the Council of the Council Team Data Warehousing Team Data Warehousing Team Data Warehousing Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Analytics Team Data Warehousing					(50) (85) (135) (56) (130)
Corporate support services bought in (20	Consolidation Performance  Other resource Move 1fte from Transfer Strat Agency Contr	to of Data Analytics capability across the Council Team Data Warehousing  See changes The Schanges The Schanges of the Schange RED 1.9 The Schanges of the Sch					(50) (85) (135) (56) (130) 41
(13	Other resource Move 1fte from Transfer Strate Agency Contre	to of Data Analytics capability across the Council Team Data Warehousing  See changes The Schanges The Schanges of the Schanges of the Schanges The Schanges of the Schanges of the Schanges of the Schanges The Schanges of t					(50) (85) (135) (56) (130) 41 142
	Other resource  Other resource  Move 1fte from  Transfer Strate  Agency Contre  EMS from SE  Minor Variation	to of Data Analytics capability across the Council Team Data Warehousing  Tee changes The SCPP to Leader's Office (page RED 1.9) The segy & Planning staff to Strategy & Analysis (page Fract Officer funded from agency rebate (1 fte) - (page IN to SCPP (funding for 3 fte) The staff to Strategy & Analysis (page IN to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte)					(50) (85) (135) (56) (130) 41 142 10
	Other resource  Other resource  Move 1fte from  Transfer Strate  Agency Contre  EMS from SE  Minor Variation	to of Data Analytics capability across the Council Team Data Warehousing  Tee changes The SCPP to Leader's Office (page RED 1.9) The segy & Planning staff to Strategy & Analysis (page Fract Officer funded from agency rebate (1 fte) - (page IN to SCPP (funding for 3 fte) The staff to Strategy & Analysis (page IN to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte)					(50) (85) (135) (56) (130) 41 142 10
FOTAL OTHER VARIATIONS IN RESOURCE (148	Other resource  Other resource  Move 1fte from  Transfer Strate  Agency Contre  EMS from SE  Minor Variation	to of Data Analytics capability across the Council Team Data Warehousing  Tee changes The SCPP to Leader's Office (page RED 1.9) The segy & Planning staff to Strategy & Analysis (page Fract Officer funded from agency rebate (1 fte) - (page IN to SCPP (funding for 3 fte) The staff to Strategy & Analysis (page IN to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte)					(50) (85) (135) (56) (130) 41 142 10 (20)
FOTAL OTHER VARIATIONS IN RESOURCE (148	Other resource  Other resource  Move 1fte from  Transfer Strate  Agency Contre  EMS from SE  Minor Variation	to of Data Analytics capability across the Council Team Data Warehousing  Tee changes The SCPP to Leader's Office (page RED 1.9) The segy & Planning staff to Strategy & Analysis (page Fract Officer funded from agency rebate (1 fte) - (page IN to SCPP (funding for 3 fte) The staff to Strategy & Analysis (page IN to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte)					(50) (85) (135) (56) (130) 41 142 10 (20)
	Other resource  Other resource  Move 1fte from  Transfer Strate  Agency Contre  EMS from SE  Minor Variation	to of Data Analytics capability across the Council Team Data Warehousing  Tee changes The SCPP to Leader's Office (page RED 1.9) The segy & Planning staff to Strategy & Analysis (page Fract Officer funded from agency rebate (1 fte) - (page IN to SCPP (funding for 3 fte) The staff to Strategy & Analysis (page IN to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte) The staff to SCPP (funding for 3 fte)					(50) (85) (135) (56) (130) 41 142 10

# STRATEGY, COMMUNITIES and COMMISSIONING

# **EQUALITIES AND SOCIAL INCLUSION**

COST CENTRE: C1286F

l	DESCRIPTION	ORIGINAL BUDGET 2014/15 (A)	Variations Expenditu Inflation (B)	re on (A) * Other (C)	ORIGINAL BUDGET 2015/16 (D)	% CHANGE (E)
£000's		£000's	£0000's	£000's	8'0003	<u>%</u>
64	Employees Premises related expenditure	531	7	103	641	21 n/a
(51)	Supplies and Services	32	_	(30)	2	(94)
	Third Party Payments	284	-	(14)	270	(5)
	Transfer Payments	-	-	`- `	- !	n/a
-	Transport related expenditure	-	-	-	- 1	n/a
1	Recharges from other services	-				n/a
32	TOTAL EXPENDITURE	847	7	59	913	8
-	Government Grants	-	_	_		n/a
	Other Grants, reimbursements and contributions	_	-	_	_	n/a
	Fees and Charges	_	_	-	_	n/a
	Customer and Client Receipts	_	-	-	-	n/a
	Interest Receivable	_	-	_	_	n/a
	Recharges to other services	_	_	_	_	n/a
(12)	TOTAL INCOME	-	-		-	n/a
		,				
20	NET CONTROLLABLE COST	847	7	59	913	8
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	- (0.44)	-	4 004	400	n/a
	Corporate support services bought in	(841)	•	1,324	483	(157)
-	TOTAL UNCONTROLLABLE COST	(841)	-	1,324	483	(157)
				1000000	100	
20	NET COST OF SERVICE	6	7	1,383	1,396	23,167
_						
-	Contributions to / (from) Earmarked Reserves	-	•	-	-	n/a
-	Contributions to / (from) Capital 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 MET EVERNETURE		7	1,383	1,396	23,167
20	TOTAL NET EXPENDITURE	6	7	1,303	1,390	23,167
		18.0000001				
+ OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	RIATIONS IN LEVEL OF EXPENDITURE		===			£000's
	RIATIONS IN LEVEL OF EXPENDITURE			*		£000's
	10295		- 27			£000's
Strategic bud	10295					£000's
Strategic bud	iget - agreed pressures / service demands					£000's
Strategic bud	iget - agreed pressures / service demands					£000's
Strategic bud	iget - agreed pressures / service demands					£000's
Strategic bud  Strategic bud	dget - agreed pressures / service demands dget - agreed additional income / savings					
Strategic bud  Strategic bud  Other resour  Transfer of 1	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes  2 fte from PEOPLE - Adults					- 53
Strategic bud  Strategic bud  Other resour.  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					- - 53
Strategic bud  Strategic bud  Other resour.  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes  2 fte from PEOPLE - Adults					- - 53
Strategic bud  Strategic bud  Other resour.  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					- - 53
Strategic bud  Strategic bud  Other resour.  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					- - 53
Strategic bud  Strategic bud  Other resour  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					- - 53
Strategic bud  Strategic bud  Other resour.  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					53 6 1,324
Strategic bud  Strategic bud  Other resour  Transfer of 1  Minor Variati	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					53 6 1,324
Strategic bud Strategic bud Transfer of 1 Minor Variati Corporate su	dget - agreed pressures / service demands  dget - agreed additional income / savings  ce changes 2 fte from PEOPLE - Adults ons (net)					- 53

