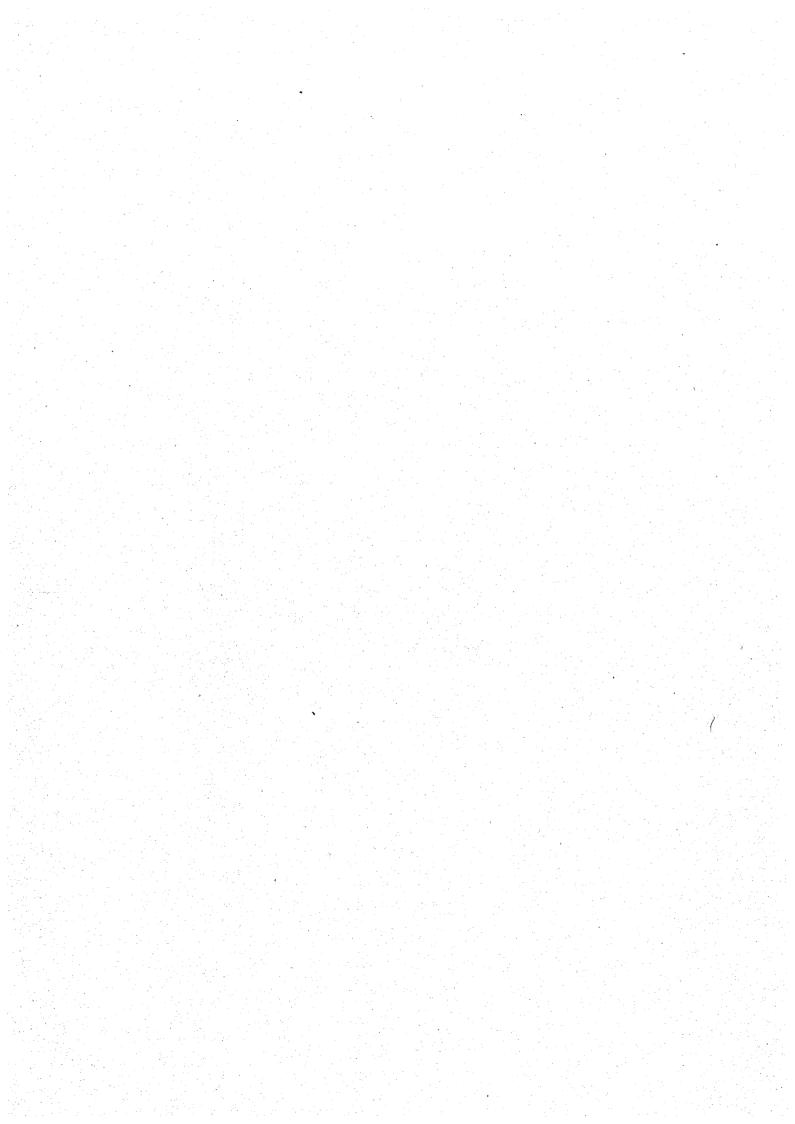
# CROYDON COUNCIL

# DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME

2017/18

Appendix B to agenda item 6.1 Cabinet, 20th February 2017



# **CONTENTS**

		Page
REVE	General Fund Summary Subjective Analysis Analysis of Central Support Recharges Departmental Gross Expenditure Departmental Net Expenditure Analysis of Income and Expenditure	RS1 RS2 RS3 RS4 RS5 RS6
PEOP	PLE	PD0 - PED 8.10
PLAC	E	PL0 - PL 6.2
RESO	PURCES	REDS0 - RED 9.10
HRA		HRAS0 - HRA 3.2
CAPIT	T <b>AL</b>	CP1 - CP2



	T	ORIGINAL	Variations	in Level of	ORIGINAL	<u> </u>
ACTUAL		BUDGET	I	ure on (A)	BUDGET	%
2015/16	DESCRIPTION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£0000's	. ` ´
	SERVICE BUDGETS					
	People Department	188,479	1,753	1,625	191,858	2
	Place Department	51,752	687	(5,568)	46,871	(9)
	Resources Department Contribution to Provision for Doubtful Debts	30,067 180	508	3,568	34,143	14
	National Insurance Changes	434		1,000	180 1,434	230
	Care Act Provision	1,591		(1,591)	1,454	(100)
	Pensions Contribution	9,150		(1,053)	8,097	(12)
	Carbon Credits	255		-	255	
	Apprentice Levy	-		600	600	n/a
	Contracts Review	-		(2,000)	(2,000)	n/a
361,874	NET COST OF SERVICES	281,908	2,948	(3,419)	281,438	28,044
(0.4.007)		(40.000)		(=0)	440.0	(2.2.2)
	Core Grants	(16,238)		(79)	(16,317)	(6,099)
	Contingency / Unallocated Provision Levies from Other Bodies	1,000		-	1,000	n/a
261	Environment Agency	272		_	272	(33)
342	Lee Valley Regional Park Authority	407		_	407	n/a
399	London Boroughs Grants Committee	407		(78)	329	n/a
432	London Pensions Fund Authority	438		-	438	n/a
(6,906)	Interest and Investment Income	(3,971)		(2,000)	(5,971)	n/a
19,591	Interest Payable	19,554		500	20,054	(93)
354,596	NET OPERATING EXPENDITURE	283,777	2,948	(5,076)	281,650	n/a
6,950 (24,560) (64,810) (3,962)	APPROPRIATIONS Contributions to / (from) Earmarked Reserves Provision for Repayment of External Loans Revenue Expenditure Funded from Capital under Statute ( REFCUS) Deferred / Intangible Charges Written Off Contribution to / (from) General Balances	(17,981) (2,100) (3,697)		- 1,521 - (843)	(16,460) (2,100) (4,540)	(100) n/a n/a (102)
	,				-	n/a
268,214	BUDGET REQUIREMENT	259,999	2,948	(4,398)	258,550	(202)
61,367 6,008 32,958 34,468	FINANCED BY Revenue Support Grant Collection Fund surplus / (deficit) Business Rates Top Up Grant Business Rates Income Council Tax - Band D Equivalent	46,800 3,748 33,230 32,732 143,489			32,577 3,652 31,956 35,306 155,059	(0) (97) n/a (86) n/a
268,214	TOTAL FINANCING	259,999	. •	-	258,550	n/a
£.pp <b>1,171.39</b> -	COUNCIL TAX SUMMARY  London Borough of Croydon  Adult Social Care Levy  Greater London Authority		2016/17 Band D Equivalent £.pp 1,194.70 23.43 276.00	2017/18 Band D Equivalent £.pp 1,218.94 59.97 280.02	1 <b>47,788</b> <b>7,271</b> 33,950	Change Band D Equivalent % 1.99% 3.00% 1.46%
1,466			1,494.13	1,558.93	189,009	4.34%

ACTUAL		ORIGINAL BUDGET	ì	in Level of	ORIGINAL BUDGET	%
	DECORIDATION			re on (A)		
2015/16	DESCRIPTION	2016/17	Inflation	Other	2017/18	CHANGE
CO00!-		(A)	(B)	(C)	(D)	(E)
£000's	EVDENDITUDE	£000's	£000's	£000's	£000's	
	EXPENDITURE	400 - 40				_
1	Employees	130,710	1,197	10,181	142,088	9
53,093	Premises related expenditure	25,373	4	5,358	30,735	21
	Supplies and Services	34,684	343	(1,163)		(2)
	Third Party Payments	200,714	1,483	4,936	207,133	3
	Transfer Payments	461,543	-	(7,272)		(2)
	Transport related expenditure	9,316	60	(2,605)		(27)
34,338	Capital Charges	24,762	-	(1,522)	23,240	(6)
_	Deferred/Intangible Charges	3,697	-	843	4,540	23
63,811	REFCUS	2,100	-	-	2,100	-
· <u>-</u>	Corporate support services bought in	(6,706)	-	3	(6,703)	(0)
(32,878)	Recharges from other services	24,755	-	(1,317)	23,438	(5)
1,037,316	TOTAL EXPENDITURE	910,948	3,087	7,442	921,477	1
	INCOME					
(530 500)	Government Grants	(505,270)	_	(1,767)	(507,037)	0
	Other Grants, reimbursements and contributions	(19,085)	_	(5,158)		0 27
	Fees and Charges	(19,000)	_	(3,130)	(24,243)	21
	Customer and Client Receipts	(65,109)	(139)	(6 200)	/74 EEG)	- 10
(04,192)	Interest Receivable		(139)	(6,308)	(71,556)	10
-		(28)	-	2 272	(28)	- (0)
	Recharges to other services	(39,548)	-	2,373	(37,175)	(6)
(675,442)	TOTAL INCOME	(629,040)	(139)	(10,860)	(640,039)	2
2010=1			1	<b>,</b>		
361,874	NET EXPENDITURE	281,908	2,948	(3,418)	281,438	(0)

# STAFF ESTABLISHMENT NUMBERS

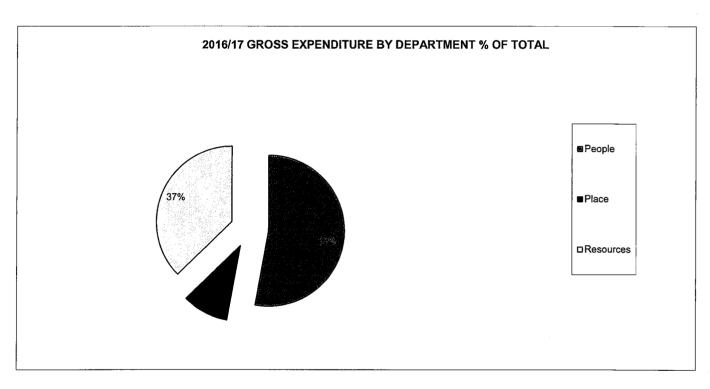
	ORIGINAL	ORIGINAL	CHANGE
DESCRIPTION	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAF	FTE STAFF	FTE STAFF
People	1,369.4	1,564.8	195.4
Place	482.	475.3	(6.8)
Resources	881.0	930.1	49.1
TOTAL FTE STAFF	2,732.	2,970.2	237.7

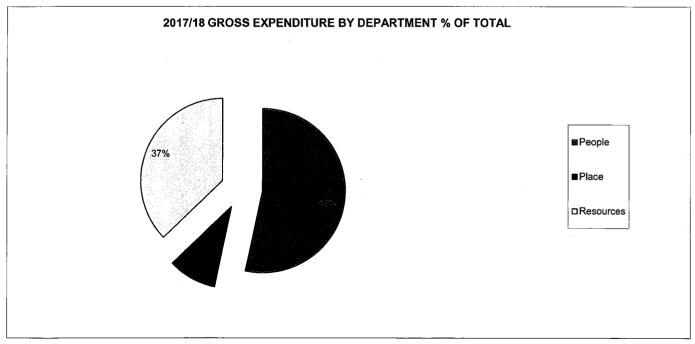
# CORPORATE SUPPORT SERVICES BOUGHT IN

DESCRIPTION	People	Place	Resources	HRA	TOTAL
	£'000	€,000	£,000	€,000	€,000
Financial Services	1,584	444	167	87	2,282
Treasury and Pensions	183	46	15	7	251
Governance	829	210	62	145	1,263
Insurance, Risk & CPO	825	509	77	(104)	1,007
Asset Management & Estates	1,048	266	66	214	1,627
HR & Finance Service Centre	1,426	299	356	440	2,879
Facilities Management	4,873	2,130	1,263	2,129	10,395
Strategy and Performance	112	28	7-	23	174
Procurement and Commissioning	521	146	55	116	838
Commissioning, Commercialism and Improvement	190	5	(106)	147	236
Exchequer	100	126	41	92	316
Contact Centre	739	108	421	1,043	2,311
Communications and Engagement	344	87	31	71	533
Information Communication Technology	7,034	2,476	1,898	1,888	13,296
Transformation	215	52	21	44	335
Business Support	2,791	258	114	137	3,300
HR Consultancy	026	342	260	242	1,814
		5			
Total	23,784	7,593	4,775	6,705	42,857

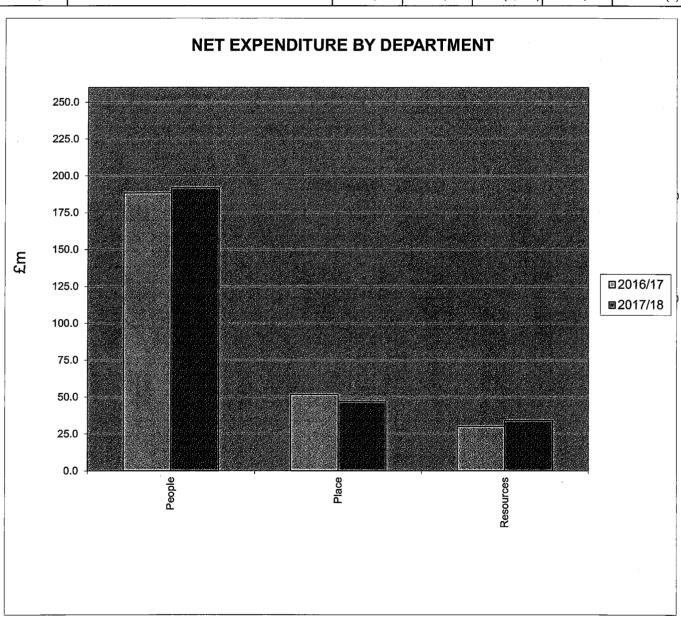
# **DEPARTMENTAL GROSS EXPENDITURE**

		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2015/16	DESCRIPTION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	SERVICE BUDGETS					
563,030		474,960	1,810	9,826	486,596	2
107,562	Place	89,455	735	(3,153)	87,037	(3)
358,383	Resources	334,923	542	3,813	339,278	1
767	Contribution to Provision for Doubtful Debts	180	-	-	180	-
- :	National Insurance Changes	434	-	1,000	1,434	230
-	Care Act Provision	1,591	-	(1,591)		(100)
7,293	Pensions Contribution	9,150	-	(1,053)	8,097	(12)
281	Carbon Credits	255	-	-	255	-
-	Apprentice Levy	-	-	600	600	n/a
_	Contracts Review	-	-	(2,000)	(2,000)	
1,037,316	GROSS DEPARTMENTAL COST OF SERVICE	910,948	3,087	7,443	921,478	1



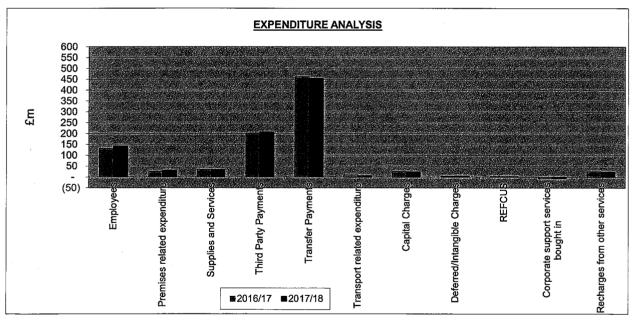


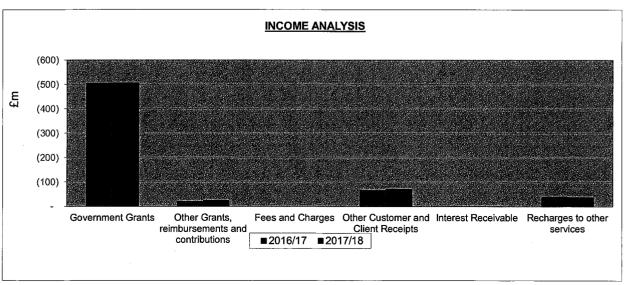
ACTUAL		ORIGINAL		in Level of	ORIGINAL	0/
ACTUAL		BUDGET		re on (A)	BUDGET	%
2015/16	DESCRIPTION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	SERVICE BUDGETS					
240,428	People	188,479	1,753	1,625	191,857	2
56,917	Place	51,752	687	(5,568)	46,871	(9)
56,188	Resources	30,067	508	3,568	34,143	14
767	Contribution to Provision for Doubtful Debts	180	-		180	-
- :	National Insurance Changes	434	-	1,000	1,434	230
-	Care Act Provision	1,591	-	(1,591)	-	(100)
7,293	Pensions Contribution	9,150	-	(1,053)	8,097	-
281	Carbon Credits	255	-	-	255	-
-	Apprentice Levy	-	-	600	600	n/a
-	Contracts Review	-	-	(2,000)	- 2,000	n/a
361,874	NET COST OF SERVICES	281,908	2,948	(3,418)	281,438	(0)



# **ANALYSIS OF INCOME AND EXPENDITURE**

		ORIGINAL	Variations	in Level of	ORIGINAL	
ACTUAL		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2015/16	DESCRIPTION	2016/17	Inflation	Other	2017/18	CHANGE
l		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	
	EXPENDITURE					-
283,388	Employees	130,710	1,197	10,180	142,087	9
	Premises related expenditure	25,373	4	5,358	30,735	21
156,869	Supplies and Services	34,684	343	(1,163)	33,864	(2)
159,407	Third Party Payments	200,714	1,483	4,936	207,133	3
311,006	Transfer Payments	461,543	- [	(7,272)	454,271	(2)
8,282	Transport related expenditure	9,316	60	(2,605)	6,771	(27)
34,338	Capital Charges	24,762	-	(1,522)	23,240	(6)
-	Deferred/Intangible Charges	3,697	-	843	4,540	23
63,811	REFCUS	2,100	-	-	2,100	-
-	Corporate support services bought in	(6,706)	-	3	(6,703)	(0)
(32,878)	Recharges from other services	24,755	-	(1,317)	23,438	(5)
1,037,316	TOTAL EXPENDITURE	910,948	3,087	7,442	921,477	1
	INCOME					
(530,500)	Government Grants	(505,270)	_	(1,767)	(507,037)	0
	Other Grants, reimbursements and contributions	(19,085)	_	(5,158)		27
(60,750)	Fees and Charges	· - 1	_	`	` -	n/a
(84,192)	Other Customer and Client Receipts	(65,109)	(139)	(6,308)	(71,556)	10
	Interest Receivable	(28)	` - ']	` - (	(28)	-
-	Recharges to other services	(39,548)	-	2,373	(37,175)	(6)
(675,442)	TOTAL INCOME	(629,040)	(139)	(10,860)	(640,039)	2
361,874	NET EXPENDITURE	281,908	2,948	(3,418)	281,438	(0)





# PEOPLE

# CONTENTS

	Page
DEPARTMENT OVERVIEW	PD1
DEPARTMENT SUMMARY	PD2
DEPARTMENT SUBJECTIVE SUMMARY	PD3
DIVISION AND SERVICE REVENUE BUDGETS	
CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES Children's Social Care Summary Safeguarding and Looked After Children Quality Assurance Social Care and Family Support Directorate Children In Need Service Looked After Children Early Intervention and Support Service Partnership and Children's Integrated Commissioning	PED 1.1 PED 1.2 PED 1.3 PED 1.4 PED 1.5 PED 1.6 PED 1.7 PED 1.8
DSG - DEDICATED SCHOOLS GRANT Dedicated Schools Budget DSG Schools	PED 2.1 PED 2.2 PED 2.3
UNIVERSAL PEOPLE SERVICES  Universal Services Summary Adult Learning Libraries and Culture Museums and Culture School Places and Admissions School Improvement Universal People Services Directorate	PED 3.1 PED 3.2 PED 3.3 PED 3.4 PED 3.5 PED 3.6 PED 3.7 PED 3.8
PEOPLE DIRECTORATE People Directorate Summary	PED 4.1 PED 4.2
GATEWAY AND WELFARE SERVICES Gateway and Welfare Summary Enabling and Welfare Bereavement Registrars Gateway and Welfare Services Directorate Emergency Accommodation Gateway and Welfare Service Improvements	PED 5.1 PED 5.2 PED 5.3 PED 5.4 PED 5.5 PED 5.6 PED 5.7 PED 5.8
ADULT SOCIAL CARE AND ALL-AGE DISABILITY Adult Social Care and All-Age Disability Summary 0-25 SEND Service Adult Social Care and All-Age Disability Directorate Adult Safeguarding and Quality Assurance Older People Social Care Disability Commissioning and Brokerage 25-65 Disability Transformation and Clienting Adult Mental Health Social Care Day and Employment Services Older People Commissioning and Brokerage	PED 6.1 PED 6.2 PED 6.3 PED 6.4 PED 6.5 PED 6.6 PED 6.7 PED 6.8 PED 6.9 PED 6.10 PED 6.11
HOUSING NEED Housing Need Summary Housing Needs And Assessment Housing Renewal Housing Solutions Service Development Housing Need Directorate Temporary Accommodation Garage Commercial And Miscellaneous Properties Income	PED 7.1 PED 7.2 PED 7.3 PED 7.4 PED 7.5 PED 7.6 PED 7.7 PED 7.8 PED 7.9
PUBLIC HEALTH Public Health Summary Public Health Management Sexual and Reproductive Health Health Protection Behaviour Change Children Public Health Programmes Targeted Public Health Projects Substance Misuse Wider Determinants	PED 8.1 PED 8.2 PED 8.3 PED 8.5 PED 8.6 PED 8.7 PED 8.8 PED 8.9

### **KEY SERVICE TARGETS / PRIORITIES FOR 2017/18**

- 1. Strengthen transformation and demand management across all services, creating more preventative and joined up approaches which also strengthen efficiencies. In particular:
- a) Deliver adult social care transformation, based on the principles of personalisation and demand management
- b) Further strengthen the integration of health and care, through the delivery of the Better Care Programme, as well as the implementation of Outcomes Based Commissioning for over 65s
- c) Further develop joined up, preventative working across services through the further development of the Gateway approach
- d) Implement our plans to deliver services differently for 'children in need' as part of our approach to demand management and improving outcomes
- e) Strengthen our housing need services through improved supply and reconsideration of our allocations policy
- 2.Deliver the Independence Strategy and the promises therein, for example:
- a) Support communities to achieve their own aspirations by building on their own assets
- b) Work with partners to tackle attitudes to domestic violence and child sexual exploitation
- c) Use information, advice and guidance to more effectively help people to live independent and healthy lives
- d) Continue to improve the proportion of schools judged good or better by OFSTED
- e) Provide a more joined up approach to helping families become financially stable, personally resilient, access training and employment
- f) Give children and better start in life through the implementation of the Best Start programme
- g) Reduce levels of homelessness and temporary accommodation
- 3. Safeguard and protect children and vulnerable adults, continuing to improve the quality of services and supporting the delivery of the business plan of the children's and adults' safeguarding boards. To improve outcomes for children through our targeted interventions.
- 4. To embed a public health approach across the Council in order to reduce health inequalities and supporting people to maximise their potential and remain fitter and healthier for longer.