# STRATEGY, COMMUNITIES and COMMISSIONING CORPORATE PLANNING

COST CENTRE: C1400F

		ORIGINAL	Variations		ORIGINAL	D/	
FORECAST 2014/15	DESCRIPTION	BUDGET 2014/15	Expenditu Inflation	re on (A) * Other	BUDGET 2015/16	% CHANGE	
		(A)	(B)	(C)	(D)	(E)	
£000's	Employees	£000's	£000's	£000's	£000's 131	%	
	Premises related expenditure	-		131	- 131	n/a n/a	
	Supplies and Services	-	-			n/a	
10	Third Party Payments Transfer Payments	20	-	15	35	75 n/a	
(1)	Transport related expenditure	1	-	(1)		(100)	
`-	Recharges from other services	-	-	`.`			
27	TOTAL EXPENDITURE	21	-	145	166	690	
-	Government Grants	-	-	•	-	n/a	
-	Other Grants, reimbursements and contributions	-	-	•	-	n/a	
-	Fees and Charges Customer and Client Receipts	-	-			n/a n/a	
	Interest Receivable	-				n/a	
	Recharges to other services	-	-			n/a	
-	TOTAL INCOME	•	-	-		n/a	
27	NET CONTROLLABLE COST	21	-	145	166	690	
	Capital Charges	-	_	-	_	n/a	
-	Deferred/Intangible Charges	-		_	-	n/a	
-	REFCUS	-	-	-	-	n/a	
-	Corporate support services bought in	•	-	11	11	n/a	
_	TOTAL UNCONTROLLABLE COST	-	-	11	11	n/a	
27	NET COST OF SERVICE	21	_	156	177	743	
	Contributions to / (from) Earmarked Reserves				-	n/a	
_	Contributions to / (from) Capital Reserves:	-	]		[	n/a	
	Financing of Capital Expenditure	•	-	_	-	n/a	
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	•	-		-	n/a	
<u> </u>	TOTAL APPROPRIATIONS	<u>-</u> _	<del> </del>	<u>-</u>	-	n/a	
<u>-</u>	TOTAL AFFOOTHIATIONS		·	<u>-</u>	· · · · · ·	n/a	
27	TOTAL NET EXPENDITURE	21	•	156	177	743	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's	
	dget - agreed pressures / service demands						
increased con	tribution to South London Partnership to reflect Cabinet d	ecision of the 15th Dec	emper			20	
						20	
Strategic bud	dget - agreed additional income / savings						
						-	
Other resour	ce changes						
Transfer Strategy & Planning staff from SCPP Division (page RED 8.4)						130	
Minor Variations (net)						(5	
Corporate su	pport services bought in					11	
						100	
						136	
TOTAL OF	ER VARIATIONS IN RESOURCE					156	



RESOURCES DIVISION SUMMARY

#### **PUBLIC HEALTH**

#### SERVICE DESCRIPTION

The council has taken over the responsibility for public health functions from 1 April 2013. The directorate is responsible for commissioning a range of public health services including stop smoking services, sexual health services, drug and alcohol services, obesity prevention and management (including child measurement) and NHS Health Checks.

The Directorate is also responsible for providing public health advice to commissioners of health care for Croydon residents, mostly but not exclusively to Croydon CCG; producing an Annual Report of the health of our residents, and providing information and advice to other agencies such as Public Health England and NHS England. This information and advice ensures that the health of our residents is protected through vaccination and immunisation, health screening and emergency planning.

This service is entirely funded by the Public Health Grant and supports a variety of services distributed across other council departments which deliver public health outcomes.

Mandatory services are those that are required to be provided nationally and include sexual health services, ensuring NHS commissioners receive the public health advice they need, delivery of the National Child Measurement Programme, NHS Health Check assessments, and putting in place steps to protect the public's health. Non-mandatory services such as smoking cessation, drug and alcohol services, physical activity, and obesity initiatives are not nationally prescribed and enable local flexibility to deliver service based on local need.

Additional funding is in place for the transfer of responsibility from NHS England for Health improvement 0-5 years which takes place 1st October 2015.

#### **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL BUDGET			ORIGINAL BUDGET	%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
	Mandatory Services Non- Mandatory Services	-	8 18	(8) (18)	-	n/a n/a
	TOTAL NET SPEND	-	26	(26)	•	n/a

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Public Health	-	-	-
Mandatory Services	17.1	14.9	(2.2)
Non- Mandatory Services	37.1	22.3	(14.8)
TOTAL FTE STAFF	54.2	37.2	(17.0)

#### RESOURCES

#### **PUBLIC HEALTH**

COST CENTRE: C1030D

		ORIGINAL	Variations	in I evel of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£0003		£000's	£000's	£000's	8'0003	%
3,082	Employees	3,082	26	(663)	2,445	(21)
-	Premises related expenditure	400	-	2	2	n/a
	Supplies and Services Third Party Payments	423 13,792	-	24 858	447 14,650	6 6
12,791	Transfer Payments	13,752		636	14,030	n/a
6	Transport related expenditure	6			6	-
	Recharges from other services	3,393		890	4,283	26
19.615	TOTAL EXPENDITURE	20,696	26	1,111	21,833	5
	Government Grants	(18,825)		(2,723)	(21,548)	14
	Other Grants, reimbursements and contributions	(1,583)		1,583	(£1,540)	(100)
(302)	Fees and Charges	(1,500)	_	1,300		n/a
1 [	Other Customer and Client Receipts	[		_		n/a
1 [	Interest Receivable	[	-			n/a
(208)	Recharges to other services	(288)	-	3	(285)	(1)
		· · · · · · · · · · · · · · · · · · ·				
(19,615)	TOTAL INCOME	(20,696)	-	(1,137)	(21,833)	5
		1 1				
-	NET CONTROLLABLE COST	-	26	(26)	•	n/a
		· · · · · · · · · · · · · · · · · · ·				
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-		n/a
	REFCUS	-	-	-	-	n/a n/a
<del></del>	Corporate support services bought in	<u> </u>				11/4
	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	-	26	(26)	-	n/a
<b>———</b>		'				
-	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	•	-	n/a
-	Financing of Capital Expenditure	-	•	•	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL NET EXPENDITURE	-	26	(26)		n/a
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£0009's
Strategic buc	det - agreed pressures / service demands					
Strategic buc	det - adieed biessules / selvice demailus					
Strategic bud	lget - agreed additional income / savings					
I						
I						
Other resour	ce changes					(26)
						,=0)
<b>TOTAL OTH</b>	ER VARIATIONS IN RESOURCE					(26)