### FINANCIAL PERFORMANCE

# COST CENTRE: C1200N

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2015/16	2016/17	2016/17	2017/18	CHANGE
	£000	£000	£000	£000	%
Employees	199,586	63,264	58,457	71,799	23
Premises related expenditure	37,504	13,150	22,509	18,919	(16)
Supplies and Services	67,729	9,335	10,626	10,330	(3)
Third Party Payments	134,314	148,889	146,981	154,063	5
Transfer Payments	43,226	183,843	178,817	176,402	(1)
Transport related expenditure	7,472	620	299	491	64
Capital Charges	10,804	10,769	10,756	10,065	(6)
Deferred/Intangible Charges	_	46	46		(100)
REFCUS	37,966	2,100	2,100	2,100	-
Corporate support services bought in	_	24,502	24,538	23,785	(3)
Recharges (to) / from other services	24,429	2,582	21,454	7,946	(63)
TOTAL EXPENDITURE	563,030	459,100	476,583	475,900	(0)
Government Grants	(242,205)	(228,386)	(212,976)	(230,264)	8
Other Grants, reimbursements and contributions	- 1	(11,913)	(17,428)	(17,367)	(0)
Fees and Charges	(28,724)		- 1	` ´ <u>-</u> ´	n/a
Customer and Client Receipts	(51,673)	(30,294)	(37,863)	(36,383)	(4)
Interest Receivable	-	(28)	(566)	(28)	(95)
TOTAL INCOME	(322,602)	(270,621)	(268,833)	(284,042)	6
NET EXPENDITURE	240,428	188,479	207,750	191.858	(8)
	1 2 10, 120	,		.51,000	(0)
Contributions to / (from) Reserves	(3,143)	-	(3,763)	-	(100)
CURRENT BUDGET	227,560		189,049		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	9,725		14,938		

### **CABINET MEMBER**

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

### DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Barbara Peacock	Executive Director People Department	60531
lan Lewis	Director - Children's Social Care and Family Support	88481
Jane Doyle	Director - Universal People Services	65671
Mark Fowler	Director - Gateway and Welfare Services	65636
Pratima Solanki	Director - Adult Social Care and All-Age Disability	65416
Mark Meehan	Director - Housing Need	65474
Rachel Flowers	Director - Public Health	65596

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

### MOVEMENT IN SERVICE NET EXPENDITURE

	_	ORIGINAL	Variations is	n Level of	ORIGINAL	
FORECAST		BUDGET	Expenditur	e on (A)	BUDGET	. %
2016/17	DIVISION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
53,960	Children's Social Care and Family Support	49,745	468	318	50,531	2
-	Dedicated Schools Grant (DSG)	-	-	-	-	n/a
10,298	Universal Services	10,448	90	(1,559)	8,979	(14)
8,155	People Directorate	8,265	2	(2,346)	5,921	(28)
	Gateway and Welfare	9,111	72	5,445	14,628	61
112,375	Adult Social Care and All-Age Disability	107,382	1,088	(320)	108,150	1
3,737	Housing Need	3,528	8	113	3,649	3
4,676	Public Health	-	25	(25)	- 1	n/a
203,987	TOTAL NET SPEND	188,479	1,753	1,626	191,858	2

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
DIVISION	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Children's Social Care and Family Support	494.1	481.1	(13.0)
Dedicated Schools Grant (DSG)	-	-	-
Universal People Services	174.3	187.2	12.9
People Directorate	1.0	1.0	-
Gateway and Welfare Services	118.4	166.6	48.2
Adult Social Care and All-Age Disability	519.4	679.3	159.9
Housing Need	27.4	28.4	1.0
Public Health	34.8	21.2	(13.6)
TOTAL FTE STAFF	1,369.4	1,564.8	195.4

# STAFF ESTABLISHMENT NUMBERS - REASONS FOR VARIATIONS

Children Social Care and Family Support - Increase due to additional social worker posts in Children in Need
Adult Social Care - Increase due to transfer of Croydon Care Solutions and Better Care Fund Posts
Universal People Services - Restructure of Croydon Adult Learning and Training has result in increase in FTE numbers but overall reduction in cost due to change in scale point of lecturers
Gateway and Welfare Service - New Head of Service development post created and transfer of posts from other divisions as part of gateway phase 2 programme implementation

FORECAST BUDGET Expenditure on (A) BUDGET	0/						
	%						
2016/17   DESCRIPTION   2016/17   Inflation   * Other   <b>2017/18</b>	CHANGE						
(A) (B) (C) (D)	(E)						
£000's £000's £000's £000's	%						
58,457 Employees 63,264 626 7,909 <b>71,799</b>	13						
22,509   Premises related expenditure   13,150   4   5,765   <b>18,919</b>	44						
10,626   Supplies and Services   9,335   -   995   <b>10,330</b>	11						
146,981   Third Party Payments   148,889   1,180   3,994   <b>154,063</b>	3						
178,817   Transfer Payments   183,843   -   (7,441)   176,402	(4)						
299   Transport related expenditure   620   - (129)   491	(21)						
31,839 Recharges from other services 18,442 - 200 <b>18,642</b>	1						
449,528   TOTAL EXPENDITURE   437,543   1,810   11,293   450,646	3						
(212,976) Government Grants (228,386) - (1,878) (230,264)	1						
(17,428) Other Grants, reimbursements and contributions (11,913) - (5,454) (17,367)	46						
(37,863) Customer and Client Receipts (30,294) (57) (6,032) (36,383)	20						
(566) Interest Receivable (28) (28)	-						
(10,385) Recharges to other services (15,860) - 5,164 (10,696)	(33)						
(279,218) <b>TOTAL INCOME</b> (286,481) (57) (8,200) <b>(294,738</b> )	3						
170,310         NET CONTROLLABLE COST         151,062         1,753         3,093         155,908	3						
40.750 Canital Charres (704) 40.700							
10,756 Capital Charges 10,769 - (704) 10,065	(7)						
46   Deferred/Intangible Charges	(100)						
	- (0)						
	(3)						
37,440 TOTAL UNCONTROLLABLE COST 37,417 - (1,467) 35,950	(4)						
207,750 <b>NET COST OF SERVICE</b> 188,479 1,753 1,626 <b>191,858</b>	2						
201,100 1121 0001 01 021(1102)							
(3,763) Contributions to / (from) Earmarked Reserves	n/a						
- Contributions to / (from) Capital Reserves:	n/a						
- Financing of Capital Expenditure	n/a						
- Provision for Repayment of External Loans	n/a						
- Contribution to / (from) General Balances	n/a						
(3,763) TOTAL APPROPRIATIONS	n/a						
203,987 <b>TOTAL NET EXPENDITURE</b> 188,479 1,753 1,626 <b>191,858</b>	2						
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's						
OTHER VARIATIONS IN ELEVEL OF EXCENDITIONS	20003						
Strategic budget - agreed pressures / service demands							
Strategic budget - agreed additional income / savings	(5,917)						
Other resource changes							
-							
TOTAL OTHER VARIATIONS IN RESOURCE	1,301						

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES

### SERVICE DESCRIPTION

The Safeguarding and Looked after Children Quality Assurance Service has a range of functions. The service is responsible for the independent chairing of Child Protection Conferences and the statutory Independent Reviewing Service for Looked after Children. The Service co-ordinates the 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 the lead function for the implementation of the Systemic approach across CSS and EISS services. A key function is the co-ordination of services to address the issues of Child Sexual Exploitation and Missing Children.

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.

The Looked after Children service is responsible for the planning and delivery of statutory social care services for approximately 850 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 440 looked after children in the Borough are Unaccompanied Asylum Seeking Children (UASC) whose costs are funded from United Kingdom Border Agency (UKBA) grant arrangements. The Business Relationships Unit identifies the appropriate placement for the child on becoming looked after within the in-house fostering service or by commissioning fostering or residential care from the independent sector. The Service also includes the Fostering Service, supporting over 200 foster placements, and the Adoption Service, which prepares and trains adopters, places children for adoption and offers a full range of adoption support services to children and adults.

The work of the Early Intervention and Family Support Service encompasses a range of delivery functions, which support professionals, children and families along the continuum of need. Services are best categorised as, supporting others through Early Help, Early Intervention to access services and the delivery of targeted support services.

For Partnerships, the service supports Croydon's Children and Families Partnership Board; coordinates Croydon's Playstreets; commissions an e-learning platform and leads the Croydon's Child Poverty strategy including Flexible Working Borough accreditation. For Children's integrated commissioning on behalf of Croydon Council and Croydon CCG, the service: commissions and contract manages children's health service contracts to the value of £7.8m per year (which includes health visiting, family nurse partnership, speech and language therapy, school nursing, weight management); leads commissioning of further children's health services to the value of £15.3m per year (which includes CAMHS, hospital based acute paediatrics, children's community health services and children's continuing care); leads commissioning of maternity services on behalf of the CCG; and is held to account by the Joint Commissioning Executive (Council and CCG).

### **MOVEMENT IN NET EXPENDITURE**

		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
G1210Q	Safeguarding and Looked After Children Quality Assurance	2,774	23	217	3,014	9
C1212Q	Social Care and Family Support Directorate	2,937	2	272	3,211	9
C1214Q	Children In Need Service	9,035	64	1,567	10,666	18
C1216Q	Looked After Children	22,763	304	(823)	22,244	(2)
C1218Q	Early Intervention and Support Service	12,086	74	(1,048)	11,112	(8)
C1236Q +	Partnerships and Children's Integrated Commissioning	150	1	133	284	89
	TOTAL NET SPEND	49,745	468	318	50,531	2

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Safeguarding and Looked After Children Quality Assurance	36.0	41.1	5.1
Social Care and Family Support Directorate	1.0	1.0	-
Children In Need Service	150.4	138.6	(11.8)
Looked After Children	139.8	124.8	(15.0)
Early Intervention and Support Service	166.9	172.7	5.8
Partnerships and Children's Integrated Commissioning	-	3	2.9
TOTAL FTE STAFF	494.1	481.1	(13.0)

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES

**COST CENTRE: C1210P** 

FORECAST   2016/17   DESCRIPTION   BUDGET   2016/17   Inflation   *Other   2017/18   CHANGE   Change			ORIGINAL	Variations	in Level of	ORIGINAL	
DESCRIPTION	FORECAST	1	BUDGET	Expenditu	re on (A)		%
Cooperation	2016/17	DESCRIPTION	2016/17			2017/18	CHANGE
E000's   E			(A)	(B)		(D)	(E)
467   Premises related expenditure			£000's	£000's			
4,026   Supplies and Services   2,056   - 1,061   3,117   5   39,375   17   17   17   17   17   17   17	19,216		22,736	226	2,284	25,246	11
4,026   Supplies and Services			416	-	(454)		(109)
21,379   Transfer Payments   19,963   - 5,453   25,416   82   Transport related expenditure   136   - (59)   77 (4   12,211   Recharges from other services   5,947   - (84)   5,863   (96,756   TOTAL EXPENDITURE   87,902   469   4,936   93,307   (45,732)   Government Grants   (41,469)   - (6,277)   (47,746)   1. (797)   Other Grants, reimbursements and contributions   (1,243)   - 936   (307)   (77,746)   1. (797)   Other Grants, reimbursements and contributions   (1,243)   - 936   (307)   (77,746)   1. (52)   1. (10)   - (52)   1. (10)   1.			2,056	-	1,061	3,117	52
82   Transport related expenditure   136   - (59)   77 (4   Recharges from other services   5,947   - (84)   5,863   (96,756   TOTAL EXPENDITURE   87,902   469   4,936   93,307   (45,732)   Government Grants   (41,469)   - (6,277)   (47,746)   1. (797)   Other Grants, reimbursements and contributions   (1,243)   - 936   (307)   (77,746)   1. (10,157)   (10,15				243	(3,265)	33,626	(8)
12,211   Recharges from other services   5,947   - (84)   5,863   (96,756   TOTAL EXPENDITURE   87,902   469   4,936   93,307   (45,732)   Government Grants   (41,468)   - (6,277)   (47,746)   1   (797)   Other Grants, reimbursements and contributions   (1,243)   - 936   (307)   (70,622)   Customer and Client Receipts   (51)   (1)   - (52)   (10)   -   (10)			19,963	-	5,453	25,416	27
96,756   TOTAL EXPENDITURE				-	(59)	77	(43)
(45,732)         Government Grants         (41,469)         -         (6,277)         (47,746)         1.           (797)         Other Grants, reimbursements and contributions         (1,243)         -         936         (307)         (7.           (62)         Customer and Client Receipts         (51)         (1)         -         (52)         1.           Interest Receivable         -         -         -         -         -         n.           (4,597)         Recharges to other services         (5,961)         -         1,397         (4,564)         (2.           (51,188)         TOTAL INCOME         (48,724)         (1)         (3,944)         (52,669)         (52,669)           45,568         NET CONTROLLABLE COST         39,178         468         992         40,638           223         Capital Charges         2         -         9         232         -           -         Deferred/Intangible Charges         -         -         -         -         n.           10,344         Corporate support services bought in         10,344         -         (683)         9,661         (           10,567         TOTAL UNCONTROLLABLE COST         10,567         -         (674)	12,211	Recharges from other services	5,947		(84)	5,863	(1)
(797)         Other Grants, reimbursements and contributions         (1,243)         -         936         (307)         (77)           (62)         Customer and Client Receipts         (51)         (1)         -         (52)         -<	96,756	TOTAL EXPENDITURE	87,902	469	4,936	93,307	6
(797)         Other Grants, reimbursements and contributions         (1,243)         -         936         (307)         (77           (62)         Customer and Client Receipts         (51)         (1)         -         (52)         - </td <td>(45,732)</td> <td>Government Grants</td> <td>(41,469)</td> <td>-</td> <td>(6,277)</td> <td>(47,746)</td> <td>15</td>	(45,732)	Government Grants	(41,469)	-	(6,277)	(47,746)	15
(62) Customer and Client Receipts	(797)	Other Grants, reimbursements and contributions	(1,243)	-	936		(75)
Interest Receivable	(62)	Customer and Client Receipts	(51)	(1)	-	(52)	` 2
(51,188)   TOTAL INCOME   (48,724)   (1) (3,944)   (52,669)   (52,669)   (51,188)   TOTAL INCOME   (48,724)   (1) (3,944)   (52,669)   (52,669)   (10,188)   (10,18	-	Interest Receivable		- 1	-	`-'	n/a
(51,188)   TOTAL INCOME   (48,724)   (1)   (3,944)   (52,669)   (51,188)   (51,188)   (51,188)   (1)   (3,944)   (52,669)   (1)   (3,944)   (52,669)   (1)   (3,944)   (52,669)   (1)	(4,597)	Recharges to other services	(5,961)	-	1,397	(4,564)	(23)
223   Capital Charges   223   -   9   232   -	(51,188)	TOTAL INCOME	(48,724)	(1)	(3,944)	(52,669)	. 8
223   Capital Charges   223   -   9   232   -							
- Deferred/Intangible Charges	45,568	NET CONTROLLABLE COST	39,178	468	992	40,638	. 4
- Deferred/Intangible Charges	222	Comital Charges	1 200	······································		000	
- REFCUS - 10,344	223		223	-	9	232	4
10,344   Corporate support services bought in   10,344   - (683)   9,661   (7)   (7)   (674)   9,893   (8)   (674)   9,893   (8)   (674)   9,893   (8)   (7)   (	-		-	-	-	-	n/a
10,567         TOTAL UNCONTROLLABLE COST         10,567         -         (674)         9,893         (674)           56,135         NET COST OF SERVICE         49,745         468         318         50,531         318           (2,175)         Contributions to / (from) Earmarked Reserves         -	10 344	· · · · · · · · · · · · · · · · · · ·	10 244	-	(603)	0.664	n/a
56,135         NET COST OF SERVICE         49,745         468         318         50,531         318           (2,175)         Contributions to / (from) Earmarked 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//           (2,175)         TOTAL APPROPRIATIONS         -         -         -         -         -         -         -         -         -         n//			· ·				(7)
(2,175) Contributions to / (from) Earmarked 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/  (2,175) TOTAL APPROPRIATIONS n/	10,567	TOTAL UNCONTROLLABLE COST	10,567	-	(674)	9,893	(6)
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	56,135	NET COST OF SERVICE	49,745	468	318	50,531	2
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	(2.175)	Contributions to / (from) Formarked Peace to	1 1			<del></del>	
- Financing of Capital Expenditure n/ - Provision for Repayment of External Loans n/ - Contribution to / (from) General Balances n/  (2,175) TOTAL APPROPRIATIONS n/	(2,175)		-	-	-	-	n/a
- Provision for Repayment of External Loans n/ - Contribution to / (from) General Balances n/ (2,175) TOTAL APPROPRIATIONS n/	-		-	-	-	-	n/a
- Contribution to / (from) General Balances n/ (2,175) TOTAL APPROPRIATIONS n/	-		-	-	-	- 1	n/a
(2,175) TOTAL APPROPRIATIONS n/	<u>-</u>		-	-	-	-	n/a
			-		-		n/a n/a
53,960 TOTAL NET EXPENDITURE 49,745 468 318 <b>50,531</b> 2	(=10)		l .				
	53,960	TOTAL NET EXPENDITURE	49,745	468	318	50,531	2

# PEOPLE SEI CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES SAFEGUARDING AND LOOKED AFTER CHILDREN QUALITY ASSURANCE

**COST CENTRE: C1210Q** 

1		0.010		<del> </del>		
FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL BUDGET	0/
	DESCRIPTION	2016/17	Expenditi Inflation	re on (A)  * Other	2017/18	% CHANGE
2010/17		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	2,204	23	291	2,518	14
	Premises related expenditure	21	-	(10)	11	(48
	Supplies and Services	360	-	(2)	358	(*
66	Third Party Payments Transfer Payments	47		141	188	300
	Transport related expenditure	1 1	_	-	1	n/
	Recharges from other services	96	_	(36)	60	(38
	TOTAL EXPENDITURE	2,729	23	384	3,136	15
(74)	Government Grants	(71)	_	_	(71)	
	Other Grants, reimbursements and contributions	(90)	-	-	(90)	_
-	Customer and Client Receipts	-	-	-	-	n/
	Interest Receivable	- 1	-	-	-	n/
(741)	Recharges to other services	(741)	-	, <del>-</del>	(741)	
(919)	TOTAL INCOME	(902)	-	-	(902)	<u>-</u>
2,389	NET CONTROLLABLE COST	1 927	23	384	2 224	
2,369	NET CONTROLLABLE COST	1,827	23	304	2,234	22
	Capital Charges	- 1	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-		n/a
	Corporate support services bought in	947	-	(167)	780	(18
947	TOTAL UNCONTROLLABLE COST	947	-	(167)	780	(18
3,336	NET COST OF SERVICE	2,774	23	217	3,014	9
0,000	NET GGGT GT GERVIGE	2,114	20	211	3,014	
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-		-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/:
(27)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
3,309	TOTAL NET EXPENDITURE	2,774	23	217	3,014	9
0,000		2,771	20		0,014	
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands mand in staffing		,			258
norcasca aci	mand in staining					250
Namada ada biri t	ant payond additional income /					258
<u>strategic bud</u>	get - agreed additional income / savings					
/lovement in	corporate charges (SeRCOP) and internal recharge	s				(203
Movement in o	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5)	s				(203 43
Movement in of a language of 1 language from the following from the fo	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5)					(203 43
Movement in of a life of 1 life of 1 life of transfer of transfer of 2 life	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5) FTE from Early Intervention Support Service (PED					(203 43 7 113
Movement in of a life of 1 life of 1 life of transfer of transfer of 2 life	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5) FTE from Early Intervention Support Service (PED					(203 43 7 113
Movement in o Fransfer of 1 l Fransfer of tra Fransfer of 2 l	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5) FTE from Early Intervention Support Service (PED					43 7 113
Movement in of a life of 1 life of 1 life of transfer of transfer of 2 life	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5) FTE from Early Intervention Support Service (PED					(203 43 7 113 (1
Fransfer of 1 l Fransfer of tra Fransfer of 2 l Minor variance	corporate charges (SeRCOP) and internal recharge FTE from Children In Need (PED 1.5) aining budget from Children In Need (PED 1.5) FTE from Early Intervention Support Service (PED					(203 43 7 113 (1

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES SOCIAL CARE & FAMILY SUPPORT DIRECTORATE

**COST CENTRE: C1212Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		in Level of ire on (A)	BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
2010,17		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
280	Employees	327	2	(1)	328	0
	Premises related expenditure	3	-	(83)	(80)	(2,767
	Supplies and Services	519	-	(357)	162	(69
	Third Party Payments	953	-	(333)	620	(35
	Transfer Payments		-	-		. n/a
	Transport related expenditure Recharges from other services	1 1,288	-	- 002	1   2,171	-
		T		883		69
•	TOTAL EXPENDITURE	3,091	2	109	3,202	4
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	_ [	-	_	_	n/a n/a
The state of the s	Recharges to other services	(360)	_	260	(100)	(72)
	TOTAL INCOME	(360)	_	260	(100)	(72
(127)		(444)			(,	
3,314	NET CONTROLLABLE COST	2,731	2	369	3,102	14
	Capital Charges		_	_		n/a
	Deferred/Intangible Charges	_	_	_	_	n/a
	REFCUS	-	_	-	-	n/a
206	Corporate support services bought in	206	- 1	(97)	109	(47)
206	TOTAL UNCONTROLLABLE COST	206	_	(97)	109	(47)
3,520	NET COST OF SERVICE	2,937	2	272	3,211	9
	Contributions to / (from) Earmarked Reserves	_	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	_	-	-		n/a
-	TOTAL AFFROFRIATIONS	- 1	-	-		n/a
3,520	TOTAL NET EXPENDITURE	2,937	2	272	3,211	9
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					COOO's
	get - agreed pressures / service demands					£000's
	nand in legal fees					350
	•					
					1	
Odmode mie berede	not annual additional income / coviers				-	350
Strategic budg	get - agreed additional income / savings					
					1	
					[	-
Other resourc		_				
	corporate charges (SeRCOP) and internal recharge	S				324
Digital & Enab	oling savings of facilities management budgets				İ	(319)
Vinor variance					}	(81)
	-					(2)
						(78)
TOTAL OTUE	ER VARIATIONS IN RESOURCE					970
O I AL O I NE	IN VARIATIONS IN NEGOCINE					272

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES CHILDREN IN NEED SERVICE

**COST CENTRE: C1214Q** 

	T	ORIGINAL	Variations	:- II -6	ODIOINAL	1
FORECAST		BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's 6,220	£000's 63	£000's 1,731	£000's 8,014	%
	Premises related expenditure	0,220	-	1,731	0,014	29 n/a
	Supplies and Services	6	_	(100)	(94)	(1,667
	Third Party Payments	790	1	(31)	760	` (4
	Transfer Payments	75	-	-	75	
	Transport related expenditure Recharges from other services	28 112	_	(6) (107)	22 5	(21
	TOTAL EXPENDITURE	7,231	64	1,487	8,782	(96 21
	Government Grants	(50)	-	50	0,702	(100
B.	Other Grants, reimbursements and contributions	(55)	_	-	_	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(577)	-	-	(577)	
(674)	TOTAL INCOME	(627)	<u>-</u>	50	(577)	(8)
8,251	NET CONTROLLABLE COST	6.604	64	1,537	8,205	24
0,201		0,007	04	1,007	0,200	
-	Capital Charges	-	-	-		n/a
-	Deferred/Intangible Charges	- [	-	-	-	n/a
	REFCUS Corporate support services bought in	2,431	-	- 30	2 464	n/a
	TOTAL UNCONTROLLABLE COST	1	-	30	2,461	1
2,431	TOTAL UNCONTROLLABLE COST	2,431	-	30	2,461	1
10,682	NET COST OF SERVICE	9,035	64	1,567	10,666	18
10,002		0,000		1,007	10,000	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	_	-		-	n/a n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		I				
10,299	TOTAL NET EXPENDITURE	9,035	64	1,567	10,666	18
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					00001=
	get - agreed pressures / service demands		· · · · · · · · · · · · · · · · · · ·			£000's
	nand in staffing					1,505
						1,505
	get - agreed additional income / savings					
	Guardianship Orders assessments In-house		, .	•		(150)
	on review - transfer from registered charities to regi of Private Rented Sector	sterea proviaei	rs / improvem	ent procureme	ent and	(27)
management	or rivate Remod dester					(21)
						(177)
Other resource						(,,,,
	corporate charges (SeRCOP) and Internal Recharg	es				(77)
	FTE to 0-25 SEND Service (PED 6.3) FTE (Court Unit Team) from Looked After Children	(DED 1.6)			}	(81)
	FTE (Court Unit Team) from Looked After Children FTE to Safeguarding (PED 1.3)	(רבט ויס)				445 (43)
	nining budget to Safeguarding (PED 1.3)					(43)
Minor variance	· · · · · · · · · · · · · ·					2
						239
TOTAL OTHE	ER VARIATIONS IN RESOURCE					1,567
<b></b> 111L						1,507

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES LOOKED AFTER CHILDREN

**COST CENTRE: C1216Q** 

		T ==		<del> </del>		
FORECAST		ORIGINAL	Variations		ORIGINAL	0/
2016/17	DESCRIPTION	2016/17	Expenditu Inflation	* Other	BUDGET 2017/18	% CHANGE
] =====================================		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	`% <sup>´</sup>
	Employees	7,094	62	(585)	6,571	(7
	Premises related expenditure Supplies and Services	297	-	(26)	4	- (40
	Third Party Payments	27,298	242	(36) <b>333</b>	261 27,873	(12
	Transfer Payments	463	-	-	463	2
	Transport related expenditure	21	=	(21)	-	(100
5,271	Recharges from other services	4,189	- ;	(633)	3,556	(15
44,405	TOTAL EXPENDITURE	39,366	304	(942)	38,728	(2
	Government Grants	(17,949)	-	-	(17,949)	
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
, ,	Interest Receivable Recharges to other services	(2,453)	-	- 800 i	- (1,653)	n/a
		1	-			(33
(21,747)	TOTAL INCOME	(20,402)	-	800	(19,602)	(4)
22,658	NET CONTROLLABLE COST	18,964	304	(142)	19,126	1
	Capital Charges	1				
	Deferred/Intangible Charges	! <u>-</u>		_	_ [	n/a n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	3,799	-	(681)	3,118	(18)
3,799	TOTAL UNCONTROLLABLE COST	3,799	_	(681)	3,118	(18)
· · · · · · · · · · · · · · · · · · ·		· · · · · · · · · · · · · · · · · · ·				
26,457	NET COST OF SERVICE	22,763	304	(823)	22,244	(2)
(1,031)	Contributions to / (from) Earmarked Reserves	-	-	-		n/a
-	Contributions to / (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
(1,001)	TOTAL AFFRONKIATIONS	- [				n/a
25,426	TOTAL NET EXPENDITURE	22,763	304	(823)	22,244	(2)
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20003
Increased der	nand in placements					1,687
					-	1,687
Strategic budg	get - agreed additional income / savings				ļ	1,001
	reduction in subsistence payments					(100)
	Children over 16 transitioning to Semi Independent	Accommodatio	n			(100)
	on contract & off contract spend					(166)
Savings from	the implementation of the Immigration Act				:	(1,000)
						_
					Į.	(1,366)
Other resourc						,
	corporate charges (SeRCOP) and internal recharge FTE (Court Unit Team) to Children in Need (PED 1				İ	(1,314)
	FTE (Count Onit Team) to Children in Need (PED T FTE (Income Maximisation Team) to Gateway (PED					(445) (222)
	of Public Health Funding (RED 9.2)	,				800
Minor variance	<del>-</del> ', ', ', ', ', ', ', ', ', ', ', ', ',					37
					-	/4
					}	(1,144)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(823)
						(023)

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES EARLY INTERVENTION SUPPORT SERVICE

**COST CENTRE: C1218Q** 

457 Premises related expenditure			l opionii '		<del></del>	l animir:	
2016/17   DESCRIPTION	FORECAST		1				07
CA  (B)   COO'S   CO			1				
2000's   Employees   E000's	2010/17	DEGOTAL TION					
7.155	£000's						
2.885 Supplies and Services	7,159	Employees	6,681			7,563	13
3.351 Third Party Payments 7,050 (3.375) (3.37				-	(361)	27	(93
21,322 Transfer Payments				-	1,558	2,425	180
So			· ·	- 1			(48
A42   Recharges from other services   224   - (153)   71   3   35,885   TOTAL EXPENDITURE   34,720   74   3,889   38,692   (25,891)   Government Grants   (22,901)   - (6,327)   (29,228)   (171) (Other Grants, reimbursements and contributions   (1,53)   - 936   (217)   (26) (20 testimer and Client Receipts       1,143   (1,438)   (1,			1 ' 1	-			28
35,885   TOTAL EXPENDITURE				-			(38
(25,491) Covernment Grants (22,001) (6,327) (29,228) (171) Other Grants, reimbursements and contributions (1,153) - 938 (217) (25,000) (25,000) (25,000) (26,000) (26,000) (27,142) (27			1		· · · · · · · · · · · · · · · · · · ·		(68
(171) Other Grants, reimbursements and contributions (62) Customer and Client Receipts	35,885	TOTAL EXPENDITURE	34,720	74	3,898	38,692	11
(62) Customer and Client Receipts Interest Receivable (1.418) Recharges to other services (1.674) - 181 (1.483) ( (27.142) TOTAL INCOME (25.728) - (5.210) (30,938)  8,743 NET CONTROLLABLE COST 8,992 74 (1.312) 7,754 (  223 Capital Charges Deferred/Intangible Charges				-	(6,327)	(29,228)	28
Interest Receivable			(1,153)	-	936	(217)	(81
(1,418) Recharges to other services (1,674) - 181 (1,483) (27,142) TOTAL INCOME (25,728) - (5,210) (30,938) (30,938) (27,142) TOTAL INCOME (25,728) - (5,210) (30,938			- 1	-	-	-	n/a
(27,142)   TOTAL INCOME   (25,728)   - (5,210)   (30,938)			-	-	-		n/a
8,743   NET CONTROLLABLE COST			<del>                                     </del>		•		(11
223	(27,142)	TOTAL INCOME	(25,728)	-	(5,210)	(30,938)	20
223	8.743	NET CONTROLLABLE COST	8.992	74	(1.312)	7.754	(14
Deferred/Intangible Charges	٥,٠		5,502	•	(1,012)	7,104	(14)
REFCUS 2,871 Comprate support services bought in 2,871 3,094 TOTAL UNCONTROLLABLE COST 3,094 - 264 3,358  11,837 NET COST OF SERVICE 12,086 74 (1,048) 11,112  (726) Contributions to / (from) Capital Reserves - Contribution to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - 11,111 TOTAL NET EXPENDITURE 12,086 74 (1,048) 11,112  OTHER VARIATIONS IN LEVEL OF EXPENDITURE Itrategic budget - agreed pressures / service demands Frowth for increased facilities management charges  where resource changes for entralisation of phase two service restructure  (4:  Other resource changes for entralisation of facilities management, utilities, insurance and business rates budgets ransfer of 2 FTE to Safeguarding (PED 1.3) (13) (13) (14) (15) (15) (16) (16) (16)			223	-	9	232	4
2,871   Corporate support services bought in   2,871   - 255   3,126			-	-	-	-	n/a
3,094 TOTAL UNCONTROLLABLE COST 3,094 - 264 3,358  11,837 NET COST OF SERVICE 12,086 74 (1,048) 11,112  (726) Contributions to / (from) Earmarked Reserves			-	-	-	-	n/a
11,837 NET COST OF SERVICE  12,086 74 (1,048) 11,112  (726) 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 - Contributi	2,871	Corporate support services bought in	2,871	-	255	3,126	9
(726) 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) Ceneral Balances - Contribution to / (from) Ceneral Balances - Contribution to / (from) Ceneral Balances - Contribution to / (1,048) - Contribution to / (1,048	3,094	TOTAL UNCONTROLLABLE COST	3,094	- ]	264	3,358	9
(726) 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) Ceneral Balances - Contribution to / (from) Ceneral Balances - Contribution to / (from) Ceneral Balances - Contribution to / (1,048) - Contribution to / (1,048	44.007	NET COST OF SERVICE	10.000		(1.0.10)		
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) - Contribution to / (from) General Balances - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution - Contribution to / (from) - Contribution to / (from) - Con	11,837	NET COST OF SERVICE	12,086	/4	(1,048)	11,112	(8)
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - Contribution to / (from) - Contribution to / (from) General Balances - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution to / (from) - Contribution - Contribution to / (from) - Contribution to / (from) - Con	(726)	Contributions to / (from) Farmarked Reserves			_		n/a
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from ) General Balances TOTAL APPROPRIATIONS 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 TOTAL NET EXPENDITURE  E0000's  Extrategic budget - agreed pressures / service demands Townth for increased facilities management charges Townth for increased facili			_	_	-	_	n/a
- Provision for Repayment of External Loans Contribution to / (from) General Balances	_		_	_	_	_	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  Frowth for increased facilities management charges  Strategic budget - agreed additional income / savings Implementation of phase two service restructure  (4:  Other resource changes Incorporate charges (SeRCOP), capital charges and internal recharges Incorporate charges (SeRCOP), capital charges and business rates budgets Iransfer of 2 FTE to Safeguarding (PED 1.3) Iransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Iransfer of the Community Fund budget to Resources (RED 9.9)  (6:  (6:  (6:  (6:  (6:  (6:  (6:  (7:  (7	(726)	TOTAL APPROPRIATIONS	- 1	-			n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Frowth for increased facilities management charges  Strategic budget - agreed additional income / savings Implementation of phase two service restructure  (4:  Other resource changes Incorporate charges (SeRCOP), capital charges and internal recharges Incorporate charges (SeRCOP), capital charges and business rates budgets Iransfer of 2 FTE to Safeguarding (PED 1.3) Iransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Iransfer of the Community Fund budget to Resources (RED 9.9)  (6:  (6:  (6:  (6:  (6:  (6:  (6:  (7:  (7	-:					·	
Contractive to the community Fund budget to Resources (RED 9.9)  Contracted to budget - agreed pressures / service demands (Associated in the Community Fund budget to Resources (RED 9.9)  Contracted in corporate charges (Resources (RED 9.9))  (4)  (4)  (4)  (4)  (4)  (4)  (4)	11,111	TOTAL NET EXPENDITURE	12,086	74	(1,048)	11,112	(8)
Contractive to the community Fund budget to Resources (RED 9.9)  Contracted to budget - agreed pressures / service demands (Associated in the Community Fund budget to Resources (RED 9.9)  Contracted in corporate charges (Resources (RED 9.9))  (4)  (4)  (4)  (4)  (4)  (4)  (4)	* OTHER VAL	DIATIONS IN LEVEL OF EXPENDITURE				-	00001-
Strategic budget - agreed additional income / savings Inplementation of phase two service restructure  (4:    Other resource changes							£000's
Strategic budget - agreed additional income / savings Implementation of phase two service restructure  (4:    Other resource changes							6
Other resource changes Novement in corporate charges (SeRCOP), capital charges and internal recharges Pentralisation of facilities management, utilities, insurance and business rates budgets Pentralisation of 12 FTE to Safeguarding (PED 1.3) Peransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Peransfer of the Community Fund budget to Resources (RED 9.9)  (60)		neaca acomica managament analigas					ŭ
Other resource changes Novement in corporate charges (SeRCOP), capital charges and internal recharges Pentralisation of facilities management, utilities, insurance and business rates budgets Pentralisation of 12 FTE to Safeguarding (PED 1.3) Peransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Peransfer of the Community Fund budget to Resources (RED 9.9)  (60)							
Other resource changes Novement in corporate charges (SeRCOP), capital charges and internal recharges Pentralisation of facilities management, utilities, insurance and business rates budgets Pentralisation of 12 FTE to Safeguarding (PED 1.3) Peransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Peransfer of the Community Fund budget to Resources (RED 9.9)  (60)							
Other resource changes Novement in corporate charges (SeRCOP), capital charges and internal recharges Pentralisation of facilities management, utilities, insurance and business rates budgets Pentralisation of 12 FTE to Safeguarding (PED 1.3) Peransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Peransfer of the Community Fund budget to Resources (RED 9.9)  (60)							6
Other resource changes Movement in corporate charges (SeRCOP), capital charges and internal recharges Intern							
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)	Implementatio	on of phase two service restructure					(450)
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)							
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)							
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)						·	
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)							
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)							
Other resource changes  Novement in corporate charges (SeRCOP), capital charges and internal recharges  Centralisation of facilities management, utilities, insurance and business rates budgets  Cransfer of 2 FTE to Safeguarding (PED 1.3)  Cransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Cransfer of the Community Fund budget to Resources (RED 9.9)  (66)						}	(450
Novement in corporate charges (SeRCOP), capital charges and internal recharges  Sentralisation of facilities management, utilities, insurance and business rates budgets  Fransfer of 2 FTE to Safeguarding (PED 1.3)  Fransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  Fransfer of the Community Fund budget to Resources (RED 9.9)  (66)	Other resourc	e changes				ł	(750
tentralisation of facilities management, utilities, insurance and business rates budgets  (36) Fransfer of 2 FTE to Safeguarding (PED 1.3) Fransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3) Fransfer of the Community Fund budget to Resources (RED 9.9)  (41) Fransfer of the Community Fund budget to Resources (RED 9.9)			internal rechard	jes			90
ransfer of 2 FTE to Safeguarding (PED 1.3) (1) (1) (1) (2) (3) (4) (4) (5) (5) (6) (6) (6) (6) (6) (6) (7) (7) (8) (9) (9) (9) (9) (9) (9) (9) (9) (9) (9							(368
ransfer of Disability Youth Project Team to 0-25 SEND Service (PED 6.3)  (1)  (2)  (3)  (4)  (6)	Transfer of 2 I	FTE to Safeguarding (PED 1.3)		-			(113
ransfer of the Community Fund budget to Resources (RED 9.9)  (60	Fransfer of Di	sability Youth Project Team to 0-25 SEND Service					(95
	Fransfer of the	e Community Fund budget to Resources (RED 9.9)					(118
							(00.1
OTAL OTHER VARIATIONS IN RESOURCE (1,04						}	(604)
(1,02	TOTAL OTHE	R VARIATIONS IN RESOURCE					/1 0/0
	OTAL OTHE	A VARIATIONS IN INCOUNCE					(1,048)

# PEOPLE CHILDREN'S SOCIAL CARE AND FAMILY SUPPORT SERVICES PARTNERSHIP AND CHILDREN'S INTEGRATED COMMISSIONING

**COST CENTRE: C1236Q** 

FORECAST 2016/17			_			
1 1		ORIGINAL		in Level of	ORIGINAL	
		BUDGET		ure on (A)	BUDGET	%
1 -0.0 1-	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	`%
	mployees	210	2	40	252	20
	remises related expenditure	-	-	-	-	n/a
	Supplies and Services	7	-	(2)	5	(29
	hird Party Payments	510	-	-	510	-
	ransfer Payments	-	-	-	-	n/a
	ransport related expenditure	-	-	· <del>-</del>	-	n/a
	echarges from other services	38	-	(38)	-	(100
819 T	OTAL EXPENDITURE	765	2	-	767	0
(498) G	Sovernment Grants	(498)	_	_	(498)	
	Other Grants, reimbursements and contributions	(//-/	_	_	(,,,,,	n/a
	customer and Client Receipts	(51)	(1)	_	(52)	2
	nterest Receivable	- (5./	- '		(0)	n/a
1	echarges to other services	(156)	_	156	_ [	(100
	OTAL INCOME	, ,	(4)		(550)	
(606)	OTAL INCOME	(705)	(1)	156	(550)	(22
242 1	ET CONTROL LARIE COOT	00	4	450	04=	
213 N	ET CONTROLLABLE COST	60	1	156	217	262
- C	apital Charges	-	- !	-	- 1	n/a
	eferred/Intangible Charges	_	- 1	- 1	_	n/a
	EFCUS	_	_	_	_	n/a
1	orporate support services bought in	90	_	(23)	67	(26)
	OTAL UNCONTROLLABLE COST	90	_	(23)	67	
90 11	OTAL DINCONTROLLABLE COST	30		(23)	07	(26)
303 N	ET COST OF SERVICE	150	1	133	284	89
(0) (0						
	ontributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-  C	ontributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
1	Provision for Renayment of External Loans		_	_	_	
-	Provision for Repayment of External Loans	- 1	-		-	
	ontribution to / (from) General Balances		· -			n/a
<del></del>			· -		-	n/a
(8) <b>T</b> (	ontribution to / (from) General Balances	150	- 1		- 284	n/a
(8) <b>T</b> (	ontribution to / (from) General Balances OTAL APPROPRIATIONS	150	1	-	284	n/a n/a 89
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE	150	1	-	284	n/a n/a 89
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a 89
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a 89
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a 89
(8) To 295 To * OTHER VARI	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	
(8) To 295 To * OTHER VARI. Strategic budge	ontribution to / (from) General Balances OTAL APPROPRIATIONS OTAL NET EXPENDITURE ATIONS IN LEVEL OF EXPENDITURE	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
(8) To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands	150	1	-	284	n/a n/a 89 £000's
295 TO * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands  et - agreed additional income / savings	150	1	-	284	n/a n/a 89 £000's
295 To 295 To * OTHER VARI. Strategic budge	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands  et - agreed additional income / savings		1	-	284	## ## ## ## ## ## ## ## ## ## ## ## ##
295 To  * OTHER VARI. Strategic budge  Strategic budge	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	### ### ##############################
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource of Movement in correct corrections are considered as a second considered as a second correct co	OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE  et - agreed pressures / service demands  et - agreed additional income / savings		1	-	284	## ## ## ## ## ## ## ## ## ## ## ## ##
295 To  * OTHER VARI. Strategic budge  Strategic budge	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	£000's
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource of Movement in correct corrections are considered as a second considered as a second correct co	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	£000's
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource Movement in co Realignment of	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	£000's
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource Movement in co Realignment of	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	## ## ## ## ## ## ## ## ## ## ## ## ##
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource of Movement in correct corrections are considered as a second considered as a second correct co	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	## ## ## ## ## ## ## ## ## ## ## ## ##
295 TO  * OTHER VARI. Strategic budge  Strategic budge  Other resource of Movement in correct corrections are considered as a second considered as a second correct co	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	n/a n/a 89 £000's
295 To  * OTHER VARI. Strategic budge  Strategic budge  Other resource Movement in co Realignment of Minor variance	ontribution to / (from) General Balances OTAL APPROPRIATIONS  OTAL NET EXPENDITURE  ATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands  et - agreed additional income / savings  changes propriate charges (SeRCOP) and Internal Recharge		1	-	284	## ## ## ## ## ## ## ## ## ## ## ## ##