# RESOURCES PUBLIC HEALTH MANDATORY SERVICES

# COST CENTRE:

	T	OBICINAL	Maniadiana	- 1 t - t	OBIOINAL	<del></del>
FORECAST		ORIGINAL		in Level of	ORIGINAL	l
		BUDGET		re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
0000		(A)	(B)	(C)	(D)	(E)
£000's	[ ]	£000's	£000's	£000's	s'0003	%
988	Employees	988	8	(21)	975	(1
-	Premises related expenditure	-	-	1	1	n/a
	Supplies and Services	46	-	100	146	217
5,905	Third Party Payments	5,825	-	36	5,861	1
-	Transfer Payments	-	-	-	-	n/a
2	Transport related expenditure	2	-	(2)	-	(100
205	Recharges from other services	205	-	342	547	167
7,146	TOTAL EXPENDITURE	7,066	8	456	7,530	7
(7,146)	Government Grants	(7,066)	-	(464)	(7,530)	7
-	Other Grants, reimbursements and contributions	``-'	-		``.	n/a
-	Fees and Charges	_	_	_	_	n/a
-	Other Customer and Client Receipts	.	-	_	_	n/a
_	Interest Receivable	_	_	_	_	n/a
	Recharges to other services	_	_	_	_	n/a
	TOTAL INCOME	(7,066)		(464)	(7,530)	7
(7,140)	TOTAL INCOME	(7,000)		(404)	(7,530)	
0000	NET CONTROLLABLE COST			(0)		I-1-
<u> </u>	NET CONTROLLABLE COST	-	8	(8)	<u> </u>	n/a
	Capital Charges	ı				ı
-		] -	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-		-	-	n/a
- 1	TOTAL UNCONTROLLABLE COST	-	-		-	n/a
-	NET COST OF SERVICE		8	(8)		n/a
				(0)		Į i i u
-	Contributions to / (from) Earmarked Reserves	- 1	-	_	-	n/a
- 1	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a
_	Financing of Capital Expenditure	_	_	_	_	n/a
_	Provision for Repayment of External Loans	_		_	_	l.
_	Contribution to / (from) General Balances	[ ]	-	_	_	n/a
	TOTAL APPROPRIATIONS	-		-		n/a
	TOTAL APPROPRIATIONS	- 1	•		-	n/a
- 1	TOTAL NET EXPENDITURE	- 1	8	(8)	-	n/a
- confede				(9)		1
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
Strategic bud	get - agreed additional income / savings					
Staffing Chan	iges					
	in staffing is 2.2 FTE which is made up of :					
Transfer of st	aff to Business Support -5.2 FTE					
	of staff from Non-Mandatory Services 3.0 FTE					
Other resource						
Increase in expenditure for sexual health, public health advice, and health protection services						
Realization :	of Public Health funding from Non-Mandatory Serv	ina nealth prot	ection service	73		456
i ioanocation (	or realist realist full ulting from Non-Wandatory Serv	ices				(464
						(8
TOTAL OTH	TO WARIATIONS IN DESCRIPTION					
IUIAL UIHE	ER VARIATIONS IN RESOURCE					(8)

# RESOURCES PUBLIC HEALTH

# **NON-MANDATORY SERVICES**

#### COST CENTRE:

FORECAST 2014/15 DESC	CRIPTION	ORIGINAL BUDGET 2014/15		in Level of ure on (A) * Other	ORIGINAL BUDGET 2015/16	% CHANGE	
		(A)	(B)	(C)	(D)	(E)	
£000's		£000's 2,094	£000's	£000's (642)	£000's 1,470	<u>%</u>	
2,094 Empl	oyees iises related expenditure	2,094	-	(042)	1,470	(30) n/a	
	lies and Services	377	_	(76)	301	(20)	
1 ,,,	Party Payments	7,967	-	822	8,789	10	
	sfer Payments	-	-	- '	-	n/a	
	sport related expenditure	4	•	2	6	50	
	arges from other services	3,188	- 10	548 CEE	3,736 14,303	17 5	
	AL EXPENDITURE  ornment Grants	13,630 (11,759)	18	655 (2,259)	(14,018)	19	
	r Grants, reimbursements and contributions	(1,583)	-	1,583	(14,010)	(100)	
1 ' '1	and Charges	(1,555)	-	.,	_	n/a	
	r Customer and Client Receipts	-	-	-	-	n/a	
- Intere	est Receivable	-	-	-	-	п/а	
	arges to other services	(288)		3	(285)	(1)	
(12,469) TOTA	AL INCOME	(13,630)	-	(673)	(14,303)	5	
	CONTROL LARIE COOT	<del></del>	40	(10)	_	2/2	
- NEI	CONTROLLABLE COST		18	(18)	-	n/a	
Capit	al Charges					n/a	
	ar Charges rred/Intangible Charges	[	-	_		n/a	
- REFO	•			_	-	n/a	
1 1	orate support services bought in	-	-	-	-	n/a	
	AL UNCONTROLLABLE COST	-	-	٠.	-	n/a	
- NET	COST OF SERVICE	-	18	(18)	-	n/a	
	3	1		ı			
	ributions to / (from) Earmarked Reserves	-	-	-	-	n/a	
1	ributions to / (from) Capital Reserves: inancing of Capital Expenditure	[ ]	-	]		n/a n/a	
	Provision for Repayment of External Loans	]	_	0-	_	n/a	
1 1	ribution to / (from) General Balances	!	_	_	-	n/a	
	AL APPROPRIATIONS	† - 1	-	-	-	n/a	
- TOTA	AL NET EXPENDITURE	-	18	(18)	-	n/a	
	ONO IN LEVEL OF EVERNBITHER				1	00001	
* OTHER VARIATI	ONS IN LEVEL OF EXPENDITURE			_		£000's	
Strategic budget -	agreed pressures / service demands						
Otrategio budget	agrees pressures y service semanas						
Strategic budget -	agreed additional income / savings						
						-	
Staffing Changes							
Not decrease in st	offing is 14 8 ETE which is made up of:						
	affing is 14.8 FTE which is made up of: aff to Business Support -6.6 FTE						
- Reallocation of	of staff to Mandatory Services -3.0 FTE						
	aff to new provider of drug and alcolhol treatm	ent services -	2.4 FTE				
	staffing due change in drug and alcohol treatm						
0							
Other resource cha	anges						
Additional expenditure for Health Improvement 0.5 years						2,723	
Additional expenditure for Health Improvement 0-5 years  Additional funding for Health Improvement 0-5 years						(2,723)	
1	Public Health funding to Mandatory Services					464	
Reduced contribution from the South London and South West London HIV consortium. Both the							
	be dissolved in 2015-16					288	
Reduction in recharges relating to South London and South West London HIV consortium. The service							
will be directly commissioned the Council from 2015-16							
	Reablement funding for Drug and Alcohol Treatment services						
Reablement fun	<del>-</del> -		tium			(54)	
Reablement fun Reduction in exp	enditure South London and South West London	on HIV Consor	tium			(1,586)	
Reablement fun Reduction in exp	<del>-</del> -	on HIV Consor	tiurn			(1,586) (482)	
Reablement fun Reduction in exp	enditure South London and South West London	on HIV Consor	tiurn			(1,586)	