# PEOPLE DEDICATED SCHOOLS GRANT

### SERVICE DESCRIPTION

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

ii) Schools block – this includes funding for primary and secondary schools/academies and some central services including admissions, schools forum, Carbon Reduction Commitment (CRC), Key Stage 4 (KS4), and 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 193 (note settings close and open throughout the year)
- ii) Child minders currently 58 (note child minders join and leave throughout the year)
- iii) Nursery and early years centres 6
- iv) Primary Schools 85 (42 academies and 1 free school)
- v) Secondary Schools 23 (17 Academies)
- vi) Special Schools 6 schools
- Vii) Pupil Referral Units (PRUs) 5 PRUs ( 4 Amalgamated into 1)
- Viii) All Through Schools 1 (1 Academy)

Note numbers above are projected as at 1 April 2017 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) Of the £323m DSG allocation, £57m sits within High Needs (PED 6.3), £16.82m sits within Early Years (PED 1.7) and an estimated £140m is recouped by the EFA to fund academies within the Borough, there are also Central amounts of DSG held within Corporate (for Prudential Borrowing) and Universal Services (for Admissions and Servicing of the School Forum)

# **MOVEMENT IN NET EXPENDITURE**

	ORIGINAL	Variations	in Level of	ORIGINAL	
COST	BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Schools	103,036	1	(9,140)	93,896	(9)
Dedicated Schools Grant	(103,036)	-	9,140	(93,896)	(9)
TOTAL NET SPEND	-	-	-	-	n/a

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	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 SCHOOLS BUDGET DEDICATED SCHOOLS BUDGET

**COST CENTRE: C1215P** 

FORECAST 2016/17	DESCRIPTION	ORIGINAL BUDGET 2016/17 (A)		in Level of ure on (A) * Other (C)	ORIGINAL BUDGET 2017/18 (D)	% CHANGE (E)
£000's		£000's	£000's	£000's	£000's	%
77,865 19,688	Schools  Primary Secondary Central	79,219 19,688 4,129	- - -	(10,047) (356) 1,263	69,172 19,332 5,392	(13) (2) 31
101,553	TOTAL EXPENDITURE	103,036	-	(9,140)	93,896	(9)
(101,553)	Dedicated Schools Grant	(103,036)	-	9,140	(93,896)	(9)
(101,553)	TOTAL INCOME	(103,036)	_	9,140	(93,896)	(9)
-	NET EXPENDITURE	_	-	-	-	n/a

PEOPLE SCHOOLS BUDGET DSG - SCHOOLS

**COST CENTRE: C12151P** 

- Premises related expenditure - Supplies and Services - Trind Party Payments - Transfer Payments - Transport related expenditure - Recharges from other services - TOTAL EXPENDITURE - Customer and Client Receipts - Interest Receivable - Recharges to other services - Transport Related expenditure - Recharges from other services - Recharges from other services - Recharges from other services - Recharges from other services - Recharges from other services - Recharges from other services - Recharges from other services - Recharges to other services - Recharges to other services - Recharges to other services - Recharges from other services - Recharges from other services - Recharges to other services - Recharges to other services - Recharges to other services - Recharges from other services -							
2016/17   DESCRIPTION			ORIGINAL	Variations	in Level of	ORIGINAL	
Employees	FORECAST		BUDGET	Expendit	ure on (A)	BUDGET	%
E000's	2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
ED00's   Employees			(A)	(B)	(C)	(D)	(E)
Premises related expenditure	£000's		£000's	£000's	£000's	£000's	
Premises related expenditure	1		-	-	-	_	n/a
Supplies and Services	-	Premises related expenditure	-	-	-	-	n/a
Third Party Payments	-	Supplies and Services	-	_	-	-	n/a
101,553   Transport related expenditure	-		- 1	_	<b>-</b>	l <u>-</u>	
Transport related expenditure	101.553		103.036	_	(9.140)	93.896	
Recharges from other services			-	_	(3,1.3)		
101,553   TOTAL EXPENDITURE			· _	_	_	_	
(101,553) Government Grants  Other Grants, returbusements and contributions Customer and Client Receipts Interest Receivable Recharges to other services (101,553) TOTAL INCOME  (103,036) - 9,140 (93,896) (9  - NET CONTROLLABLE COST  - Capital Charges - Ceptral Charges - Deferred Intengible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST  - NET COST OF SERVICE  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves: - Financing of Capital Expenditure - Provision for Repsyment of External Loans - Ontribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - Other resource changes  - Other resource changes - Other resource changes - Other resource changes - Other resource changes - Other resource changes			100.000		(0.440)	22.222	
Other Grants, reimbursements and contributions Customer and Client Receipts Interest Receivable Recharges to other services (101,583) TOTAL INCOME (101,583) TOTAL INCOME (103,036) - 9,140 (93,896) (9  - NET CONTROLLABLE COST - Capital Charges Deferred/intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST - NET COST OF SERVICE - Contributions to / (from) Earmarked Reserves Contributions to / (from) Earmarked Reserves Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves - Thancing of Capital Expenditure - Provision for Repayment of External Loans - Contribution for Circle (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed additional income / savings  Other resource changes  Other resource changes				-	, ,	93,896	(9
- Other Grants, reimbursements and contributions - Customer and Clein Receipts - Interest Receivable - Recharges to other services			(103,036)	-	9,140	(93,896)	(9
- Customer and Client Receipts	-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
Interest Receivable	_	Customer and Client Receipts	-	-	-		n/a
Recharges to other services			-	-	-	-	
(101,553)   TOTAL INCOME	_	Recharges to other services	-	_	-	_	
- 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) 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  - OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  - Other resource changes  - Other resource changes  - Other resource changes			(103 036)		0.140	(02 906)	
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST	(101,555)	TOTAL INCOME	(103,036)	-	9,140	(93,696)	(9
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST		NET CONTROLL (5: 5 ccc	<u> </u>				
- Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST	-	NET CONTROLLABLE COST	-	-	-	~	n/a
- Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST		Capital Charges	_ [		_		n le
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  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Other resource changes  Other resource changes			<u> </u>	-			
- Corporate support services bought in			- [	-	_	<u> </u>	
- TOTAL UNCONTROLLABLE COST			_	-	· •	-	
- NET COST OF SERVICE  - Contributions to / (from) Earmarked Reserves - 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 - TOTAL NET EXPENDITURE			-				
- Contributions to / (from) Earmarked Reserves - 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 UNCONTROLLABLE COST	-	-	-		n/a
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	` `	NET COOT OF SERVICE	<u> </u>				
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	-	NET COST OF SERVICE	-	-	-	•	n/a
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	_	Contributions to / (from) Farmarked Reserves		_	-		
- Financing of Capital Expenditure			_	_	_		
- Provision for Repayment of External Loans - Contribution to / (from) General Balances				_	_	_	
- Contribution to / (from) General Balances			-	-	-	-	
- TOTAL APPROPRIATIONS	- 1		-	-	-	-	
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands			-	-		-	
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands	-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands	_	TOTAL NET EXPENDITURE	I _ T		_ :	_	n/a
Strategic budget - agreed pressures / service demands							11/0
Strategic budget - agreed additional income / savings							£000's
-   -	Strategic bud	get - agreed pressures / service demands					
-   -							_
-   -							-
-   -							_
-   -							_
-   -							-
-   -	Strategic bud	get - agreed additional income / savings				İ	
						l	_
						l	-
						l	
						l	-
							-
						ļ	
						}	
	Other recours	e changes				}	
- - - -	Other resource	<del>о опануса</del>					
- - - -	!						-
						i	
							-
							-
							-
							-
	-						
TOTAL OTHER VARIATIONS IN RESOURCE -							
TOTAL OTHER VARIATIONS IN RESOURCE		- VARIATIONO II:					
	TOTAL OTHE	R VARIATIONS IN RESOURCE					-

### SERVICE DESCRIPTION

### **Adult Learning**

The adult education provision is known as CALAT (Croydon Adult Learning and Training) and provides a wide range of accredited and non accredited 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 operates from 3 sites and a number of community bases across the borough.

### Children and Families Partnership

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 the Flexible Working Borough project.

### Libraries, Museums and Heritage

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).

### **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 supporting parents and carers to ensure their child's safe journey to school, in designated areas across the borough.

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

In addition to works across our current school estate, the team is responsible for managing the relationship with central government to ensure that Free Schools are agreed to open in areas of unmet pupil demand.

### School Standards and Commissioning

- 1) The Schools Standards Service consists of the team who ensure the Council meets its statutory duties are met. They devise, in consultation with external partners, the key strategic school improvement priorities for the Borough and monitor progress towards them. Where schools are causing significant concern the team is responsible for exercising the Council's statutory powers of intervention.
- 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.
- 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.
- 4) The team includes ensuring provision for Children Missing Education, children who are Electively Home Educated, the commissioning of Alternative Provision and Pupil Referral Units, the Fair Access Panel, children excluded from school and statutory education welfare. A key role is to provide educational input in to the Multi-Agency Safeguarding Hub and the Local Children Safeguarding Board.

# MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations	in Level of	ORIGINAL	
C/OST.	BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1234Q Adult Learning	258	18	(631)	(355)	(238)
C1238Q Libraries, Museums and Heritage	5,133	34	(586)	4,581	(11)
C1239Q Museums and Culture	369	2	(92)	279	(24)
C1240Q School Places & Admissions	483	12	(541)	(46)	(110)
C1242Q School Standards and Commissioning	4,197	23	(1,799)	2,421	(42)
C1235Q Universal People Services Directorate	8	1	2,090	2,099	26,138
TOTAL NET SPEND	10,448	90	(1,559)	8,979	(14)

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Adult Learning	69.5	85.8	16.3
Libraries, Museums and Heritage	8.2	1.4	(6.8)
Museums and Culture	-	6.8	6.8
School Places & Admissions	31.0	31.0	-
School Standards and Commissioning	61.9	61.1	(0.8)
Universal People Services Directorate	1.0	1.0	- 1
Partnership and Business Development	2.9	-	(2.9)
TOTAL FTE STAFF	174.5	187.2	12.7

# PEOPLE UNIVERSAL PEOPLE SERVICES

**COST CENTRE: C1220P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
<b>FORECAST</b>		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	8,614	69	(501)	8,182	(5)
	Premises related expenditure	227	-	(80)	147	(35)
	Supplies and Services	2,566	-	(22)	2,544	(1)
	Third Party Payments	5,461	33	(530)	4,964	(9)
	Transfer Payments	4,564	-	(100)	4,464	(2)
	Transport related expenditure	23	-	(14)	9	(61)
1,308	Recharges from other services	1,297	-	(76)	1,221	(6)
22,002	TOTAL EXPENDITURE	22,752	102	(1,323)	21,531	(5)
(13,562)	Government Grants	(13,742)	-	192	(13,550)	. (1)
(647)	Other Grants, reimbursements and contributions	(640)	_	(7)	(647)	1
(1,340)	Customer and Client Receipts	(1,694)	(12)	322	(1,384)	(18)
- '	Interest Receivable	``-'	`-'	-	`´-′	n/a
(495)	Recharges to other services	(581)	_	101	(480)	(17)
(16,044)	TOTAL INCOME	(16,657)	(12)	608	(16,061)	(4)
5.050	NET CONTROLLARI E COST	0.005		(745)	5 470 L	(40)
5,958	NET CONTROLLABLE COST	6,095	90	(715)	5,470	(10)
1,653	Capital Charges	1,628		(60)	1,568	(4)
1,000	Deferred/Intangible Charges	1,020	_	(00)	1,500	(4) n/a
_	REFCUS	_ [	_ [	_	_ [	n/a
	Corporate support services bought in	2,725	_	(784)	1,941	(29)
	TOTAL UNCONTROLLABLE COST	4,353		(844)	3,509	
4,570	TOTAL GROOM MOLLABLE GOST	4,555		(044)	3,309	(19)
10,336	NET COST OF SERVICE	10,448	90	(1,559)	8,979	(14)
	N. T. VARIANCES	l:				
(38)	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		-	-	<b>_</b>	n/a
(38)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
10,298	TOTAL NET EXPENDITURE	10,448	90	(1,559)	8,979	(14)

# PEOPLE UNIVERSAL PEOPLE SERVICES ADULT LEARNING

**COST CENTRE: C1234Q** 

FORFOACT		ORIGINAL	F	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
	Employees	2,868	24	(394)	2,498	<u>%</u> (13
	Premises related expenditure	68	_	(34)	34	(50
	Supplies and Services	458	_	(36)	422	(8
	Third Party Payments	97	-	(97)	-	(100
	Transfer Payments	-	-	`-´	-	n/
	Transport related expenditure	16	-	(14)	2	(88)
1,018	Recharges from other services	995	-	24	1,019	2
4,014	TOTAL EXPENDITURE	4,502	24	(551)	3,975	(12
(4,053)	Government Grants	(4,233)	_	180	(4,053)	(4
(29)	Other Grants, reimbursements and contributions	(22)	-	(7)	(29)	32
	Customer and Client Receipts	(1,020)	(6)	377	(649)	(36
	Interest Receivable	-	-	-	-	n/a
(15)	Recharges to other services	56	<u> </u>	(56)	-	(100
(4,748)	TOTAL INCOME	(5,219)	(6)	494	(4,731)	(9
(734)	NET CONTROLLABLE COST	(717)	18	(57)	(756)	5
40.4	0. 11.10					
	Capital Charges Deferred/Intangible Charges	399	-	2	401	1
	REFCUS	_ [	_	<u>-</u>	_	n/a
	Corporate support services bought in	576	_	(576)	-	n/a (100
	TOTAL UNCONTROLLABLE COST	975		(574)	401	
1,000	TOTAL UNCONTROLLABLE COST	9/3		(374)	401	(59
266	NET COST OF SERVICE	258	18	(631)	(355)	(238)
	Contributions to / (from) Earmarked Reserves		_	_		n/a
	Contributions to / (from) Capital Reserves:	_	_	_	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-		n/a
- ]	TOTAL APPROPRIATIONS	-	-	-	-	n/a
266	TOTAL NET EXPENDITURE	258	18	(631)	(355)	(238)
OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20003
						-
						_
						-
Stratogic bud	get - agreed additional income / savings					
Strategic budg	get - agreed additional income / savings					
						-
						-
					į	
74h	h					
Other resourc	e changes FCALAT Service - Salaries and Supplies Services					. (470
	ncome from learners in line with restructure and clo	sure of CALAT	Coulsdon			(478 370
	Skill Funding Agency Grant and Information Advice					180
	of ICT Recharge					(73
	Depreciation Charges					2
	corporate charges (SeRCOP)					(632
						(631)
OTAL OTHE	R VARIATIONS IN RESOURCE					(631)
<b>-</b>		-				(001)

# PEOPLE UNIVERSAL PEOPLE SERVICES LIBRARIES AND CULTURE

**COST CENTRE: C1238Q** 

FORECAST 2016/17	1	ORIGINAL	Variation -	in Level of	ORIGINAL	
		BUDGET		in Level of ure on (A)	BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	[Family and a second se	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	92 93	1	(19) (13)	74 80	(2
	Supplies and Services	"-	-	34	34	(1 r
	Third Party Payments	3,601	33	(423)	3,211	(1
· -	Transfer Payments	-	-	-	-	'n
-	Transport related expenditure	-	-	-	-	n
	Recharges from other services	23		(8)	15	(3
3,587	TOTAL EXPENDITURE	3,809	34	(429)	3,414	(1
-	Government Grants	-	-	-		n
-	Other Grants, reimbursements and contributions Customer and Client Receipts	-	-	-		n
_	Interest Receivable		_	_	-	n. n.
_	Recharges to other services	11	_	(11)	-	(10
_	TOTAL INCOME	11	_	(11)		(10
		<u> </u>		(11)		(10)
3,587	NET CONTROLLABLE COST	3,820	34	(440)	3,414	(1
1 220	Capital Charges	1,229		(62)	1,167	
	Deferred/Intangible Charges	1,229		(62)	1,107	(
	REFCUS	-	-	-	_	n/
84	Corporate support services bought in	84	-	(84)	-	(100
1,313	TOTAL UNCONTROLLABLE COST	1,313	-	(146)	1,167	(1
		1 1			_	
4,900	NET COST OF SERVICE	5,133	34	(586)	4,581	(11
(38)	Contributions to / (from) Earmarked Reserves	I - T		_		n/
-	Contributions to / (from) Capital Reserves:	- 1	_	_	_	n/
-	Financing of Capital Expenditure	-	- '	_		n/
_	Provision for Repayment of External Loans	-	-	-	-	n/
	Contribution to / (from) General Balances	-	_	-	-	n/
(38)	TOTAL APPROPRIATIONS		-	-		n/
4,862	TOTAL NET EXPENDITURE	5,133	34	(586)	4,581	(11
4,002	TOTAL HET LAFENDITORE	3,133	34	(300)	4,361	(1
	RIATIONS IN LEVEL OF EXPENDITURE			<del> </del>		£000's
stratedic bud						
	get - agreed pressures / service demands					_
-						- 34
Jpper Norwo						34
-						-
Jpper Norwo	od library					-
Jpper Norwo						-
Jpper Norwo	od library get - agreed additional income / savings					34
Jpper Norwo  Strategic bud	od library					34 - (100
Jpper Norwo  Strategic bud	od library  get - agreed additional income / savings  tract Savings					34 - (100
Jpper Norwo  Strategic bud	od library  get - agreed additional income / savings  tract Savings					3.
Jpper Norwo  Strategic bud	od library  get - agreed additional income / savings  tract Savings					3.
Jpper Norwo	od library  get - agreed additional income / savings  tract Savings  n Head of Library and CALAT					3. (10) (1)
Jpper Norwo  Strategic bud  ibraries Con  2.2 Savings o	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT					(10)
Upper Norwo	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment	Potos				(10)
Upper Norwood Strategic bud ibraries Con 2.2 Savings of their resource services and their resources of their	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business		anagement R	udaets		(100 (118 (88 (24
Jpper Norwo  Strategic bud  ibraries Con  2 Savings o  Other resource  SeRCOP Rea  /irement: Rea  Realign FM B	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  get - changes alignment alignment of Internal Recharges including Business audgets in line with new contracts and Centralisation	of Facilities Ma		udgets		(11)
Jpper Norwo  Strategic bud  ibraries Con  2 Savings of  Other resource  SeRCOP Read/irement: Realign FM B  Transfer of Co	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business	of Facilities Ma		udgets		(10) (10) (11) (11) (8) (2) (7) (25)
Other resource Realign FM Bransfer of Colorement of Centralisation	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business sudgets in line with new contracts and Centralisation ulture Growth Fund Budget from the People Dept. to Depreciation Charges of Utilities budgets	of Facilities Ma		udgets		(118 (88 (24 (77 (25)
Other resources Realign FM B Transfer of Collovement of Centralisation	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business sudgets in line with new contracts and Centralisation ulture Growth Fund Budget from the People Dept. to Depreciation Charges of Utilities budgets	of Facilities Ma		udgets		(118 (118 (118 (88 (24 (73 (250 (62
Other resource Sealign FM B Transfer of Collovement of Centralisation	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business sudgets in line with new contracts and Centralisation ulture Growth Fund Budget from the People Dept. to Depreciation Charges of Utilities budgets	of Facilities Ma		udgets		(118 (118 (118 (118 (89 (24 (73 (250 (62 (8
Other resource Serector Feeding FM B Transfer of Co Movement of Centralisation Minor Adjustn	od library  get - agreed additional income / savings  tract Savings on Head of Library and CALAT  see changes alignment alignment of Internal Recharges including Business sudgets in line with new contracts and Centralisation ulture Growth Fund Budget from the People Dept. to Depreciation Charges of Utilities budgets	of Facilities Ma		udgets		(118 (189 (24 (73 (250 (62 (88 4 (502

# PEOPLE UNIVERSAL PEOPLE SERVICES MUSEUMS AND CULTURE

**COST CENTRE: C1239Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's	Faralana	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	245	2	(2)	247	1
	Supplies and Services	3 60	-	(3)	-	(100
60	Third Party Payments	60	-	(1)	59	(2
]	Transfer Payments	_	-	-	-	n/a
1 _	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-	-	-	-	n/a
		-		-		n/a
304	TOTAL EXPENDITURE	308	2	(4)	306	(1)
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(20)	-	-	(20)	-
	Customer and Client Receipts	(7)	-	-	(7)	-
	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	4	-	(4)		(100)
(27)	TOTAL INCOME	(23)	-	(4)	(27)	17
		(==/		( -/	(,	<del></del>
277	NET CONTROLLABLE COST	285	2	(8)	279	(2)
				` 1	- 4	
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	- 1	-	n/a
	REFCUS	-	-	-	-	n/a
84	Corporate support services bought in	84	-	(84)	-	(100)
84	TOTAL UNCONTROLLABLE COST	84	-	(84)	-	(100)
		1.				
361	NET COST OF SERVICE	369	2	(92)	279	(24)
	Contributions to 1 (frame) Former dead December	1				
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	- 1	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL AFFROMATIONS		· <u>-</u>		-	n/a
361	TOTAL NET EXPENDITURE	369	2	(92)	279	(24)
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
						-
						-
Ctrotogia bud	got agreed additional income / sevings					
Strategic budg	get - agreed additional income / savings					
						-
						-
						-
						-
					-	
Other resource	e changes					
Other resource	e changes					_
	<del></del>					(1)
Centralisation	of Utilities budgets		•			(1) (3)
Centralisation Centralisation	of Utilities budgets of Business Rates and Insurance					(3)
Centralisation Centralisation Realignment	of Utilities budgets of Business Rates and Insurance of Internal Recharges					(3) (4)
Centralisation Centralisation Realignment	of Utilities budgets of Business Rates and Insurance					(3) (4)
Centralisation Centralisation Realignment	of Utilities budgets of Business Rates and Insurance of Internal Recharges					(3) (4)
Centralisation Centralisation Realignment	of Utilities budgets of Business Rates and Insurance of Internal Recharges					(3)
Centralisation Centralisation Realignment of Movement in	of Utilities budgets of Business Rates and Insurance of Internal Recharges					(3) (4) (84)

# PEOPLE UNIVERSAL PEOPLE SERVICES SCHOOL PLACES AND ADMISSIONS

**COST CENTRE: C1240Q** 

8   Premises related expenditure							
2016/17   DESCRIPTION	E0550: 5-						~.
COUNTING   COUNTING		i .			<del> </del>		
2000's   Employees   2000's   2000's   2000's   2000's   300's   1,219   1,219   1,219   1,219   1,224   1,22   1,236   1,238   1,249   1,24	2016/17	DESCRIPTION			1	1 1	
1,219   Employees   1,224   12	COOO's						
8   Premises related expenditure   20		Employees			£000'S		
6   Supplies and Services   77   - 77   1   1   1   1   1   1   1   1   1				12	(1.1)		(70
2 Third Party Payments			1	_	(14)	- 1	(70
Transfer Payments			1	_	_		-
2 Transport related expenditure 1 22 Recharges from other services 1 173 - (83) 90 (4 1,418 TOTAL EXPENDITURE 1,499 12 (97) 1,414 ( (98) Government Grants (98) - (98) - (98) - (98) (98) - (98) (98) (98) (98) (98) (98) (98) (98)			<u>'</u> 1	_	_	_'	- n/
122   Recharges from other services   173   - (83)   90   (4   1,418   TOTAL EXPENDITURE   1,499   12   (97)   1,414   (989)   (990)   1,414   (998)   1,499			4	_	_	-   -	11/4
1,418   TOTAL EXPENDITURE			· ·	_	(83)	90	(48
(998) Covernment Grants (1998) (1998) (1998) Other Grants, reimbursements and contributions (1996) (1998) (1996) Other Grants, reimbursements and contributions (1996) (1971) (1996) (1971) (1996) (1971) (1996) (1997) (1996) (1971) (1996) (1997) (1997) (1997) (1998) (1997) (1998) (19			1	40	······································		
Other Grants, reimbursements and contributions   -   -   -   -   -				12	(97)		(6
(96) Customer and Client Receiples	(998)		(998)	-		(998)	-
Interest Receivable   (371)	<u>-</u>		-	-	-	-	n/a
(371) Recharges to other services (371) (371) (1,465) TOTAL INCOME (1,465) - 5 (1,460) (1,465) TOTAL INCOME (1,465) - 5 (1,460) (1,465) TOTAL INCOME (1,465) - 5 (1,460) (1,465) TOTAL INCOME (1,465) - 5 (1,460) (1,465) TOTAL INCOME (1,465) - 5 (1,460) (1,465) TOTAL Charges	(96)		(96)	-	5	(91)	(5
(1,465) TOTAL INCOME (1,465) - 5 (1,460) ((47) NET CONTROLLABLE COST 34 12 (92) (48) (23) (48) (23) (47) NET CONTROLLABLE COST 34 12 (92) (48) (23) (48) (23) (48) (23) (48) (23) (48) (23) (48) (24) (48) (48) (48) (48) (48) (48) (48) (4	(0774)		-	-	-		n/a
(47)   NET CONTROLLABLE COST   34   12   (92)   (46)   (23)				-	-	(371)	
Capital Charges	(1,465)	TOTAL INCOME	(1,465)	-	5	(1,460)	(0
Capital Charges			· · · · · · · · · · · · · · · · · · ·			. ,	
- Capital Charges Deferred/Intangible Charges REFCUS REFCUS A49 Corporate support services bought in 449 - (449) - (10) 449 TOTAL UNCONTROLLABLE COST 449 - (449) - (10) 402 NET COST OF SERVICE 483 12 (541) (46) (11)  - Contributions to / (from) Capital Reserves - Contributions to / (from) Capital Reserves:	(47)	NET CONTROLLABLE COST	34	12	(92)	(46)	(235
- Deferred/Intangible Charges			<u> </u>				•
REFCUS   -   -   -     -	-		- [	-	-	-	n/a
449   Corporate support services bought in   449   -    (449)   -    (10)     449   TOTAL UNCONTROLLABLE COST   449   -    (449)   -    (409)   -    (10)     402   NET COST OF SERVICE   483   12   (541)   (46)   (111)     -	-		-	-	-	-	n/a
449   -	-		-	-	-	-	n/a
### 483   12   (541)   (46)   (11)	449	Corporate support services bought in	449	-	(449)	-	(100)
- Contributions to / (from) Earmarked Reserves	449	TOTAL UNCONTROLLABLE COST	449	-	(449)	-	(100)
- Contributions to / (from) Earmarked Reserves							
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  402 TOTAL NET EXPENDITURE  483 12 (541) (46) (111  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Universal Services Growth Alignment  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions Rates and Insurance tealignment of Internal Recharges centralisation of Business Rates and Insurance tealignment of Internal Recharges (65 centralisation of Utilities budgets (65 centralisation of Utilities budgets (65 centralisation of Utilities budgets (66) (654c)  (654c)	402	NET COST OF SERVICE	483	12	(541)	(46)	(110)
- 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  402 TOTAL NET EXPENDITURE  483 12 (541) (46) (111  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Universal Services Growth Alignment  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions Rates and Insurance tealignment of Internal Recharges centralisation of Business Rates and Insurance tealignment of Internal Recharges (65 centralisation of Utilities budgets (65 centralisation of Utilities budgets (65 centralisation of Utilities budgets (66) (654c)  (654c)							
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  402 TOTAL NET EXPENDITURE 483 12 (541) (46) (110  OTHER VARIATIONS IN LEVEL OF EXPENDITURE Entategic budget - agreed pressures / service demands Universal Services Growth Alignment  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions Rates and Insurance tealignment of Internal Recharges Centralisation of Business Rates and Insurance tealignment of Internal Recharges Centralisation of Utilities budgets (66) (7546) (7546)			-	-	-		n/a
- Provision for Repayment of External Loans	-		-	-	-	-	n/a
- Contribution to / (from) General Balances	-		- 1	-	-	-	n/a
TOTAL APPROPRIATIONS	-		-	-	-	-	n/a
TOTAL NET EXPENDITURE  483  12  (541)  (46)  (110  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Iniversal Services Growth Alignment  Strategic budget - agreed additional income / savings  Charging for admissions appeals  (50  Charging for admissions appeals  (51  Charging for admissions Rates and Insurance  (61  Centralisation of Business Rates and Insurance  (61  Centralisation of Utilities budgets  (61  Chovement in corporate charges (SeRCOP)  (63  (64  (64  (65  (66  (67  (66  (67  (66  (67  (67		· · · · · · · · · · · · · · · · · · ·	-		-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Iniversal Services Growth Alignment  Strategic budget - agreed additional income / savings  Charging for admissions appeals  Other resource changes  Centralisation of Business Rates and Insurance  Itelalignment of Internal Recharges  Lealignment of Utilities budgets  Inversal Services Growth Alignment  (546  (5		TOTAL APPROPRIATIONS	-	-	-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Iniversal Services Growth Alignment  Strategic budget - agreed additional income / savings  Charging for admissions appeals  Other resource changes  Centralisation of Business Rates and Insurance  Itelalignment of Internal Recharges  Lealignment of Utilities budgets  Inversal Services Growth Alignment  (546  (5	402	TOTAL NET EXPENDITURE	483	12	(541)	(46)	(110)
Aniversal Services Growth Alignment  Iniversal S			1		` ,		(1.14)
Universal Services Growth Alignment  Iniversal S							£000's
Iniversal Services Growth Alignment  Citrategic budget - agreed additional income / savings  Charging for admissions appeals  (8  Charging for admissions appeals  (9  Charging for	Strategic bud	get - agreed pressures / service demands					
Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  (5)  Charging for admissions appeals  (6)  Charging for admissions appeals  (6)  Charging for admissions appeals  (7)  Charging for admissions appeals  (8)  Charging for admissions appeals  (9)  Charging for admissions appeals  (1)  Charging for admissions appeals  (1)  Charging for admissions appea							10
Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  (15  Charging for admissions appeals  (16  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions	Universal Ser	vices Growth Alignment					-
Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  (15  Charging for admissions appeals  (16  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions							-
Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  (15  Charging for admissions appeals  (16  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (17  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions appeals  (18  Charging for admissions						<u> </u>	
Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  Charging for admissions appeals  (5)  Charging for admissions appeals  (6)  Charging for admissions appeals  (7)  Charging for admissions appeals  (8)  Charging for admissions appeals  (9)  Charging for admissions	<b>.</b>	and a support of the control of the				ļ	10
Centralisation of Business Rates and Insurance (14 lealignment of Internal Recharges (16) lentralisation of Utilities budgets (18) lovement in corporate charges (SeRCOP) (546)	Strategic bud	get - agreed additional income / savings					
Centralisation of Business Rates and Insurance (14 lealignment of Internal Recharges (16) lentralisation of Utilities budgets (18) lovement in corporate charges (SeRCOP) (546)	Charaina for	adminaiana annaala					- (E)
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets	Charging for a	admissions appeals					(5)
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets							-
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets							-
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets							
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets							
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Contralisation of Utilities budgets						ŀ	(5)
Centralisation of Business Rates and Insurance  Realignment of Internal Recharges  Centralisation of Utilities budgets  Movement in corporate charges (SeRCOP)  (546)	Other resource	ce changes				ŀ	
Realignment of Internal Recharges Centralisation of Utilities budgets (16 Novement in corporate charges (SeRCOP) (445)		<del></del>			•		_
Realignment of Internal Recharges Centralisation of Utilities budgets (16 Novement in corporate charges (SeRCOP) (445)	Centralisation	of Business Rates and Insurance					(14)
Centralisation of Utilities budgets  (16 Alovement in corporate charges (SeRCOP)  (44)	Realignment	of Internal Recharges		-			(67)
Novement in corporate charges (SeRCOP)  (449)	Centralisation	of Utilities budgets				!	(16
(546	Movement in	corporate charges (SeRCOP)					(449)
							`
							·
OTAL OTHER VARIATIONS IN RESOURCE (541							(546)
OTAL OTHER VARIATIONS IN RESOURCE (541							
	TOTAL OTH	ER VARIATIONS IN RESOURCE				i	(541)

# PEOPLE UNIVERSAL PEOPLE SERVICES SCHOOL IMPROVEMENT

**COST CENTRE: C1242Q** 

£000's         (A) £000's         (B) £000's         (C) £000's         (D) £000's           3,987         Employees         4,051         29         (79)         4,001           43         Premises related expenditure         43         -         (16)         27           2,042         Supplies and Services         1,971         -         (19)         1,952           1,772         Third Party Payments         1,762         -         (10)         1,752           4,561         Transfer Payments         4,564         -         (100)         4,464           4         Transport related expenditure         3         -         -         3           73         Recharges from other services         106         -         (41)         65           12,482         TOTAL EXPENDITURE         12,500         29         (265)         12,264           (8,511)         Government Grants         (8,511)         -         12         (8,499)           (598)         Customer and Client Receipts         (571)         (6)         (60)         (637)           -         Interest Receivable         -         -         -         -         -         -         -         -	% CHANGE (E) % (3) (()
C   C   C   C   C   C   C   C   C   C	(E) % (3) ((c) (3) (7) (7) (7) (7) (7) (7) (7) (7) (7) (7
£000's         £000's<	% (3 (6 (3 (3 (3 (7 (1) 11 11
3,987	(3) (3) (4) (5) (3) (7) (1) 11)
43       Premises related expenditure       43       -       (16)       27         2,042       Supplies and Services       1,971       -       (19)       1,952         1,772       Third Party Payments       1,762       -       (100)       1,752         4,561       Transfer Payments       4,564       -       (100)       4,464         4       Transport related expenditure       3       -       -       3         73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       Government Grants       (8,511)       -       12       (8,499)         (598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         Interest Receivable       -       -       -       -       -         (109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(3 ( ( (3 (3 (7 (1)
2,042       Supplies and Services       1,971       -       (19)       1,952         1,772       Third Party Payments       1,762       -       (10)       1,752         4,561       Transfer Payments       4,564       -       (100)       4,464         4       Transport related expenditure       3       -       -       3         73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       Government Grants       (8,511)       -       12       (8,499)         (598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       -       -       -       -         (109)       -       -       -       -         (109)       -       -       -       -         (109)       -       -       -       -         (109) <t< td=""><td>() () (3) () () - 1)</td></t<>	() () (3) () () - 1)
1,772       Third Party Payments       1,762       -       (10)       1,752         4,561       Transfer Payments       4,564       -       (100)       4,464         4       Transport related expenditure       3       -       -       3         73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       -       12       (8,499)         (598)       -       -       (598)         (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	() (3) () () - 1)
4,561       Transfer Payments       4,564       -       (100)       4,464         4       Transport related expenditure       3       -       -       3         73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       -       12       (8,499)         (598)       -       -       12       (8,499)         (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       -       -       -       -       -         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(3) (3) (1) (1) 12)
4       Transport related expenditure       3       -       -       3         73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       -       12       (8,499)         (598)       -       -       12       (8,499)         (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       -       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(3: (: (: - 1: n,
73       Recharges from other services       106       -       (41)       65         12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       Government Grants       (8,511)       -       12       (8,499)         (598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(; () - 1; n,
12,482       TOTAL EXPENDITURE       12,500       29       (265)       12,264         (8,511)       Government Grants       (8,511)       -       12       (8,499)         (598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(; () - 1; n,
(8,511)       Government Grants       (8,511)       -       12       (8,499)         (598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	(( - 1) n,
(598)       Other Grants, reimbursements and contributions       (598)       -       -       (598)         (586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         -       Interest Receivable       -       -       -       -         (109)       -       -       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	- 12 n/ -
(586)       Customer and Client Receipts       (571)       (6)       (60)       (637)         - Interest Receivable	12 n/ 
- Interest Receivable (109) Recharges to other services (109) (1	n,
(109)       Recharges to other services       (109)       -       -       (109)         (9,804)       TOTAL INCOME       (9,789)       (6)       (48)       (9,843)	<u>-</u>
(9,804) <b>TOTAL INCOME</b> (9,789) (6) (48) <b>(9,843)</b>	
2,678   NET CONTROLLABLE COST   2,711   23   (313)   <b>2,421</b>	(1)
2,076  NET CONTROLLABLE COST 2,711 25 (313) 2,421	(1
- Capital Charges	n/
- Deferred/Intangible Charges	n/
- REFCUS -   -   -   -	n/
1,486 Corporate support services bought in 1,486 - (1,486) -	(100
1,486 TOTAL UNCONTROLLABLE COST 1,486 - (1,486) -	(100
4,164 NET COST OF SERVICE 4,197 23 (1,799) 2,421	(42
- Contributions to / (from) Earmarked 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/
4,164 TOTAL NET EXPENDITURE 4,197 23 (1,799) 2,421	(42
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	£000's
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands	£000's
	£000's
Strategic budget - agreed pressures / service demands	£000's
Strategic budget - agreed pressures / service demands	£000's
	-
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings	- - - - - (10
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions  Charging for Academisation	- - - - (10 (60
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings	- - - (10 (60 (95
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings	- - - - (10 (60
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings	- - - (10 (60 (95
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings	
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%	- - - (10 (60 (95
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%	
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance	
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions	(10 (60 (95 (79
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(10 (60 (95 (79 (244
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(10 (60 (95 (79 (244
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(10 (60 (95 (79 (244
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance	(10 (60 (95 (79 (244 - (15 (26 (1,514
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(10 (60 (95 (79 (244
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Charging for exclusions Charging for Academisation Octavo Contract Savings Savings Head of Service Post 0.76%  Other resource changes  Realignment of Internal Recharges including Business Rates and Insurance Realign FM Budgets in line with new contracts and Centralisation of Facilities Management Budgets	(10 (60 (95 (79 (244 - (15 (26 (1,514

# PEOPLE UNIVERSAL PEOPLE SERVICES UNIVERSAL PEOPLE SERVICES DIRECTORATE

**COST CENTRE: C1235Q** 

		ORIGINAL BUDGET	Variations Expenditu	ıre on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	%
125	Employees	134	1	(9)	126	(6
-	Premises related expenditure Supplies and Services	-	-	-	-	n/
_	Third Party Payments	1 [	_	-	-	n/
_	Transfer Payments			_	_	n/ n/
_	Transport related expenditure	_	_	_	_	n/
72	Recharges from other services	-	· _	32	32	n/
	TOTAL EXPENDITURE	134	1	23	158	18
-	Government Grants	- 1	-	-		n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
-	Customer and Client Receipts	-	- 1	-	-	n/
	Interest Receivable	- (4770)	-	-	-	n/
-	Recharges to other services TOTAL INCOME	(172)	-	172 172	-	(100
	TOTAL INCOME	(172)	-	172	-	(100
197	NET CONTROLLABLE COST	(38)	1	195	158	(516
-	Capital Charges	-	-	-	-	n/
	Deferred/Intangible Charges	-	-	_	-	n/
	REFCUS	-	-	-	-	n/
	Corporate support services bought in	46	-	1,895	1,941	4,120
46	TOTAL UNCONTROLLABLE COST	46	-	1,895	1,941	4,120
243	NET COST OF SERVICE	8	1	2,090	2,099	26,138
_	Contributions to / (from) Earmarked Reserves	_ [				n/
	Contributions to / (from) Capital Reserves:	_	_ [	_ [	_ [	n/ n/
_	Financing of Capital Expenditure	_	_	_	_ [	n/
_	Provision for Repayment of External Loans	_	_	_	_	n/
-	Contribution to / (from) General Balances	-	-	_	_	n/
	TOTAL APPROPRIATIONS		-	-	-	n/
-		-	-	2 000	2 000	
-	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	8	1	2,090	2,099	
243 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	8	1	2,090	2,099	
243 OTHER VA	TOTAL NET EXPENDITURE	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	8	1	2,090	2,099	26,138
243 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,138
243  OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243  OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243  OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243  OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243  OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8	1	2,090	2,099	26,13
243 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	8	1	2,090	2,099	26,13
243 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	8	1	2,090	2,099	26,138
243 OTHER VA Strategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings					26,138 £000's
243  OTHER VA  Strategic bud  Other resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges relates to SeRCOP. The full chain					26,13i
243  OTHER VA  trategic bud  trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges relates to SeRCOP. The full chain					26,13i
243  OTHER VA  Strategic bud  Other resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges relates to SeRCOP. The full chain					26,138 £000's
243 OTHER VA Strategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges relates to SeRCOP. The full chain					26,138 £000's
243  OTHER VA  Strategic bud  Other resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges relates to SeRCOP. The full chain					n/s 26,138 £000's

#### **SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE** 

GOST GENITRE SERVICE	ORIGINAL BUDGET 2016/17 (A) £000's	Variations Expenditu Inflation (B) £000's		ORIGINAL BUDGET 2017/18 (D) £000's	% CHANGE (E) %
C1244Q People Directorate  TOTAL NET SPEND	8,265 8,265	2	(2,346)	5,921 5,921	(28)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
People Directorate	1.0	1.0	-
TOTAL FTE STAFF	1.0	1.0	-

**COST CENTRE: C1244Q** 

FORECAST		I ODICINAL I		in Level of	ORIGINAL	
	-	ORIGINAL BUDGET		are on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	184	2	40	226	2
	Premises related expenditure	1 1	-	(454)	1	
180	Supplies and Services Third Party Payments	205 295	-	(151)	54 319	(7
-	Transfer Payments	295	-	24	319	_
_	Transport related expenditure		_	1	1	n n
187	Recharges from other services	259	_	(252)	7	(9
	TOTAL EXPENDITURE	944	2	(338)	608	(3)
-	Government Grants	_			-	n
	Other Grants, reimbursements and contributions	(80)	-	80	_	(10
_	Customer and Client Receipts	(8)	-	8	-	(10
-	Interest Receivable	- 1	-	-	-	` n.
(637)	Recharges to other services	(519)	-	(82)	(601)	1
(637)	TOTAL INCOME	(607)	-	6	(601)	(
(22)	NET CONTROLLABLE COST	337	2	(332)	7	(98
		00,	_	(002)	•	(00
7,260	Capital Charges	7,260	-	(848)	6,412	(12
-	Deferred/Intangible Charges	-	-	-	-	n/
-	REFCUS		-	-	-	n/
	Corporate support services bought in	668	-	(1,166)	(498)	(175
8,177	TOTAL UNCONTROLLABLE COST	7,928	-	(2,014)	5,914	(2
8,155	NET COST OF SERVICE	8,265	2	(2,346)	5,921	(28
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/
-	Contributions to / (from) Capital Reserves:	- 1	-	-	-	n/
<u>-</u>	Financing of Capital Expenditure Provision for Repayment of External Loans	l <sup>-</sup> l	-	-	-	n/
_	Contribution to / (from) General Balances	<u> </u>	-	_	-	n/ n/
	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·				
-	TOTAL APPROPRIATIONS	-	-	-	•	n/
8.155		8 265	2		5 921	
8,155	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	8,265	2	(2,346)	5,921	(28
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	(2)
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	(2)
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	(28
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(28
OTHER VA	TOTAL NET EXPENDITURE	8,265	2		5,921	(28
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(28
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(2
OTHER VA trategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings	8,265	2		5,921	(2
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings				5,921	£000's
OTHER VA trategic bud trategic bud ther resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
OTHER VA trategic bud trategic bud ther resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
OTHER VA trategic bud trategic bud ther resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
orther value of the resource over the resource o	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
OTHER VA trategic bud trategic bud ther resource	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	£000's
other value of the resource overnent in inor variance	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  corporate charges (SeRCOP), capital charges and				5,921	(28

### PEOPLE GATEWAY AND WELFARE

#### SERVICE DESCRIPTION

The Gateway and Welfare division comprises of 4 services areas. These include:

Enablement and Welfare - responsible for financial support of residents during points of crisis and working with them to establish sustainable longer term solutions. The service supports over 3,500 residents per annum and is responsible for the safe administration of over £2m in bridge, support funding, the service also include responsibility for no recourse to public funds, supporting residents with limited level to remain or in the process of querying challenging their economic status. This areas is critical in shaping the councils response to welfare reforms, including the wider introduction of universal credit and benefit cap, where thousands of customers are losing hundreds of pounds a month.