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#### **KEY SERVICE TARGETS / PRIORITIES FOR 2015/16**

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

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

- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities

#### FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2013/14	2014/15	2014/15	2015/16	CHANGE
	£000	£000	£000	2000	
Employees	13,799	14,471	13,704	14,500	6
Premises related expenditure	21,760	21,573	21,512	22,812	6
Supplies and Services	3,873	5,140	4,642	5,852	26
Third Party Payments	1,043	678	583	717	23
Transfer Payments	148	1,627	1,627	175	(89)
Transport related expenditure	284	266	261	239	(8)
Capital Charges	37,006	39,080	39,287	39,902	2
Deferred/Intangible Charges	-	-	-	- 1	n/a
Corporate support services bought in	4,890	5,154	5,154	6,333	23
Recharges from other services	6,793	5,848	5,868	4,596	(22)
TOTAL EXPENDITURE	89,596	93,837	92,638	95,126	3
Government Grants	(37)	(40)	(37)	-	(100)
Other Grants, reimbursements and contributions	(192)	(180)	(180)	(185)	` a´
Fees and Charges	(11,133)	(12,639)	(14,307)	(13,440)	(6)
Other Customer and Client Receipts	(77,101)	(79,068)	(78,602)	(79,696)	1
Interest Receivable	(32)	(4)	(4)	(3)	(25)
Recharges to other services	(2,547)	(1,906)	(1,725)	(1,802)	4
TOTAL INCOME	(91,042)	(93,837)	(94,855)	(95,126)	0
NET EXPENDITURE	(1,446)	-	(2,217)	- [	
Contributions to / (from) Reserves	1,446		2,217	- [	(100)
TOTAL VARIANCE FROM BUDGET- Over/(Under)					

#### **TOP FINANCIAL RISKS 2015/16**

<sup>2)</sup> Increased cost of Programmed Works due to adverse weather conditions

**CABINET MEMBER** 

Councillor Alison Butler	Deputy Leader (Statutory) - Homes and Regeneration
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#### **DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Jo Negrini	Executive Director of Place	61325
Peter Brown	Director of Housing Needs and Strategy	65474
Dave Sutherland	Managing Director Croydon Landlord Services	65675

COST CENTRE	SERVICE	
	Repairs and Maintenance	
	Supervision and Management-General	
	Supervision and Management-Special	
	Capital Financing	
	Income	
	Notional H.R.A and Government Grant	

#### **MOVEMENT IN SERVICE NET EXPENDITURE**

		ORIGINAL	Variations i	n Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
12,259	Repairs and Maintenance	12,259	241	148	12,648	3
21,889	Supervision and Management-General	22,728	75	1,945	24,748	9
8,789	Supervision and Management-Special	7,307	51	(999)	6,359	(13
39,287	Capital Financing	39,080	-	822	39,902	2
(82,224)	Income	(81,374)	(1,898)	(385)	(83,657)	3
-	TOTAL NET SPEND	-	(1,531)	1,531		n/

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

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Repairs & Maintenance	13.6	16.6	3.0
Supervision and Management - General Expenses	238.9	232.9	(6.0)
Supervision and Management - Special Expenses	91.0	91.0	- )
TOTAL FTE STAFF	343.5	340.5	(3.0)

SUBJECTIVE SUMMARY

SUBJECTIVE	SUMMARY					
		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	\$'000£	%
	Employees	14,471	159	(130)	14,500	0
	Premises related expenditure	21,573	381	858	22,812	6
	Supplies and Services	5,140	17	695	5,852	14
	Third Party Payments	678	-	39	717	6
	Transfer Payments Transport related expenditure	1,627	-	(1,452)	175	(89)
	Recharges from other services	266 5,848	7	(27) (1,259)	239 4,596	(10)
		<del></del>				(21)
48,197	TOTAL EXPENDITURE	49,603	564	(1,276)	48,891	(1)
(37)	Government Grants	(40)	- 1	40	-	(100)
(180)	Other Grants, reimbursements and contributions	(180)	(5)	-	(185)	` 3
(14,307)	Fees and Charges	(12,639)	(303)	(498)	(13,440)	6
(78,602)	Other Customer and Client Receipts	(79,068)	(1,740)	1,112	(79,696)	1
' ' '	Interest Receivable	(4)	(.,,	1	(3)	(25)
` ' /	Recharges to other services	(1,906)	(47)	151	(1,802)	(5)
1		1	` '		<del></del>	
(94,855)	TOTAL INCOME	(93,837)	(2,095)	806	(95,126)	1
/46 6E9)	NET CONTROL LARLE COOT	(44.004)	(4.504)	(470)	(42.22)	
(40,030)	NET CONTROLLABLE COST	(44,234)	(1,531)	(470)	(46,235)	5
20 297	Capital Charges	20,000	- 1	000	20,000	
	Deferred/Intangible Charges	39,080		822	39,902	2 n/a
	Corporate support services bought in	5,154	-	1,179	6,333	23
		1				
44,441	TOTAL UNCONTROLLABLE COST	44,234		2,001	46,235	5
(2.2.5)		T T			Ī	<u> </u>
(2,217)	NET COST OF SERVICE	-	(1,531)	1,531	-	n/a
	Contributions to / (from) Earmarked Reserves					-1-
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
_ [	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	] [	_ [	-	_ [	n/a n/a
2 217	Contribution to / (from) General Balances	1 [1	_ [		_ [	n/a
	TOTAL APPROPRIATIONS				<u> </u>	11/6
2,217	TOTAL APPROPRIATIONS		-	-	•	n/a
_ [	TOTAL NET EXPENDITURE		(1,531)	1,531	_	n/a
	TO THE TEXT EXTENSIONS		(1,551)	1,501		ıva
OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	et - agreed pressures / service demands					-
Strategic budg	et - agreed additional income / savings					-
Therese	a shonges					4 501
Other resource	e Changes				}	1,531
OTAL OTHE	R VARIATIONS IN RESOURCE				ł	1,531
OTAL OTHER VARIATIONS IN RESOURCE						

#### **REPAIRS AND MAINTENANCE**

#### HOUSING REVENUE ACCOUNT

#### SERVICE DESCRIPTION

This service provides responsive repairs and cyclical maintenance to the Council's housing stock. The service responds to around 60,000 repair requests each year. The repairs service is delivered through a long term partnering contract.