Bereavement & Registrars - responsible for the burial. cremations and maintenance of 3 cemeteries and the provision of our registration services including birth, deaths, marriages and citizenship. The service generates over £3.5m per year in income.

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

Gateway Service Development - responsible for the co-ordination of the people departments approach to ICT, community empowerment and work with the third sector. The service also monitors the usage and distribution of the homelessness prevention grant.

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

		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	ire on (A)	BUDGET	%
CENTRE SERVICE		2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1248Q Enablement an	d Welfare	6,664	34	473	7,171	8
C1252Q Bereavement		(185)	(10)	(241)	(436)	136
C1254Q Registrars		(197)	4	(51)	(244)	24
C1256Q Gateway and W	Velfare Services Directorate	48	1	7	56	17
C1258Q Emergency Acc	comodation	2,619	13	2,401	5,033	92
C1259Q Gateway and W	Velfare Service Improvements	162	30	2,856	3,048	1,781
TOTAL NET S	PEND	9,111	72	5,445	14,628	61

#### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Enablement and Welfare	49.5	90.4	40.9
Bereavement	23.1	21.8	(1.3)
Registrars	11.1	11.1	· -
Gateway and Welfare Services Directorate	1.0	1.0	-
Emergency Accomodation	28.6	34.6	6.0
Gateway and Welfare Service Improvements	5.1	7.7	2.6
TOTAL FTE STAFF	118.4	166.6	48.2

### PEOPLE GATEWAY AND WELFARE

**COST CENTRE: C1250P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	6,103	65	639	6,807	12
	Premises related expenditure	10,229	4	2,115	12,348	21
	Supplies and Services	1,118	-	(70)	1,048	(6
	Third Party Payments	2,677	26	2,343	5,046	88
	Transfer Payments	71	-	-	71	-
	Transport related expenditure	57	-	(4)	53	(7
896	Recharges from other services	130		43	173	33
26,561	TOTAL EXPENDITURE	20,385	95	5,066	25,546	25
(408)	Government Grants	-	-	-	-	n/
(138)	Other Grants, reimbursements and contributions	(138)	-	-	(138)	_
(15,012)	Customer and Client Receipts	(11,860)	(23)	(344)	(12,227)	. 3
-	Interest Receivable	-	· - '	- 1		n/
(703)	Recharges to other services	(562)	-	(594)	(1,156)	106
(16,261)	TOTAL INCOME	(12,560)	(23)	(938)	(13,521)	8
10,300	NET CONTROLLABLE COST	7,825	72	4,128	12,025	54
163	Capital Charges	163		(22)	141	(13
	Deferred/Intangible Charges	105	_ [	(22)	141	
	REFCUS	_ [	-	-	_	n/
	Corporate support services bought in	1,123	-	1,339	2,462	n/
						119
1,346	TOTAL UNCONTROLLABLE COST	1,286	-	1,317	2,603	102
11,646	NET COST OF SERVICE	9,111	72	5,445	14,628	61
(0.00)					<del>-</del>	
	Contributions to / (from) Earmarked 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/
(860)	TOTAL APPROPRIATIONS	_	-	-	-	n/
10.706	TOTAL NET EXPENDITURE	9,111	72	5,445	14,628	61

809

473

# PEOPLE GATEWAY AND WELFARE ENABLEMENT AND WELFARE

**COST CENTRE: C1248Q** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu	re on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
COOO's		(A)	(B) £000's	(C) £000's	(D)	(E)
£000's	Employees	£000's 3,369	35	211	£000's 3,615	<u>%</u>
-	Premises related expenditure	-	-	-	3,013	n/s
696	Supplies and Services	523	-	(55)	468	(11
	Third Party Payments	2,652	-	(240)	2,412	(9)
	Transfer Payments	71	-	-	71	` <u> </u>
	Transport related expenditure	6	-	-	6	-
	Recharges from other services TOTAL EXPENDITURE	8	-	(0.4)	8	
	Government Grants	6,629	35	(84)	6,580	(*
	Other Grants, reimbursements and contributions	(138)	_	_	(138)	n/ -
	Customer and Client Receipts	(260)	(1)	-	(261)	-
-	Interest Receivable	-	- 1	-	-	n/
(192)	Recharges to other services	(192)	-		(192)	
(594)	TOTAL INCOME	(590)	(1)	-	(591)	(
	NET CONTROLLARIE COST	0.000	24	(0.1)		
5,739	NET CONTROLLABLE COST	6,039	34	(84)	5,989	(1
-	Capital Charges	-	-	-	-	n/:
-	Deferred/Intangible Charges	- 1	-	-	-	n/s
-	REFCUS	-	-		-	n/
625	<del>                                     </del>	625	-	557	1,182	89
625	TOTAL UNCONTROLLABLE COST	625	-	557	1,182	89
6,364	NET COST OF SERVICE	6,664	34	473	7,171	
(346)	Contributions to / (from) Earmarked Reserves	- 1	-	-	- [	n/:
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/
-	Financing of Capital Expenditure	-	-	-	-	n/
-	Provision for Repayment of External Loans	-	-	-	-	n/
- (0.4à)	Contribution to / (from) General Balances	-	-	-		n/
(346)	TOTAL APPROPRIATIONS	-	-	-		n/
6,018	TOTAL NET EXPENDITURE	6,664	34	473	7,171	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				Г	£000's
	get - agreed pressures / service demands					
						-
						-
						-
					-	
Strategic bud	get - agreed additional income / savings				ŀ	
	to Public Funds - Legal cost review					(100
	to Public Funds - Costs reduction using Gateway a	pproach and us	se of new acco	ommodation f	ramework	(136
	es - Review of provision of blue badges					(50
eaving Care	- merge of income maximisation team with Gatewa	у			-	(50
Other resource	<u>ce changes</u>					(336
ransfer of st	atutory funeral officer post to Bereavement - (PED 5				ļ	(26
	roject manager post to Gateway and Welfare Service	e - (PED 5.8)				47
	of Gateway budget					(81
	ncome Maximisation to Gateway - (PED 1.6) corporate charges (SeRCOP) and Internal Recharg	es	i			222 557
O POLITICITY III.	corporate original (control) and internal Nechary	-				JU

Realignment of staffing budgets within Gateway and Welfare Division

TOTAL OTHER VARIATIONS IN RESOURCE

Minor adjustments

#### PEOPLE GATEWAY AND WELFARE BEREAVEMENT

**COST CENTRE: C1252Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
<b>FORECAST</b>		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	815	8	77	900	10
	Premises related expenditure	486	4	(163)	327	(33
332	Supplies and Services	300	-	53	353	18
	Third Party Payments	8	-	(8)	-	(100
	Transfer Payments	-	-	-	-	n/
	Transport related expenditure	48	-	(4)	44	3)
69	Recharges from other services	122	-	8	130	7
1,780	TOTAL EXPENDITURE	1,779	12	(37)	1,754	(1
	Government Grants	-		-		
	Other Grants, reimbursements and contributions	-	- 1	-	-	
	Customer and Client Receipts	(2,415)	(22)	(217)	(2,654)	n/ 10
(2,404)	Interest Receivable	(2,410)	(22)	(217)	(2,054)	
	Recharges to other services	- 1	_	-	_	n/
	*				-	n/
(2,464)	TOTAL INCOME	(2,415)	(22)	(217)	(2,654)	10
		T T				
(684)	NET CONTROLLABLE COST	(636)	(10)	(254)	(900)	42
400	Comittee Change	100 [		(20)	444	
	Capital Charges	163	-	(22)	141	(13
	Deferred/Intangible Charges	- 1	-	-	-	n/a
	REFCUS	-	-	-		n/a
	Corporate support services bought in	288	-	35	323	12
459	TOTAL UNCONTROLLABLE COST	451	-	13	464	3
(225)	NET COST OF SERVICE	(185)	(10)	(241)	(436)	136
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(225)	TOTAL NET EXPENDITURE	(185)	(10)	(241)	(436)	136
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
on attyle bud	get - agreed pressures / service demands					
					1	-
						-
						-
Stratagia hod	got parood additional income / assistan				ļ-	
	get - agreed additional income / savings					(4.5
	- replacement of organ music with a digital music s	ystem				(15
sereavement	- increased fees/service efficiencies					(170
					l	-
	ı				[	-
					•	
						/405
ther resourc	eo changos					(185
		olforo (DED 6	3)			0.0
	atutory funeral officer post from Enablement and W	enale - (PED 5	.3)		1	26
	usiness rates and insurance				1	(74
	of Utilities budgets					(53
	corporate charges (SeRCOP) and Internal Recharg	es			1	35
	depreciation charges				ļ	(22
	of staffing budgets within Gateway					40
linor adjustm	nents				1	(8
					-	(56
OTA:	ER VARIATIONS IN RESOURCE					(241

#### PEOPLE GATEWAY AND WELFARE REGISTRARS

COST CENTRE: C1254Q

2016/17   DESCRIPTION	FORECAST   BUDGET   Expenditure on (A)   BUDGET   2016/17   Inflation   * Other   2017   (A)   (B)   (C)   (D   £000's		
2016/17   DESCRIPTION	2016/17   DESCRIPTION   2016/17   Inflation   * Other   2017		
Company   Comp	(A) (B) (C) (D £000's £000's £000's £000's £000		
### ### ##############################	£000's £000's £000's £000's £000's		
432   Employees   358   4   61   423   7   7   7   7   7			
Premises related expenditure   3	1 422   Employeee		
13   Supplies and Services			18
Third Party Payments		- 1	-
Transfer Payments		11	-
Transport related expenditure		-	n/
1   Recharges from other services		-	n/
446   TOTAL EXPENDITURE   372		-	n/
Government Grants	1 Recharges from other services	-	n/
Government Grants	446 TOTAL EXPENDITURE 372 4 61	437	17
Other Grants, reimbursements and contributions (692)	Government Grants		
(692) Customer and Client Receipts (692) - (127) (819) 1 Interest Receivable		<u> </u>	
Interest Receivable		(040)	
Recharges to other services		(619)	18
(692)   TOTAL INCOME   (692)   - (127)   (819)   1		-	n/
Capital Charges			n/
Capital Charges	(692) <b>TOTAL INCOME</b> (692) - (127)	(819)	18
Capital Charges			
- Deferred/Intangible Charges	(246) <b>NET CONTROLLABLE COST</b> (320) 4 (66)	(382)	19
- Deferred/Intangible Charges			
REFCUS		-	n/a
123   Corporate support services bought in   123   -   15   138   1   123   TOTAL UNCONTROLLABLE COST   123   -   15   138   1   1   1   1   1   1   1   1   1		-	n/a
123 TOTAL UNCONTROLLABLE COST 123 - 15 138 1  (123) NET COST OF SERVICE (197) 4 (51) (244) 2  - Contributions to / (from) Earmarked Reserves		-	n/a
(123) NET COST OF SERVICE (197) 4 (51) (244) 2  - Contributions to / (from) Earmarked Reserves	123 Corporate support services bought in 123 - 15	138	12
(123) NET COST OF SERVICE (197) 4 (51) (244) 2  - Contributions to / (from) Earmarked Reserves	123 TOTAL UNCONTROLLABLE COST 123 - 15	138	12
- 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  (123) TOTAL NET EXPENDITURE  (1244) 2  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  citrategic budget - agreed pressures / service demands  citrategic budget - agreed additional income / savings tegistrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Novement in corporate charges (SeRCOP) and Internal Recharges tealignment of staffing budgets within Gateway  finor adjustments  (12  Total APPROPRIATIONS  (197)	(123) <b>NET COST OF SERVICE</b> (197) 4 (51)	(244)	24
- 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  (123) TOTAL NET EXPENDITURE  (1244) 2  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  citrategic budget - agreed pressures / service demands  citrategic budget - agreed additional income / savings tegistrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Novement in corporate charges (SeRCOP) and Internal Recharges tealignment of staffing budgets within Gateway  finor adjustments  (12  Total APPROPRIATIONS  (197)			
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances		-	n/a
- Provision for Repayment of External Loans		-	n/a
- Contribution to / (from) General Balances		-	n/a
TOTAL APPROPRIATIONS		-	n/a
(123) TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Realignment of staffing budgets within Gateway Rinor adjustments  (15)  (16)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (10)  (10)  (10)  (10)  (10)  (10)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (10)  (		-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Realignment of staffing budgets within Gateway  (12  Other resource changes Realignment of staffing budgets within Gateway  (13  Other resource changes Realignment of staffing budgets within Gateway  (14)  Other resource changes Realignment of staffing budgets within Gateway  (15)  Other resource changes Realignment of staffing budgets within Gateway  (16)	- TOTAL APPROPRIATIONS	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Lealignment of staffing budgets within Gateway  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Registrars - increased income from registration fees and wedding ceremonies  (13  Other resource changes Rovement in corporate charges (SeRCOP) and Internal Recharges Rovement in corporate charges Rovement in co	(122) TOTAL NET EVDENDITURE (407)	(244)	
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (13  (14)  (15)  (15)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (19)  (19)  (19)  (19)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)	(120) [UTAL NET EXPENDITURE [ $(197)$ ] 4 [ $(51)$ ]		24
Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Rovement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  (13  (14)  (15)  (15)  (16)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (17)  (17)  (18)  (18)  (18)  (19)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)	(123) TOTAL NET EXPENDITURE (197) 4 (51)	_	24
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	[	
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11			
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		
Registrars - increased income from registration fees and wedding ceremonies  (12  Other resource changes  Novement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15  (15  (15  (16)  (17  (17  (18)  (18)  (18)  (19)  (19)  (10)  (10)  (11  (10)  (11  (10)  (11  (10)  (11  (11	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  tealignment of staffing budgets within Gateway  finor adjustments  (12  (12  (12  (13  (14)  (15)  (15)  (16)  (17  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (18)  (19)  (19)  (19)  (10)  (10)  (10)  (11)  (11)  (12)  (12)  (13)  (14)  (15)  (15)  (16)  (16)  (17)  (17)  (18)  (	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands		
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	Strategic budget - agreed additional income / savings		£000's
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	Strategic budget - agreed pressures / service demands		
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	Strategic budget - agreed additional income / savings		£000's
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  finor adjustments  (  7/	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Allowement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  (  (  7/  (  (  (  (  (  (  (  (  (  (  (  (  (	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Realignment of staffing budgets within Gateway  (inor adjustments  7	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings		£000's
Realignment of staffing budgets within Gateway  (inor adjustments  7	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes		£000's
7.	COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes	-	£000's
7.	Cother variations in Level of expenditure  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway	-	£000's
	COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes Movement in corporate charges (SeRCOP) and Internal Recharges		£000's
	Cother variations in Level of expenditure  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's
	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's
	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's
	Cother variations in Level of expenditure  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's
OTAL OTHER VARIATIONS IN RESOURCE	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's
	OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Registrars - increased income from registration fees and wedding ceremonies  Other resource changes  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway		£000's

# PEOPLE GATEWAY AND WELFARE GATEWAY AND WELFARE SERVICES DIRECTORATE

**COST CENTRE: C1256Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	1	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	133	1	2	136	2
	Premises related expenditure	-	-	-	-	n/a
[ 1	Supplies and Services	-	-	1	1	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
400	Recharges from other services	-	_	35	35	n/a
722	TOTAL EXPENDITURE	133	1	38	172	29
		100	·····		172	
-	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
I :	Interest Receivable	· -	-	-	-	n/a
(133)	Recharges to other services	(131)	-	(2)	(133)	2
(133)	TOTAL INCOME	(131)	-	(2)	(133)	2
(100)		(10.7)		(=)	(100)	
589	NET CONTROLLABLE COST	2	1	36	39	1,850
						.,,,,,,
	Capital Charges	- ]	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	· -	n/a
46	Corporate support services bought in	46	-	(29)	17	(63)
46	TOTAL UNCONTROLLABLE COST	46	-	(29)	17	(63)
		<u></u>		, ,		(
635	NET COST OF SERVICE	48	1	7	56	17
(514)	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
(514)	TOTAL APPROPRIATIONS	-	-	-		n/a
121	TOTAL NET EXPENDITURE	48	1	7	56	17
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
						-
						-
Strategic budg	get - agreed additional income / savings					
						-
	·					-
						-
				•		-
						<u> </u>
					[	
Other resourc					[	<del></del>
	torate budget realignment					72
Internal recha		* * * * * * * * * * * * * * * * * * *				(37)
Movement in	corporate charges (SeRCOP) and Internal Recharge	es			l	(29)
Minor					l	1
					l	
					l	
			•			
					}	7_
TOTAL OTHE	ER VARIATIONS IN RESOURCE				,	7
						,

# PEOPLE GATEWAY AND WELFARE EMERGENCY ACCOMMODATION

**COST CENTRE: C1258Q** 

FORECAST						
TEUDFUNCT		ORIGINAL		in Level of	ORIGINAL	
	DECORPTION.	BUDGET		re on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,311	13	31	1,355	] 3
	Premises related expenditure	9,740	-	2,278	12,018	23
	Supplies and Services	282	-	(69)	213	(24
(496)	Third Party Payments	16	-	-	16	· -
-	Transfer Payments	-	-	-	-	n/
- 1	Transport related expenditure	1 1	_	-	1	
	Recharges from other services		-	-	_	n/:
	TOTAL EXPENDITURE	11,350	13	2,240	13,603	
		11,330	13	2,240	13,603	20
	Government Grants	-	-	. <b>-</b>	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(11,595)	Customer and Client Receipts	(8,492)	-	-	(8,492)	-
-	Interest Receivable	-	-	-	- 1	n/a
(295)	Recharges to other services	(239)	-	(500)	(739)	209
	TOTAL INCOME	· ·				
(12,295)	TOTAL INCOIVIE	(8,731)	-	(500)	(9,231)	6
		<del>,</del>				
4,393	NET CONTROLLABLE COST	2,619	13	1,740	4,372	67
			'			<del>''</del>
	Capital Charges	- 1	- 1	-	-	n/a
	Deferred/Intangible Charges	-	- 1	_	_	n/a
	REFCUS	_	_	_	_	n/a
_	Corporate support services bought in	_	-	661	661	n/a
	TOTAL UNCONTROLLABLE COST					
-	TOTAL UNCONTROLLABLE COST	-	-	661	661	n/a
		I				
4,393	NET COST OF SERVICE	2,619	13	2,401	5,033	92
<u> </u>		<u> </u>				
-	Contributions to / (from) Earmarked Reserves	-	<b>-</b> 1	_	-	n/a
	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a
		1 1				
_ [	Financing of Capital Expenditure	_	_	_	_	n/c
- [	Financing of Capital Expenditure Provision for Renayment of External Loans	-   -	-	-		n/a
-	Provision for Repayment of External Loans	- - -	-	<u>-</u>	-	n/a
- - - (	Provision for Repayment of External Loans Contribution to / (from) General Balances	- - -	- - -	- - -	-	n/a n/a
- - - (	Provision for Repayment of External Loans	- - - -	- - - -	- - - -	- - -	n/a n/a n/a n/a
- - - (	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	2,619	- - - - 13		5,033	n/a n/a
- - - (	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	2,619	13		5,033	n/a n/a n/a
4,393 ** OTHER VAF	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	2,619	13		5,033	n/a n/a n/a
4,393 ** OTHER VAF	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	2,619	13		5,033	n/a n/a n/a 92
4,393 * OTHER VAF	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	2,619	13		5,033	n/a n/a n/a 92 £000's
4,393 * OTHER VAF	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	2,619	13		5,033	n/a n/a n/a 92
4,393 * OTHER VAF	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	2,619	13		5,033	n/a n/a n/a 92 £000's
4,393 * OTHER VAF	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	2,619	13		5,033	n/a n/a n/a 92 £000's
4,393 * OTHER VAF	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	2,619	13		5,033	92 £000's
4,393  * OTHER VAR Strategic budc Increased den	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 mand in temporary accommodation	2,619	13		5,033	n/a n/a n/a 92 £000's
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773
4,393  * OTHER VAR Strategic budc Increased den	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773
4,393  * OTHER VAF Strategic budg	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 mand in temporary accommodation  get - agreed additional income / savings	2,619	13		5,033	92 £000's 2,773 - - 2,773 (265
4,393  * OTHER VAR Strategic budg Increased den	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 mand in temporary accommodation  get - agreed additional income / savings on review	2,619	13		5,033	92 £000's 2,773 - - 2,773 (265
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation	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 mand in temporary accommodation  get - agreed additional income / savings on review	2,619	13		5,033	92 £000's 2,773 - - 2,773 (265
* OTHER VAF Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income		13		5,033	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in commodation	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge		13		5,033	£000's  £000's  2,773  2,773  (265)  (500) 661
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income		13		5,033	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o Minor	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/3 1/3 1/3 1/3 92 £000's 2,773 - - 2,773 (265 - - (265 (500 661
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/2 1/2 2,773 2,773 (265 (500 661 (200 1
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o Minor	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/2 1/2 2,773 2,773 (265 (500 661 (200 1
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o Minor	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o Minor	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/2
4,393  * OTHER VAR Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in c Realignment o Minor	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	£000's  £000's  2,773  2,773  (265)  (500) 661 (200)
4,393  * OTHER VAF Strategic budg Increased den  Strategic budg Accommodation  Other resource Public Health I Movement in concepts Realignment of Minor Digital and English	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 mand in temporary accommodation  get - agreed additional income / savings on review  e changes Income corporate charges (SeRCOP) and Internal Recharge of staffing budgets within Gateway		13		5,033	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