The total planned expenditure on revenue and capital repairs within the H.R.A is circa £40m

#### **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL Variations in Level of BUDGET Expenditure on (A)		ORIGINAL BUDGET	%	
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
	Responsive Repairs Cyclical Works	11,267 992	221 20	149 (1)	11,637 1,011	3 2
	TOTAL NET SPEND	12,259	241	148	12,648	3

All Carrier and Ca	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Responsive Repairs	13.6	16.6	3.0
Cyclical Works	-	-	-
TOTAL FTE STAFF	13.6	16.6	3.0

SUBJECTIVE	SUMMARY
------------	---------

FORECAST		ORIGINAL BUDGET 2014/15	Variations Expenditu Inflation		ORIGINAL BUDGET 2015/16	% CHANGE			
	DESCRIPTION	(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)			
£000's	Employees	527	7	151	685	30			
	Premises related expenditure	11,676	234	(3)		2			
	Supplies and Services	26	-	-	26	- n/a			
	Third Party Payments Transfer Payments		_		1 [	n/a			
	Transport related expenditure	30	_	-	30	-			
	Recharges from other services		a and a second			n/a			
	TOTAL EXPENDITURE	12,259	241	148	12,648	3			
-	Government Grants	-	-	-	-	n/a			
-	Other Grants, reimbursements and contributions	-	-	-		n/a			
-	Fees and Charges	-	-	-	-	n/a			
	Other Customer and Client Receipts	-	-	-	-	n/a			
	Interest Receivable	- 1	-	-	- 8	n/a			
	Recharges to other services	-	-	-	-	n/a			
-	TOTAL INCOME	<u> </u>	-		-	n/a			
12,259	NET CONTROLLABLE COST	12,259	241	148	12,648	3			
-	Capital Charges	1	-	-	-	n/a			
-	Deferred/Intangible Charges	-	-	-	-	n/a			
	Corporate support services bought in		-	-	-	n/a			
	TOTAL UNCONTROLLABLE COST	- ]	-	<u> </u>		n/a			
40.050	VIII	10.050	241	148	12,648	3			
12,259	NET COST OF SERVICE	12,259	241	140	12,040	3			
•	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a			
-	Contributions to / (from) Capital Reserves:	-	•	-	-	n/a			
-	Financing of Capital Expenditure	-	-	-	-	n/a n/a			
-	Provision for Repayment of External Loans Contribution to / (from) General Balances					n/a			
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a			
<u> </u>									
12,259	TOTAL NET EXPENDITURE	12,259	241	148	12,648	3			
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE			1004	175 - 1850	£000's			
(	get - agreed pressures / service demands								
Strategic bud	get - agreed pressures / service demands								
Strategic bud	get - agreed additional income / savings								
						-			
Other resource	ce changes								
		databas albas aras aras	.b	-11		145			
Additional sta Other minor v	Iffing requirement to ensure delivery of efficiencies w	itnin the respons	sive repairs co	ntract		143			
Other minor v	ranations								
1									
1									
						1			
						148			
						148			
TOTAL OTH	ER VARIATIONS IN RESOURCE	3070	OTAL OTHER VARIATIONS IN RESOURCE						

### SUPERVISION AND MANAGEMENT -GENERAL EXPENSES

#### SERVICE DESCRIPTION

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. There is a Client/Provider relationship in place and this arrangement involves the separation of certain functions and responsibilities into two divisions:

- a provider division (the Croydon Landlord Services division) which will have operational responsibility and carry out day-to-day property, estate and tenancy services
- a client division (the Housing Needs and Strategy division), which will be responsible for developing and consulting on strategies, long-term plans and priorities for funding, identifying the available resources and recommending the annual budget, ensuring compliance with governance arrangements, supporting customers to scrutinise the performance of the provider division, and supporting and challenging the provider division to benchmark its performance and identify and adopt best practice. It should be noted that the provider division contributes information, advice and guidance to the development of strategies.

**MOVEMENT IN NET EXPENDITURE** 

	ORI BU			Variations in Level of Expenditure on (A)		%
COST CENTRE	SERVICE	2014/15 (A) £000's	Inflation (B) £000's	Other (C) £000's	2015/16 (D) £000's	CHANGE (E) %
	Supervision and management - General expenses	22,728	75	1,945	24,748	9
	TOTAL NET SPEND	22,728	75	1,945	24,748	9

	ORIGINAL	ORIGINAL	CHANGE
upervision and management - General expenses	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Supervision and management - General expenses	238.9	232.9	(6.0)
TOTAL FTE STAFF	238.9	232.9	(6.0)

# SUPERVISION AND MANAGEMENT - GENERAL EXPENSES

SUB	<b>JECTIVE</b>	SUMMARY

SOBJECTIVE	SUMMARY					
1		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
1		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	2000's	s'0003	%
10,607		11,007	116	(230)	10,893	(1)
900	Premises related expenditure	945	-	468	1,413	50
	Supplies and Services	3,824		718	4,542	19
573	Third Party Payments	668		49	717	7
	Transfer Payments	_	_			n/a
100	Transport related expenditure	105		1	106	1
	Recharges from other services	2,991	7	(425)	2,573	(14)
10,517	TOTAL EXPENDITURE	19,540	123	581	20,244	4
(37)	Government Grants	(40)	-	40	-	(100)
(20)	Other Grants, reimbursements and contributions	(20)	(1)	(4)	(25)	25
_	Fees and Charges	1 `.'	_ `	(2)	(2)	n/a
l .	Other Customer and Client Receipts	_	_	-	'-'	n/a
1 .	Interest Receivable		_		- 1	
/4 705\		(4.000)		454	44	n/a
(1,725)	Recharges to other services	(1,906)	(47)	151	(1,802)	(5)
(1,782)	TOTAL INCOME	(1,966)	(48)	185	(1,829)	(7)
		1			- ` '	(7)
16,735	NET CONTROLLABLE COST	17,574	75	766	18,415	5
				-		
-	Capital Charges	T - T	-	_	_ 1	n/a
-	Deferred/Intangible Charges	_	•	_	! <u> </u>	n/a
5.154	Corporate support services bought in	5,154	-	1,179	6,333.0	23
	TOTAL UNCONTROLLABLE COST					
5,154	TOTAL UNCONTROLLABLE COST	5,154	-	1,179	6,333	23
04.000	NET COOT OF CERVICE					_
21,889	NET COST OF SERVICE	22,728	75	1,945	24,748	9
				ALL AND BUILDING		
-	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	- 1	_	_	_	n/a
-	Financing of Capital Expenditure	- 1	_	_ }	_	n/a
_	Provision for Repayment of External Loans	- !	_	_	_	n/a
_	Contribution to / (from) General Balances	_	_	_	_	n/a
_	TOTAL APPROPRIATIONS	† · · · · · · · · · · · · · · · · · · ·				100
	TOTAL APPROPRIATIONS		-	-	-	n/a
21,889	TOTAL NET EXPENDITURE	22,728	75	1,945	24,748	9
			-11	1,010		_
* OTHER VAR	NATIONS IN LEVEL OF EVERNOLTURE				r	5000
OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Canada nin bunda						
Strategic budg	et - agreed pressures / service demands					
					Į.	
						_
Canada nia buda					ļ	
Stratedic prod	et - agreed additional income / savings					
					,	
						-
Other recourse	n abanas				-	
Other resource	s unanges					
 	manufa acceptate and data for 1993.					
	rporate support services bought in				1	1,179
1	rporate and Democratic core recharge to the HRA				ł	337
	echarges from other services - ICT					(474)
	echarges to capital					151
One-off costs	of reprocuring the Planned Maintenance improvements	contracts				363
	of new technology to improve service delivery to tenan	ts				200
Increase in Inv						132
	taffing establishment					(230)
Net increase in	recharges to the HRA					96
	n premises costs					84
Other minor va						107
1						,
					ł	
						1,945
					[	
TOTAL OTHE	R VARIATIONS IN RESOURCE				l	1,945

## **SUPERVISION AND MANAGEMENT -SPECIAL EXPENSES**

#### **SERVICE DESCRIPTION**

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, Neighbourhood Wardens 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. There is a service charge for the following services:

Caretaking Grounds Maintenance £7.93 £2.05

		ORIGINAL Variations in Level of		ORIGINAL		
		BUDGET	Expenditure on (A)		BUDGET	%
COST CENTRE	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
2		£000's	£000's	£000's	£000's	%
	Caretakers Service	2,037	20	(34)	2,023	(1
	Neighbourhood Wardens Service	1,254	16	(51)	1,219	(3
	Utilities	650	(19)	(185)	446	(31
	Estate Services	3,229	34	(621)	2,642	(18
	Other	137	-	(108)	29	(79
	TOTAL NET SPEND	7,307	51	(999)	6,359	(13

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2014/15	2015/16	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Neighbourhood Services	91.0	91.0	-
			1
TOTAL FTE STAFF	91.0	91.0	-

# SUPERVISION AND MANAGEMENT - SPECIAL EXPENSES

<u> </u>						
	E SUMMARY	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15	Inflation	* Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	s'0003	%
2,570	Employees	2,937	36	(51)	2,922	(1
	Premises related expenditure	7,069	147	180	7,396	5
	Supplies and Services	279	17	(23)	273	(2
	Third Party Payments	10	-	(10)	-	(100
	Transfer Payments	2	-	2	4	100
131	Transport related expenditure	131	-	(28)	103	(21
2,857	Recharges from other services	2,857		(834)	2,023	(29
	TOTAL EXPENDITURE	13,285	200	(764)	12,721	(4
12,700		10,203		(704)	12,721	
-	Government Grants	- 1	- 3	-	-	n/a
-	Other Grants, reimbursements and contributions		- 1	-	-	n/a
(6,196)	Fees and Charges	(5,978)	(149)	(235)	(6,362)	6
-	Other Customer and Client Receipts	`` -1	, ,	(,	(-,,	n/a
_	Interest Receivable	I		_	-	
		1 - 1	- 1	-	- 3	n/a
	Recharges to other services		- 1	-	- 1	n/
(6,196)	TOTAL INCOME	(5,978)	(149)	(235)	(6,362)	6
6.572	NET CONTROLLABLE COST	7.007	£4	(000)	0.050	44.5
0,372	NET CONTROLLABLE COST	7,307	51	(999)	6,359	(13
•	Capital Charges	- 1	-	-	-	n/a
-	Deferred/Intangible Charges	-	- 1	-	-	n/a
•	Corporate support services bought in	-		-	-	n/a
	TOTAL UNCONTROLLABLE COST	_	_	_	_	
	TOTAL STOCKTHOLEADEL GOOT			_	-	n/a
6,572	NET COST OF SERVICE	7,307	51	(999)	6,359	(13
- 11 1.5		· · · · · · · · · · · · · · · · · · ·		20000-0		
_	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	1 - 1	-	-	.	n/a
-	Contributions to / (notif) Capital Heselves.	-			I	
-	Financing of Capital Expenditure	] -	-	-	-	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	
-	Financing of Capital Expenditure	-	- -	- -	-	n/a
- 2,217	Financing of Capital Expenditure Provision for Repayment of External Loans	-	- - -	-	-	n/a n/a
2,217 2,217	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	•		n/: n/: n/:
2,217 2,217	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances	7,307	- - - - 51	(999)	6,359	n/: n/: n/:
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	7,307	51	•	6,359	n/s n/s n/s (13
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,307	- - - - 51	•	6,359	n/a n/a n/a
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,307	51	•	6,359	n/a n/a n/a
2,217 2,217 8,789	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,307	51	•	6,359	n/a n/a n/a
2,217 2,217 8,789 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	7,307	51	•	6,359	n/: n/: n/:
2,217 2,217 8,789 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	7,307	51	•	6,359	n/: n/: n/:
2,217 2,217 8,789 OTHER VA	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789  OTHER VAI  trategic bude	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	7,307	51	•	6,359	n/s n/s (13
2,217 2,217 8,789  OTHER VAI  trategic buddented buddent	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	7,307	51	•	6,359	n/a n/a (13 £000's
2,217 2,217 8,789  OTHER VAI  trategic bude	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings		51	•	6,359	n/s n/s (13 £000's
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  ther resource eduction in redditional reco	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water		51	•	6,359	n/n/n/(13) £000's
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  ther resource eduction in reditional recept increase increas	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water in premises costs		51	•	6,359	1/3 £000's
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  cher resource eduction in reditional recept increase increas	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water in premises costs		51	•	6,359	1/3 £000's - (928 (214 180
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  ther resource eduction in reditional reco	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water in premises costs		51	•	6,359	(13 £000's
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  trategic bude  diditional recept increase	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water in premises costs		51	•	6,359	(928 (214 180 (37
2,217 2,217 8,789  OTHER VAI  trategic bude  trategic bude  cher resource eduction in reditional recept increase increas	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  e changes echanges from other services overy of water costs due to increased costs of water in premises costs		51	•	6,359	n/s n/s (13 £000's