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

**COST CENTRE: C1259Q** 

FORECAST   DESCRIPTION   DES			ORIGINAL	Variations	in Level of	ORIGINAL		
Color	3			Expendite				
\$200S	2016/17	DESCRIPTION					CHANGE	
323   Employees	£000's							
Premises related expenditure   -   -   -   -   2   2   166   Third Party Payments   1   26   2,591   2,618   261,7   2   17   2	323						223	
166   Third Pary Payments			-	-	-	•	n/a	
Transfer Payments			2	26	2 591	2 618	- 261 700	
128   Recharges from other services   -   -   -   -	-	Transfer Payments	-	-	-	-	201,700 n/a	
S92   TOTAL EXPENDITURE			2	-	-	2	-	
Government Grants   Customer and Client Receipts   Customer		-	- 400	-	- 0.40	-	n/a	
Other Grants, reimbursements and contributions   Customer and Cilent Receipts   Ci		0.000000	122	30	2,848	3,000	2,359	
Customer and Client Receipts   (1)			-	-	-	-	n/a n/a	
(83)   Recharges to other services			(1)	-	-	(1)	-	
(83)   TOTAL INCOME			-	-	- (00)	-	n/a	
Solution   Solution			- (4)	-			n/a	
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - 1	(83)	TOTAL INCOME	(1)	-	(92)	(93)	9,200	
Deferred/Intangible Charges REFCUS 93 Corporate support services bought in 41 - 100 141 2 93 TOTAL UNCONTROLLABLE COST 41 - 100 141 2  602 NET COST OF SERVICE 162 30 2,856 3,048 1,7  - Contributions to / (from) Capital Reserves - Contributions to / (from) Capital Reserves:	509	NET CONTROLLABLE COST	121	30	2,756	2,907	2,302	
Deferred/Intangible Charges REFCUS 93 Corporate support services bought in 41 - 100 141 2 93 TOTAL UNCONTROLLABLE COST 41 - 100 141 2  602 NET COST OF SERVICE 162 30 2,856 3,048 1,7  - Contributions to / (from) Capital Reserves - Contributions to / (from) Capital Reserves:								
REFCUS 93 Corporate support services bought in 41 - 100 1441 2  602 NET COST OF SERVICE 162 30 2,856 3,048 1,7  - Contributions to / (from) Earmarked Reserves			<u>-</u>	-	-	-	n/a	
93 Corporate support services bought in 41 - 100 141 2 93 TOTAL UNCONTROLLABLE COST 41 - 100 141 2  602 NET COST OF SERVICE 162 30 2,856 3,048 1,7  - Contributions to / (from) Earmarked Reserves			-	-	-	-	n/a n/a	
602 NET COST OF SERVICE  162 30 2,856 3,048 1,7  - 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	93	Corporate support services bought in	41	-	100	141	244	
- 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)	93	TOTAL UNCONTROLLABLE COST	41	· 	100	141	244	
- 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)	200	NET COST OF SERVICE	100 1		0.050			
- 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 - TOTAL NET EXPENDITURE  602 TOTAL NET EXPENDITURE  602 TOTAL NET EXPENDITURE  602 Strategic budget - agreed pressures / service demands  5 Strategic budget - agreed pressures / service demands  6 Strategic budget - agreed additional income / savings Fundamental review of commissioned services for young people Supported Housing - increased use of supported housing scheme which will reduce care package costs  6 Other resource changes 6 Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7) 7 Transfer of project manager post to Enablement and Welfare - (PED 5.3) 7 Transfer of Project manager post to Enablement and Welfare - (PED 5.3) 8 Realignment of Gateway budget 9 Transfer of Housing Prevention Measure budget from Place - (PL 4.3) 1 Movement in corporate charges (SeRCOP) and Internal Recharges 8 Realignment of staffing budgets within Gateway	602	NET COST OF SERVICE	162	30	2,856	3,048	1,781	
- 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 - TOTAL NET EXPENDITURE  602 TOTAL NET EXPENDITURE  602 TOTAL NET EXPENDITURE  602 Strategic budget - agreed pressures / service demands  5 Strategic budget - agreed pressures / service demands  6 Strategic budget - agreed additional income / savings Fundamental review of commissioned services for young people Supported Housing - increased use of supported housing scheme which will reduce care package costs  6 Other resource changes 6 Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7) 7 Transfer of project manager post to Enablement and Welfare - (PED 5.3) 7 Transfer of Project manager post to Enablement and Welfare - (PED 5.3) 8 Realignment of Gateway budget 9 Transfer of Housing Prevention Measure budget from Place - (PL 4.3) 1 Movement in corporate charges (SeRCOP) and Internal Recharges 8 Realignment of staffing budgets within Gateway	-	Contributions to / (from) Earmarked Reserves	-	_	- 1	_	n/a	
- Contribution to / (from) General Balances		Contributions to / (from) Capital Reserves:	-	-	-	-	n/a	
- Contribution to / (from) General Balances	-		. <b>-</b>	-	-	-	n/a	
TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Total Net Expenditure  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway  Table 162  30  2,856  3,048  1,7  £000's	-		_	-	-		n/a n/a	
***TOTHER 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 additional income / savings  Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway	1		_	-	_	-	n/a	
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Fundamental review of commissioned services for young people Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7) Transfer of project manager post to Enablement and Welfare - (PED 5.3) Realignment of Gateway budget Transfer of Housing Prevention Measure budget from Place - (PL 4.3) Movement in corporate charges (SeRCOP) and Internal Recharges Realignment of staffing budgets within Gateway						<u></u> <u>-</u>		
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Fundamental review of commissioned services for young people Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7) Transfer of project manager post to Enablement and Welfare - (PED 5.3) Realignment of Gateway budget Transfer of Housing Prevention Measure budget from Place - (PL 4.3) Movement in corporate charges (SeRCOP) and Internal Recharges Realignment of staffing budgets within Gateway	602	TOTAL NET EXPENDITURE	162	30	2,856	3,048	1,781	
Strategic budget - agreed additional income / savings Fundamental review of commissioned services for young people Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1  Other resource changes Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7) Transfer of project manager post to Enablement and Welfare - (PED 5.3) Realignment of Gateway budget Transfer of Housing Prevention Measure budget from Place - (PL 4.3) Movement in corporate charges (SeRCOP) and Internal Recharges Realignment of staffing budgets within Gateway	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				. [	£000's	
Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							20003	
Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway						İ	-	
Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							-	
Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							-	
Fundamental review of commissioned services for young people  Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway								
Supported Housing - increased use of supported housing scheme which will reduce care package costs  (1)  Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							(120)	
Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway			e which will re	duce care pad	kage costs		(33)	
Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							-	
Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway							-	
Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway						. 1		
Other resource changes  Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway						·	(450)	
Move of Non Statutory Supporting People Contracts to Gateway - (PED 6.7)  Transfer of project manager post to Enablement and Welfare - (PED 5.3)  Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway	Other resource	e changes				}	(153)	
Realignment of Gateway budget  Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway	Move of Non S	Statutory Supporting People Contracts to Gateway					2,519	
Transfer of Housing Prevention Measure budget from Place - (PL 4.3)  Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway			ED 5.3)				(47)	
Movement in corporate charges (SeRCOP) and Internal Recharges  Realignment of staffing budgets within Gateway			. 4.3)				81 403	
Realignment of staffing budgets within Gateway	Movement in o	corporate charges (SeRCOP) and Internal Recharg					48	
3,0	Realignment o	of staffing budgets within Gateway					5	
<u> </u>						}	3,009	
							3,000	
TOTAL OTHER VARIATIONS IN RESOURCE 2,8	TOTAL OTHE	OTAL OTHER VARIATIONS IN RESOURCE						

### PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY

#### **SERVICE DESCRIPTION**

The Adult Social Care & All Age Disability 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; including the organisation of services or direct payments to meet Care Act eligible needs in a timely manner.

This Division discharges a range of statutory duties including Mental Health Act assessments; Safeguarding adults who are at risk; the delivery of a range of care and support services; carers' assessments and the completion of mental capacity and Best Interests Assessments.

The Division works in close partnership with partners in health, housing, social care and the voluntary sector to find solutions that prevent hospital admissions, as well as supporting safe and timely discharges.

The Division commissions and delivers reablement and recovery services to maximise the independence of residents.

The Division Enables people of all ages and disabilities to live within their local communities.

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

		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	ire on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
	•	£000's	£000's	£000's	£000's	%
C1220Q	0-25 SEND Service	7,466	49	4,542	12,057	61
C1410Q	Adult Social Care and All-Age Disability Directorate	7,312	372	688	8,372	14
C1412Q	Adult Safeguarding and Quality Assurance	2,292	15	236	2,543	11
C1414Q	Older People Social Care	17,806	329	1,374	19,509	10
C1415Q	Disability Commissioning and Brokerage	7,734	8	(2,996)	4,746	(39)
C1416Q	25-65 Disability	41,310	13	(2,355)	38,968	(6)
C14200	Transformation and Clienting	1,452	5	(922)	535	(63)
C1430Q	Adult Mental Health Social Care	7,389	28	(500)	6,917	(6)
C1431Q	Day and Employment Services	2,861	50	(913)	1,998	(30)
C1432Q	Older People Commissioning and Brokerage	11,760	219	526	12,505	6
	TOTAL NET SPEND	107,382	1,088	(320)	108,150	(41)

#### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
0-25 SEND Service	63.7	106.6	42.9
Adult Social Care and All-Age Disability Directorate	4.6	26.7	22.1
Adult Safeguarding and Quality Assurance	31.2	33.2	2.0
Older People Social Care	174.3	205.7	31.4
Disability Commissioning and Brokerage	20.6	22.6	2.0
25-65 Disability	81.4	81.4	-
Transformation and Clienting	10.0	26.0	16.0
Adult Mental Health Social Care	61.5	64.5	3.0
Day and Employment Services +	-	78.7	78.7
Older People Commissioning and Brokerage	25.7	34.0	8.3
Provider Relations And Brokerage *	28.6	-	(28.6)
Commissioning Vulnerable Adults And Supported Housing *	6.0	-	(6.0)
Integrated Specialist Services Commissioning *	12.0	-	(12.0)
TOTAL FTE STAFF	519.4	679.3	117.0

<sup>+</sup> local Authority Trading company in sourced

<sup>\*</sup> Services moved Out of area

### PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY

**COST CENTRE: C1410P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	re on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	`%
	Employees	22,040	228	6,520	28,788	31
	Premises related expenditure	737	-	(188)	549	(26)
	Supplies and Services	2,495	-	413	2,908	`17 <sup>°</sup>
	Third Party Payments	91,057	878	(1,820)	90,115	(1)
	Transfer Payments	50,212	-	2,343	52,555	`5 <sup>°</sup>
146	Transport related expenditure	377	-	(43)	334	(11)
17,147	Recharges from other services	9,115	-	845	9,960	` 9 <sup>´</sup>
188,471	TOTAL EXPENDITURE	176,033	1,106	8,070	185,209	5
(51,594)	Government Grants	(47,566)	- 1	(5,503)	(53,069)	12
(15,663)	Other Grants, reimbursements and contributions	(9,761)	-	(6,463)	(16,224)	66
(13,732)	Customer and Client Receipts	(13,582)	(18)	(973)	(14,573)	7
(566)	Interest Receivable	(28)	`-'	` - ′	(28)	_
(3,348)	Recharges to other services	(7,522)	-	4,283	(3,239)	(57)
(84,903)	TOTAL INCOME	(78,459)	(18)	(8,656)	(87,133)	11
103,568	NET CONTROLLABLE COST	97,574	1,088	(586)	98,076	1
015	Capital Charges	953		(28)	925	(0)
	Deferred/Intangible Charges	46	-	` '	925	(3)
	REFCUS	40	-	(46)	-	(100)
	Corporate support services bought in	8,809	-	340	9,149	n/a
						4
9,497	TOTAL UNCONTROLLABLE COST	9,808	-	266	10,074	3
113,065	NET COST OF SERVICE	107,382	1,088	(320)	108,150	1
		'	·			
	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
(690)	TOTAL APPROPRIATIONS	-		-		n/a
				· · · · · · · · · · · · · · · · · · ·		
	TOTAL NET EXPENDITURE	107,382	1.088	(320)	108.150	1

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY 0-25 SEND SERVICE

**COST CENTRE: C1220Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ire on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	4,241	46	751 (40)	5,038	19
		4	-	(10)		(250
	Supplies and Services Third Party Payments	529	-	44	573	3
	Transfer Payments	11,713 32,671	3	2,593	14,309 36,605	22
	Transport related expenditure	26	-	3,934	24	12
	Recharges from other services	(1,787)	-	(2) 2,546	759	(8
		<del> </del>		·		(142
55,810	TOTAL EXPENDITURE	47,397	49	9,856	57,302	21
	Government Grants	(42,021)	-	(5,511)	(47,532)	13
	Other Grants, reimbursements and contributions	- [	-	-	-	n/
	Customer and Client Receipts	-	-	(60)	(60)	n/s
1 1"	nterest Receivable	-	-	-	-	n/a
- <u>  F</u>	Recharges to other services	-		-	-	n/:
(45,781)	TOTAL INCOME	(42,021)	-	(5,571)	(47,592)	13
10,029	NET CONTROLLABLE COST	5,376	49	4,285	9,710	81
10 (	Capital Charges	10 [	_ 1	-	10	
	Deferred/Intangible Charges	_	_	_		n/a
	REFCUS	- 1	_		_	n/a
2,080	Corporate support services bought in	2,080	-	257	2,337	12
	TOTAL UNCONTROLLABLE COST	2.090	-	257	2,347	12
					_,,,,,,	
12,119 N	NET COST OF SERVICE	7,466	49	4,542	12,057	61
(138) <b>I</b> C	Contributions to / (from) Earmarked Reserves			_		n/a
	Contributions to / (from) Capital Reserves:	_	_	_	_	n/a
-	Financing of Capital Expenditure	_	_	_	_	n/a
_	Provision for Repayment of External Loans	_	_	_	_	n/a
- 10	Contribution to / (from) General Balances	_	-	-	_ ]	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
11,981 <b>T</b>	TOTAL NET EXPENDITURE	7,466	49	4,542	12,057	61
* OTHER VAR	NATIONS IN LEVEL OF EXPENDITURE				Γ	£000's
	et - agreed pressures / service demands					20000
	mand and staffing					300
Transitions Gro	owth					1,000
						· -
						1,300
	et - agreed additional income / savings					
Children with D	Disabilites - reduction in residential high cost placen	nents				(250)
					Į.	
Other reasons	changes					(250
Other resource						/0
	ation of Facilities Management Budgets (RED 2.3)					(8
	orporate charges (SeRCOP) and Internal Rechargn sitions care packages and staffing from 25-65 Dis		8)			177
	agement Restructure (PED 6.4)	ability (FED 6.6	<i>o,</i>			3,166
Transfer of tran						(8 <b>8</b> 1
Transfer of tran Tier 1 & 2 Mana					1	01
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F	TE from Children in Need - (PED 1.5)				i	/0
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F Utilities – Centr	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3)	1.7)				
Transfer of tran Tier 1 & 2 Mans Transfer of 1 F Utilities – Centr Transfer of 2.5	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3) FTE from Early Intervention Support service (PED	1.7)				95
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F Utilities – Centr Transfer of 2.5 Insurance Budg	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3) FTE from Early Intervention Support service (PED get	1.7)				95 (1
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F Utilities – Centr	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3) FTE from Early Intervention Support service (PED get	1.7)				95 (1
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F Utilities – Centr Transfer of 2.5 Insurance Budg	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3) FTE from Early Intervention Support service (PED get	1.7)				(8 95 (1 (2 3,492
Transfer of tran Tier 1 & 2 Mana Transfer of 1 F Utilities – Centr Transfer of 2.5 Insurance Budg Minor variance	TE from Children in Need - (PED 1.5) ralisation of Utilities Budgets (RED 2.3) FTE from Early Intervention Support service (PED get	1.7)				95 (1 (2

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY ADULT SOCIAL CARE AND ALL-AGE DISABILITY DIRECTORATE

**COST CENTRE: C1410Q** 

2000's   E000's   E		DESCRIPTION	ORIGINAL BUDGET 2016/17	Variations Expenditu Inflation	re on (A)  * Other	ORIGINAL BUDGET 2017/18	% CHANGE
966   Employees	£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
73   Supplies and Services							6
197   Third Party Payments   32   364   315   711   215     Transport related expenditure   -   -   -	-		-	-	- (000)	-	n
Transfer Payments				364	, ,		
- Transport related expenditure 9-46 Recharges from other services 4,175 - (3,731) 444 (6 2,182 TOTAL EXPENDITURE 5,183 372 (3,705) 1,849 (6 1,849 (12) Other Grants, reimbursements and contributions (410) 234 (176) (6 1,139) Customer and Client Receipts (113) - (113) 1 Interest Receivable - Recharges to other services (4,077) - 4,077 - (113) 1 Interest Receivable - Recharges to other services (4,077) - 4,077 - (115) (260) TOTAL INCOME (4,800) - 4,311 (289) (5 1,922 NET CONTROLLABLE COST 583 372 605 1,560 16 - Capital Charges - Capital Charges - REFCUS - R	-		-	-	-	l '''	2,12 n
2,162 TOTAL EXPENDITURE  Government Grants Government Grants Government Grants	-	Transport related expenditure	-	-	-	-	n
Government Grants   Grants			4,175		(3,731)	444	(8
(121) Other Grants, reimbursements and contributions   (410)	2,182	TOTAL EXPENDITURE	5,183	372	(3,706)	1,849	(6
(113)   Customer and Client Receipts   (113)	-	1	-	- ,	<u>-</u>	-	n
Interest Receivable				-	234		(5
Recharges to other services	(139)		(113)	-	-	(113)	,
(260) TOTAL INCOME	_		(4,077)	_	4,077	_	
- Capital Charges - Deferred/Intangible Charges - REFCUS	(260)		(4,600)	-		(289)	(9
- Capital Charges - Deferred/Intangible Charges - REFCUS	1.922	NET CONTROLLABLE COST	583	372	605	1,560	16
Deferred/Intangible Charges	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					.,000	100
REFCUS 6,729 Corporate support services bought in 6,729 - 83 6,812  6,729 TOTAL UNCONTROLLABLE COST 6,729 - 83 6,812  8,651 NET COST OF SERVICE 7,312 372 688 8,372 1  - Contributions to / (from) Earmarked Reserves	-		-	-	-	-	n,
6,729   Corporate support services bought in 6,729	-		_	_	-	[ ]	
8,651 NET COST OF SERVICE 7,312 372 688 8,372 1  - Contributions to / (from) Earmarked Reserves	6,729		6,729	-	83	6,812	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 Balances - Total Appropriations - Total Appropriations - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Reserves: - Total Appropriations - Total Appropriations - Total Reserves: - Total Appropriations - Total Appropria	6,729	TOTAL UNCONTROLLABLE COST	6,729	-	83	6,812	
- 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 - CONTRIBUTIONS - C	8,651	NET COST OF SERVICE	7,312	372	688	8,372	1.
- 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 APPROPRIATIONS - TOTAL NET EXPENDITURE - Reservice demands  8,651 TOTAL NET EXPENDITURE - Reservice demands  Trategic budget - agreed pressures / service demands  Trategic budget - agreed pressures / service demands  Trategic budget - agreed additional income / savings Ianaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  The resource changes Ianaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  The resource changes Ianaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  The resource changes Ianaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  The resource changes Ianaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  The resource changes In the resource changes							
Financing of Capital Expenditure	-		-	-	-	-	n,
- Provision for Repayment of External Loans	-				_	-	
- Contribution to / (from) General Balances	-	Provision for Repayment of External Loans	-	_	_	-	n,
8,651 TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings lanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  ther resource changes ier 1& 2 Management Restructure (RED 3.12) mplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovement is in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges igital Enabling Savings (62)	-		-	-	-	-	n
trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings lanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  ther resource changes ler 1 & 2 Management Restructure (RED 3.12) nplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1 & 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges igital Enabling Savings linor variance	-	TOTAL APPROPRIATIONS	-	-	-	-	n
trategic budget - agreed additional income / savings lanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  ther resource changes ier 1& 2 Management Restructure (RED 3.12) nplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges ligital Enabling Savings linor variance		TOTAL NET EVDENDITURE	7 242	1			
trategic budget - agreed additional income / savings lanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  ther resource changes ier 1& 2 Management Restructure (RED 3.12) nplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges ligital Enabling Savings linor variance	8,651	TOTAL NET EXPENDITURE	7,312	372	688	8,372	1-
Idanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  (18  (18  (18  (18  (18  (18  (1		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	7,312	372	688	8,372	£000's
Idanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  (18  (18  (18  (18  (18  (18  (1	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	1,312	372	688	8,372	
Idanaging Demand - Encouraging cultural and behavioural change to better manage demand.  (18  (18  (18  (18  (18  (18  (18  (1	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	1,312	372	688	8,372	<u> </u>
ther resource changes ier 1& 2 Management Restructure (RED 3.12) nplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges igital Enabling Savings linor variance  875	OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands				8,372	
ther resource changes ier 1& 2 Management Restructure (RED 3.12) nplementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges igital Enabling Savings linor variance  875	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands				8,372	£000's
fer 1& 2 Management Restructure (RED 3.12) Implementation of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) Iovements in intangible assets Iransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) Iovement in corporate charges (SeRCOP), capital charges and internal recharges Igital Enabling Savings Inor variance    875	OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands				8,372	£000's
e-alignment of ASC inflation strategy e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges igital Enabling Savings linor variance    87	OTHER VA trategic bud trategic bud lanaging De	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  emand - Encouraging cultural and behavioural change				8,372	£000's
e-alignment of Better Care Fund (PED 6.9) lovements in intangible assets ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12) lovement in corporate charges (SeRCOP), capital charges and internal recharges ligital Enabling Savings linor variance    87	OTHER VA trategic bud trategic bud lanaging De	RIATIONS IN LEVEL OF EXPENDITURE   get - agreed pressures / service demands   get - agreed additional income / savings  emand - Encouraging cultural and behavioural change				8,372	£000's
ransfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12)  46 lovement in corporate charges (SeRCOP), capital charges and internal recharges  46 igital Enabling Savings  (62) inor variance	OTHER VA trategic bud trategic bud fanaging De	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  Ce changes  Inagement Restructure (RED 3.12)  Ightharpoonup of ASC inflation strategy				8,372	£000's (18
lovement in corporate charges (SeRCOP), capital charges and internal recharges  igital Enabling Savings  (62)  inor variance	other value of the control of the co	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  Ce changes  Inagement Restructure (RED 3.12)  Ightharpoonup of ASC inflation strategy  Is of Better Care Fund (PED 6.9)				8,372	£000's (18' (18' 66 310 200
igital Enabling Savings (62) linor variance 87)	OTHER VA strategic bud strategic bud danaging De dier 1& 2 Mai inplementation	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  Ce changes  Inagement Restructure (RED 3.12)  Ightharpoonup of ASC inflation strategy  In of Better Care Fund (PED 6.9)  In intangible assets	e to better mar	nage demand.		8,372	£000's  (18' (18' 66 310 200 86
linor variance 87	OTHER VA Strategic bud Strategic bud Managing De Dither resource Fier 1& 2 Man Implementation Re-alignment Movements in	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings emand - Encouraging cultural and behavioural change the changes the changes the changes the changes to face of ASC inflation strategy to face of Better Care Fund (PED 6.9) the intangible assets taff and Service Provision following Tier 1& 2 Restricts	ge to better mar	nage demand.		8,372	£000's  (18)  (18)  (48)  (46)
	other value of the control of the co	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  The contract of ASC inflation strategy  To of ASC inflation strategy  To fe Better Care Fund (PED 6.9)  To intangible assets  Taff and Service Provision following Tier 1& 2 Restructorporate charges (SeRCOP), capital charges and	ge to better mar	nage demand.		8,372	£000's  (18  (18  6  31)  200  80  460  360
OTAL OTUED VARIATIONS IN RESOURCE	OTHER VA Strategic bud Strategic bud Managing De Dither resource Fier 1& 2 Man Implementation Re-alignment Movements in Fransfer of Si Movement in Digital Enablii	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  The company of ASC inflation strategy  To of ASC inflation strategy  To fe Better Care Fund (PED 6.9)  To intangible assets  Taff and Service Provision following Tier 1& 2 Restrated to provide the company of the component of	ge to better mar	nage demand.		8,372	£000's  (18)  (18)  (18)  (18)  (46)  36) (622
OTAL OTHER VARIATIONS IN RESOURCE   68	other value of the control of the co	RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Emand - Encouraging cultural and behavioural change  The company of ASC inflation strategy  To of ASC inflation strategy  To fe Better Care Fund (PED 6.9)  To intangible assets  Taff and Service Provision following Tier 1& 2 Restrated to provide the company of the component of	ge to better mar	nage demand.		8,372	