#### **SERVICE DESCRIPTION**

Capital financing includes the interest charges for the payment of interest of loans taken out to acquire or refurbish Housing Revenue Account assets, such as council housing, and also includes a charge for debt management. The Major Repairs Allowance is used to finance the improvements of the housing stock. Self financing was introduced on 1st April 2012 as a result of the Localism Act 2011. The previous system of subsidy payments has been replaced with an allocation of the national housing debt, known as the self financing valuation. Croydon's share of this debt was £223.1m and the interest payments on this debt are shown in the table below.

The Major Repairs Allowance is a proxy for depreciation and the increase below reflects the increased valuation of Croydon's stock under self financing. The Major Repairs Allowance is currently used to fund capital investment in our housing stock.

#### MOVEMENT IN NET EXPENDITURE

		ORIGINAL BUDGET		Variations in Level of Expenditure on (A)		%
COST	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	s'0003	%
	Major Repairs Allowance	16,983	-	359	17,342	2
	Interest Charges	11,763	-	463	12,226	4
	Debt Management Expenses	50	-	-	50	-
	Premium	98	-	-	98	-
ATEN DESCRIPTION AND	Discount	- 1	-	-	-	n/a
	Financing of Capital Expenditure	10,186	-	-	10,186	-
	TOTAL NET SPEND	39,080	-	822	39,902	2

STAFF ESTABLISHINENT NUMBERS				
		ORIGINAL	ORIGINAL	CHANGE
SERVICE		BUDGET	BUDGET	IN
		2014/15	2015/16	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
	10000			-
		1		
				9/3/2
TOTAL FTE STAFF		-	l	•

SUBJECTIVE SUMMARY

FORECAST		ORIGINAL BUDGET	Expenditu	in Level of ure on (A)	ORIGINAL BUDGET	%	
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other (C)	2015/16 (D)	CHANGE (E)	
£000's	Employees	£000's	£000's	£000's	s'0003	%	
	Employees Premises related expenditure	1 :	-	-		n/a n/a	
-	Supplies and Services	-	- 1	-	-	n/a	
	Third Party Payments Transfer Payments	:		:	-	n/a n/a	
-	Transport related expenditure	- 1	-	-	- 1	n/a	
	Recharges from other services TOTAL EXPENDITURE		-		-	n/a	
<u> </u>	Government Grants	-	-	•	-	n/a	
-	Other Grants, reimbursements and contributions Fees and Charges		-		-	n/a n/a n/a	
-	Other Customer and Client Receipts	- 1	-	-		n/a	
	Interest Receivable	-	-	-	-	n/a	
	Recharges to other services	-	-	-	-	n/a	
-	TOTAL INCOME	•	•	•	-	n/a	
- ]	NET CONTROLLABLE COST	-	-	_	-	n/a	
39.287	Capital Charges	39,080		822	39,902.0	2	
-	Deferred/Intangible Charges	-	-	•	-	n/a	
	Corporate support services bought in		-	-	-	n/a	
39,287	TOTAL UNCONTROLLABLE COST	39,080	-	822	39,902	2	
39,287	NET COST OF SERVICE	39,080	-	822	39,902	2	
39,207	NET COST OF SERVICE	39,000	-	022	39,902	2	
	Contributions to / (from) Earmarked Reserves	- 1	- 1	-		n/a	
-	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	-	-	-	-	n/a	
] [	Provision for Repayment of External Loans		-	-	:	n/a n/a	
	Contribution to / (from) General Balances	-	-			n/a	
	TOTAL APPROPRIATIONS	-	-	-	<u> </u>	n/a	
39,287	TOTAL NET EXPENDITURE	39,080	-	822	39,902	2	
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE					£000's	
Strategic budo	et - agreed pressures / service demands					-	
Strategic budg	Strategic budget - agreed additional income / savings						
Other resource	e changes				3	-	
	ncrease in Major Repairs Allowance ncrease in interest payable on HRA debt due to additional borrowing						
15						822	
TOTAL 0-11-	D VARIATIONS IN PERCHA						
TOTAL OTHE	R VARIATIONS IN RESOURCE					822	

#### SERVICE DESCRIPTION

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

  1) Rental income due from the letting of dwelling and garages met by tenants and direct credits for rent rebates.

2) Service charges due to tenants for caretaking and grounds maintenance
3) Recharges of energy costs from communal heating schemes
4) Service charges to Leaseholders

Average Dwelling Rent

Actual Service Charge (Care Actual Service Charge (Caretaking and Grounds Maintenance) (50 weeks) 2010-11 £8 £88.51 £5.05 2011-12 £92.22 £8.61 2012-13 £99.59 £9.14 £104.07 £109.26 2013-14 £9.42 2014-15 £9.77 £111.66 2015-16 £9.98

**MOVEMENT IN NET EXPENDITURE** 

0007		ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	%
COST	SERVICE	2014/15	Inflation	Other	2015/16	CHANGE
进入层层		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	2000's	%
	Dwellings Rents and Service Charges	(78,595)	(1,778)	(250)	(80,623)	3
	Doubtful Debt Provision	1,000	-	-	1,000	-
	Garages	(1,312)	(46)	100	(1,258)	(4)
	Heating and insurance	(560)	(18)	33	(545)	(3)
	Interest	(4)	-	1	(3)	(25)
	Service Charges - Leaseholders	(1,760)	(44)	(84)	(1,888)	7
	Other Income	(143)	(12)	(185)	(340)	138
	Contributions to / (from) Earmarked Reserves	-	-	-	-	
	TOTAL NET SPEND	(81,374)	(1,898)	(385)	(83,657)	3

		ORIGINAL	ORIGINAL	CHANGE
SERVICE	Ý	BUDGET	BUDGET	IN
		2014/15	2015/16	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
ř.		1		
TOTAL FTE STAFF		-	-	-

SUBJECTIVE SUMMARY

SUBJECTIVI	SOMMANY	ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	DESCRIPTION	BUDGET	Expenditu	re on (A)	BUDGET	%
2014/15	DESCRIPTION	2014/15 (A)	Inflation (B)	* Other	2015/16	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
-	Employees	-			-	n/a
	Premises related expenditure	1,883	-	213	2,096	11
1,011	Supplies and Services Third Party Payments	1,011	-	-	1,011	-
1,625	Transfer Payments	1,625	-	- (1,454)	171	n/a (89)
-	Transport related expenditure	-	-	(1,101)	- 1	n/a
	Recharges from other services	-	-	- 1244 -	-	n/a
	TOTAL EXPENDITURE	4,519	-	(1,241)	3,278	(27)
	Government Grants	-	•		-	n/a
	Other Grants, reimbursements and contributions	(160)	(4)	4	(160)	-
	Fees and Charges Other Customer and Client Receipts	(6,661)	(154)	(261)	(7,076)	6
	Interest Receivable	(79,068) (4)	(1,740)	1,112 1	(79,696) (3)	1 (25)
	Recharges to other services	(4/	-	<u>'</u>	(3)	(25) n/a
	TOTAL INCOME	(85,893)	(1,898)	856	(86,935)	
(55,517)	1	(00,093)	(1,030)	000	(00,935)	1
(82,224)	NET CONTROLLABLE COST	(81,374)	(1,898)	(385)	(83,657)	3
	Capital Charges	T -				
	Deferred/Intangible Charges	[	-	-	-	n/a n/a
	Corporate support services bought in			-		n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
						1/2
(82,224)	NET COST OF SERVICE	(81,374)	(1,898)	(385)	(83,657)	3
, , , , , , ,		(,0,4)	(.,000)	(000)	(00,007)	
	Contributions to / (from) Earmarked Reserves	- 1	-	•	- [	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	•	-	-	n/a
	Contribution to / (from) General Balances	] []	-	-	[ ]	n/a n/a
I I	TOTAL APPROPRIATIONS		_	_	-	
		<b>上</b>			<u> </u>	n/a
(82,224)	TOTAL NET EXPENDITURE	(81,374)	(1,898)	(385)	(83,657)	3
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE		4.00			£000's
Stratogic bud	net - sarged procedures / service dede	<u> </u>				
Strategic Dudo	get - agreed pressures / service demands					
-						
						-
Strategic budg	<u>ret - agreed additional income / savings</u>					
Other resource	a changes					
Ottier lesouice	<u>s unalidas</u>					
	ome resulting from removal of two rent free weeks					(1,481)
Impact of incre	eased voids including garages					231
Increased reco	overy of costs from leaseholders due increased major come due to increased Right to Buy sales	r works				(194)
Other minor va						1,016 43
						43
					-	
						(385)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(385)



# **CAPITAL PROGRAMME**

# **CONTENTS**

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FUNDING	CP1
DETAILED PROGRAMME	CP2

# Capital Programme Resourcing 2015/16 to 2017/18

Funding	Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Total £
Capital Receipts	10,200,000	7,000,000		17,200,000
Targeted Basic Needs	11,547,982	-	- 1	11,547,982
Basic Need Funding	22,939,064	32,982,648	32,000,000	87,921,712
TFL	3,336,000	3,336,000	3,336,000	10,008,000
NHB	500,000	500,000	500,000	1,500,000
NHB - Top slice	264,000	2,158,000	•	2,422,000
Earmarked reserve contribution	233,000	-	- 1	233,000
Better Care Fund	900,000	900,000	900,000	2,700,000
GLA	4,353,919	-	-	4,353,919
Borrowing	61,226,552	38,460,700	28,510,000	128,197,252
GENERAL FUND	115,500,517	85,337,348	65,246,000	266,083,865
HRA				
Major Repairs Allowance	17,342,000	17,342,000	17,342,000	52,026,000
HRA - Revenue Contribution	10,186,000	10,186,000	10,186,000	30,558,000
HRA - Use Of Reserves	7,093,000	1,606,000	9,093,000	17,792,000
HRA - Unsupported Borrowing	6,000,000	7,487,000	-	13,487,000
HRA FUNDING	40,621,000	36,621,000	36,621,000	113,863,000
TOTAL FUNDING	156,121,517	121,958,348	101,867,000	379,946,865
UNDER/OVER FUNDING OF PROGRAMME	0	0	0	C

# CAPITAL PROGRAMME 2015/16 to 2017/18

These pages show details of the proposed capital programme for 2015/16 and draft programme for 2016/18

Description	Budget 2015/16	Budget 2016/17	Budget 2017/18	Total
	£	£	3	2
Corporate Property Maintenance Programme	2,530,000	2,100,000	2,000,000	6,630,000
Disabled Facilties Grant	1,600,000	1,600,000	1,600,000	4,800,000
Education - Fixed Term Expansions	3,250,000	750,000	4	4,000,000
Education - Primary Estate	47,507,286	52,403,348	37,650,000	137,560,634
Education - Major Maintenance	3,125,000	2,000,000		5,125,000
Education - Secondary Estate	15,151,922			15,151,922
Education - SEN	15,874,389			15,874,389
New Salt Barn	750,000			750,000
Empty Homes Grant	500,000	500,000	500,000	1,500,000
ICT	1,500,000	1,500,000	1,500,000	4,500,000
Don't Mess with Croydon - Investment	2,160,000	2,160,000	160,000	4,480,000
Fairfield Halls	3,000,000	4,000,000	5,000,000	12,000,000
Highways	6,000,000	5,000,000	5,000,000	16,000,000
New Addington Regeneration	670,000	7,830,000	8,500,000	17,000,000
Connected Croydon	7,428,919			7,428,919
TFL - LIP	3,336,000	3,336,000	3,336,000	10,008,000
Measures to mitigate travellers in parks and open spaces - funded through New Admin Priorities Reserve	233,000			233,000
Thornton Heath Public Realm	264,000	2,158,000	97	2,422,000
Old Ashburton Library	500,000		1	500,000
Ward Based Programme	120,000			120,000
General Fund	115,500,517	85,337,348	65,246,000	266,083,865

Description	Budget 2015/16	Budget 2016/17	Budget 2017/18	Total
	£	3	3	£
Assisted Private Purchase Scheme (APPS)	500,000	500,000	500,000	1,500,000
Special Transfer Payments	250,000	250,000	250,000	750,000
Larger Homes	100,000	100,000	100,000	300,000
New Build Council Housing	10,000,000	6,000,000	6,000,000	22,000,000
Sub-Total	10,850,000	6,850,000	6,850,000	24,550,000
Repair and Improvements	29,771,000	29,771,000	29,771,000	89,313,000
HRA	40,621,000	36,621,000	36,621,000	113,863,000

TOTAL CAPITAL EXPENDITURE	156,121,517	121,958,348	101,867,000	379,946,865