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY ADULT SAFEGUARDING AND QUALITY ASSURANCE

**COST CENTRE: C1412Q** 

EODECAST	·	ORIGINAL		in Level of	ORIGINAL	0/
FORECAST 2016/17	DESCRIPTION	BUDGET   2016/17	Expendite Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/17	DECOMM HOW	(A)	(B)	(C)	(D)	(E)
£000's	~	£000's	£000's	£000's	£000's	%
	Employees	1,583	15	109	1,707	
	Premises related expenditure	1	-	-	1	-
	Supplies and Services	669	-	198	867	30
	Third Party Payments	- 1	-	-	-	n/
	Transfer Payments Transport related expenditure	-	-	- (0)	-	n/
	Recharges from other services	3 126	-	(3) (68)	- 58	(100
	TOTAL EXPENDITURE	<del>                                     </del>	- 45			(54
		2,382	15	236	2,633	11
	Government Grants	- (00)	-	-	- (20)	n/
	Other Grants, reimbursements and contributions Customer and Client Receipts	(90)		-	(90)	-
	Interest Receivable	1 [1	_	_		n/ n/
	Recharges to other services	_	-	_		n/
	TOTAL INCOME	(90)	_ i	_	(90)	
(100)	TOTAL INCOME	(30)	-		(30)	
2,202	NET CONTROLLABLE COST	2,292	15	236	2,543	11
_	Capital Charges	<u> </u>		_		n/a
	Deferred/Intangible Charges	-	-		[	n/a n/a
	REFCUS	_	-	- 1		n/:
· -	Corporate support services bought in			-		n/
<u>-</u>	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/
2,202	NET COST OF SERVICE	2,292	15	236	2,543	11
- 1	Contributions to / (from) Earmarked Reserves	- 1	-	-		n/a
	Contributions to / (from) Capital Reserves:	-	-	-	.	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/s
· -	Provision for Repayment of External Loans	-	-	-	-	n/
	Contribution to / (from) General Balances		-	-	-	n/:
-	TOTAL APPROPRIATIONS		-	-	-	n/a
2,202	TOTAL NET EXPENDITURE	2,292	15	236	2,543	11
* OTHER VA	DIATIONS IN LEVEL OF EVERYDITURE	·				0000
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
	ger agree presented to the definition definition					_
Increase in de	emand for deprivation of liberty services					250
	emand and staffing					380
					,	-
Otrotonia bl	not parond additional income /					630
ouralegic budg	get - agreed additional income / savings					
						-
						-
						-
						-
						-
Other resourc	e changes					-
						-
	nagement Restructure (PED 6.4)	·				(78
	aff and Service Provision following Tier 1& 2 Restru	icture (PED 6.5	5-10, PED 6.1	2)	1	(317
Minor variance	e · · · · · · · · · · · · · · · · · · ·					1
						-
					<u> </u>	
					}	(394
OTAL OTHE	ER VARIATIONS IN RESOURCE					236
J J.III						230

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY OLDER PEOPLE SOCIAL CARE

**COST CENTRE: C1414Q** 

FORECAST		ORIGINAL BUDGET	Expenditu	in Level of are on (A)	ORIGINAL BUDGET	%
2016/17 £000's	DESCRIPTION	2016/17 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2017/18 (D)	CHANGE (E)
	Employees	6,370	63	2,254	£000's 8,687	<u>%</u> 36
•	Premises related expenditure	154	-	(120)	34	(78
99	Supplies and Services	203	-	(107)	96	(53
	Third Party Payments	17,958	269	3,353	21,580	20
	Transfer Payments	295	-	649	944	220
	Transport related expenditure	205	-	(31)	174	(15
	Recharges from other services	14	-	(11)	3	(79
30,848	TOTAL EXPENDITURE	25,199	332	5,987	31,518	25
-	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	(87)	- (0)	(3,996)	(4,083)	4,593
(7,430)	Customer and Client Receipts Interest Receivable	(6,316)	(3)	(617)	(6,936)	10
(1,000)	Recharges to other services	(1,000)	-	-	- (1,000)	n/
		<u> </u>	(2)	(4.040)		
(12,362)	TOTAL INCOME	(7,403)	(3)	(4,613)	(12,019)	62
18,486	NET CONTROLLABLE COST	17,796	329	1,374	19,499	10
10	Conital Charges	1 40 [			40	
	Capital Charges Deferred/Intangible Charges	10	-	-	10	1
	REFCUS	]	_ [	_	_	n/a n/a
_	Corporate support services bought in	_	_	_	_	n/:
10	TOTAL UNCONTROLLABLE COST	10	-	_	10	
18,496	NET COST OF SERVICE	17,806	329	1,374	19,509	10
_	Contributions to / (from) Earmarked Reserves		_	-		n/a
-	Contributions to / (from) Capital Reserves:	- ]	-	-	-	n/a
-	Financing of Capital Expenditure	-	· -	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-		-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
18,496	TOTAL NET EXPENDITURE	17,806	329	1,374	19,509	10
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands gement - Increase in costs for nursing care beds					100
	ed Commissioning					366
	emand and staffing					893
						-
						1,359
Strategic bud	get - agreed additional income / savings					
					1	
					İ	-
						-
Othor roca					}	
Other resourc	e changes nagement Restructure (PED 6.4)					14
	poled Equipment growth- (PED 6.12)					(1 (120
	arer's responsibility - (PED 6.9)				***	(20
	of Utilities budgets					(20
Capital charge	es					(8
ransfer of St	aff and Service Provision following Tier 1& 2 Restru	cture (PED 6.5	5-10, PED 6.1	2)		165
<u> </u>						15
OTAL OTHE	ER VARIATIONS IN RESOURCE					1,374
						,-··

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY DISABILITY COMMISSIONING AND BROKERAGE

**COST CENTRE: C1415Q** 

		1 0010				
FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL	0/
	DESCRIPTION	2016/17	Inflation	re on (A)  * Other	BUDGET 2017/18	% CHANGE
2010,17	BESSIAN FISIA	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	965	8	19	992	3
	Premises related expenditure	-	-	-	- 1	n/a
	Supplies and Services Third Party Payments	142	-	(121)	21	(85
	Transfer Payments	7,306	-	(4,668)	2,638	(64 n/a
	Transport related expenditure	5	_	(2)	3	(40
	Recharges from other services	(56)	-	1,517	1,461	(2,709)
7,323	TOTAL EXPENDITURE	8,362	8	(3,255)	5,115	(39)
	Government Grants	_	-			n/a
	Other Grants, reimbursements and contributions	(35)	-	35	_	(100)
(104)	Customer and Client Receipts	-	-	(55)	(55)	n/a
1	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(593)	-	279	(314)	(47)
(589)	TOTAL INCOME	(628)	-	259	(369)	(41)
	:					
6,734	NET CONTROLLABLE COST	7,734	8	(2,996)	4,746	(39)
	Capital Charges	<u> </u>				n/a
	Deferred/Intangible Charges	_	_	_ [		n/a
	REFCUS	-	-	_	-	n/a
-	Corporate support services bought in	-	-			n/a
	TOTAL UNCONTROLLABLE COST	-	_	-		n/a
		T		1		
6,734	NET COST OF SERVICE	7,734	8	(2,996)	4,746	(39)
- 1	Contributions to / (from) Earmarked Reserves	<u> </u>				n/a
	Contributions to / (from) Capital Reserves:	- ]	-	-	_	n/a
-	Financing of Capital Expenditure	- 1	-	-	-	n/a
-	Provision for Repayment of External Loans	1 - 1	-	- [	-	n/a
	Contribution to / (from) General Balances	-		-		n/a
- ]	TOTAL APPROPRIATIONS	-	-	-		n/a
6,734	TOTAL NET EXPENDITURE	7 724		(2,006)	4.740	(00)
0,734	TOTAL NET EXPENDITORE	7,734	8	(2,996)	4,746	(39)
	RIATIONS IN LEVEL OF EXPENDITURE	:				£000's
	get - agreed pressures / service demands					
increase in de	emand and staffing					439
İ						-
						_
						439
	get - agreed additional income / savings				Ī	
Supported Ho	using - increased use of supported housing schem	e which will red	duce care pac	kage costs		(42)
				,	İ	-
						_
					ļ	(10)
Other resource	e changes				}	(42)
	n of Adult Social Care Inflation Strategy (PED 6.4)					(53)
	act Monitoring Officers to Older People Commission	ing (PED 6.12)	la de la companya de la companya de la companya de la companya de la companya de la companya de la companya de			(86)
Move of Contra	nagement Restructure (PED 6.4)	- '				11
Tier 1 & 2 Mar		4.0\				(307)
Tier 1 & 2 Mar Supporting Pe	ople Recharge aligned to Service (PED 6.8 and 6.					
Tier 1 & 2 Mar Supporting Pe Move Non Sta	ople Recharge aligned to Service (PED 6.8 and 6. tutory Supporting People Contracts to Gateway (PE	ED 5.8)	. 40 BEE 6 :	0)		(2,519)
Tier 1 & 2 Mar Supporting Pe Move Non Sta	ople Recharge aligned to Service (PED 6.8 and 6.	ED 5.8)	5-10, PED 6.1	2)		(2,519)
Tier 1 & 2 Mar Supporting Pe Move Non Sta	ople Recharge aligned to Service (PED 6.8 and 6. tutory Supporting People Contracts to Gateway (PE	ED 5.8)	5-10, PED 6.1	2)		(2,519) (439)
Tier 1 & 2 Mar Supporting Pe Move Non Sta Transfer of Sta	ople Recharge aligned to Service (PED 6.8 and 6. tutory Supporting People Contracts to Gateway (PE	ED 5.8)	5-10, PED 6.1	2)		(2,519)

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY 25-65 DISABILITY

**COST CENTRE: C1416Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	1	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	(L) %
	Employees	3,177	27	(431)	2,773	(13
	Premises related expenditure		-	- (05)	-	n/a
	Supplies and Services Third Party Payments	94   27,726	-	(65) (180)	29 27,546	(69 (1
	Transfer Payments	17,033	-	(2,240)	14,793	(13
2	Transport related expenditure	10	-	(6)	4	· (60
	Recharges from other services	19	-	(9)	10	(47
	TOTAL EXPENDITURE	48,059	27	(2,931)	45,155	(6
	Government Grants	(1,031)	-	20	(1,011)	(2
	Other Grants, reimbursements and contributions Customer and Client Receipts	(1,926) (3,375)	(14)	222 117	(1,704) (3,272)	(12)
	Interest Receivable	(5,575)	(14)	-	(3,272)	(3) n/a
(211)	Recharges to other services	(417)	-	217	(200)	(52)
(5,932)	TOTAL INCOME	(6,749)	(14)	576	(6,187)	(8)
40,785	NET CONTROLLABLE COST	41,310	13	(2,355)	38,968	(6)
	Capital Charges	-	_	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST			_		n/a n/a
	TOTAL GROOM ROLLABLE GOOT			_		11/4
40,785	NET COST OF SERVICE	41,310	13	(2,355)	38,968	(6)
_	Contributions to / (from) Earmarked Reserves					7/2
	Contributions to / (from) Capital Reserves:	_	-	·	_	n/a 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	- 1	-	-	-	n/a
40,785	TOTAL NET EXPENDITURE	41,310	13	(2,355)	38,968	(6)
* OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE	· · · · · ·				£000's
	get - agreed pressures / service demands					£000 S
Increase in de	emand and staffing					461
						 461
Strategic bude	get - agreed additional income / savings					461
Managing Der	mand - Encouraging cultural and behavioural chang					(291)
	on review - transfer from registered charities to regi	stered provide	rs / improvem	ent procureme	ent and	(45)
	of Private Rented Sector - Increased use of shared lives schemes which will	reduce care na	arkane roete			(25)
Charca Lives	- moreased use of shared lives selfernes which will	reduce care pe	ackage costs.			(23)
						(361)
Other resourc	e changes		•		•	(007)
	Budgets for Transitions team to 0-25 SEND Service	e (PED 6.3)				(3,166)
	Supporting people removed (PED 6.7) of Better Care Fund (PED 6.9)					226
	on of Adult Social Care Inflation Strategy (PED 6.4)					<b>750</b> (525)
Tier 1 & 2 Mar	nagement Restructure (PED 6.4)					29
	aff and Service Provision following Tier 1& 2 Restru		5-10, PED 6.1	2)		582
	Budgets for 1 Post and Transport to C+I (RED 3.3 & arers responsibility (PED 6.9)	& RED 3.5)		•		(347)
Minor variance						(5) 1
	-					(2,455)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(2,355)

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY TRANSFORMATION AND CLIENTING

**COST CENTRE: C1420Q** 

	T	ORIGINAL	Variations	in Level of	ORIGINAL	<u> </u>
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
2010/17	BESSIAI TIGHT	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(L) %
	Employees	710	5	313	1,028	45
	Premises related expenditure	6	_	-	6	-
	Supplies and Services	47	_	1,487	1,534	3,164
	Third Party Payments	2,364	_	(531)	1,833	(22
-	Transfer Payments		-	-	-,	n/a
- 1	Transport related expenditure	-	-	-	_	n/a
8,979	Recharges from other services	6,373	-	946	7,319	15
12.426	TOTAL EXPENDITURE	9,500	5	2,215	11,720	23
	Government Grants	(1,591)			(1,591)	
	Other Grants, reimbursements and contributions	(6,442)	-	(2,807)	(9,249)	-
(3,200)	Customer and Client Receipts	(0,442)	_	(2,007)	(9,249)	44 n/a
_	Interest Receivable	_ [	_	_	_ [	n/a
(61)	Recharges to other services	(61)	_	(284)	(345)	466
	TOTAL INCOME					
(10,912)	TOTAL INCOME	(8,094)	<u>-</u>	(3,091)	(11,185)	38
1 514	NET CONTROLLABLE COST	1,406	5	(876)	535	(60
1,514	NET CONTROLLABLE COST	1,406	<u> </u>	(676)	535	(62)
_	Capital Charges	<u> </u>		_ 1		n/a
	Deferred/Intangible Charges	46	_	(46)	_	(100)
	REFCUS	-	_	-	_	(100) n/a
-	Corporate support services bought in	_	-	-	_	n/a
46	TOTAL UNCONTROLLABLE COST	46	_	(46)	_	(100)
				(10)		
1,560	NET COST OF SERVICE	1,452	5	(922)	535	(63)
						(+-/
(552)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	] -	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances		-			n/a
(552)	TOTAL APPROPRIATIONS	-	-	-	•	n/a
1,008	TOTAL NET EXPENDITURE	1,452	5	(922)	535	(63)
1,000		1,102		(022)		
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
Increase in de	emand and staffing					122
					-	
Caucato min bood	and annual additional income / an income					122
<u>onategic bud</u>	get - agreed additional income / savings					
Income from	nartners					(750)
mcome nom	partiers					(750)
						_
	•					
					ļ	(750)
Other resource					ľ	( )
Movements in	Intangible Assets					(46)
	ransformation budget from Corporate					1,591
	pluntary sector budget to C+I (RED 9.9)					(531)
	of Better Care Fund (PED 6.4, PED 6.8 and PED 6	.12)			!	(1,111)
	nagement Restructure (PED 6.4)				<b>[</b>	(83)
	arers responsibility (PED 6.6 ) & (PED 6.8)			<b>a</b> \		25
	taff and Service Provision following Tier 1& 2 Restru	cture (PED 6.	o-10, PED 6.1	2)		(251)
iviove of Direc	ct Payment team from (PED 6.12)					112
					}	(294)
						\&O-T)
TOTAL OTH	ER VARIATIONS IN RESOURCE					(922)
						(422)

### PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY ADULT MENTAL HEALTH SOCIAL CARE

**COST CENTRE: C1430Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	•	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	2,778	28	29	2,835	70
	Premises related expenditure	53	-	(50)	3	(94
	Supplies and Services Third Party Payments	103 6,031	-	(1)	102 5 765	(*
	Transfer Payments	213	-	(266)	5,765 213	(4
35	Transport related expenditure	40	-	-	40	_
	Recharges from other services	52	·-	(38)	14	(73
	TOTAL EXPENDITURE	9,270	28	(326)	8,972	(3
, ,	Government Grants	(54)	-	(12)	(66)	22
(094)	Other Grants, reimbursements and contributions Customer and Client Receipts	(697) (529)	-	(160)	(857) (529)	23
(566)	Interest Receivable	-	-	-	(323)	- n/
(1,011)	Recharges to other services	(622)	-	(6)	(628)	1
(2,650)	TOTAL INCOME	(1,902)	-	(178)	(2,080)	
7,606	NET CONTROLLABLE COST	7,368	28	(504)	6,892	(6
1,000	NET GOVERNOUS AND A SECOND SEC	7,000	20	(004)	0,032	
21	Capital Charges	21	-	4	25	19
-	Deferred/Intangible Charges REFCUS	-	-	-	-	n/:
-	Corporate support services bought in	-	-	-	-	n/: n/:
21	TOTAL UNCONTROLLABLE COST	21	_	4	25	19
7,627	NET COST OF SERVICE	7,389	28	(500)	6,917	(6
_	Contributions to / (from) Earmarked Reserves	I				n/a
=	Contributions to / (from) Capital Reserves:	-	-	-	-	n/:
-	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
7,627	TOTAL NET EXPENDITURE	7,389	28	(500)	6,917	(6
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
Increase in d	emand and staffing					367
						-
Strategic hud	get - agreed additional income / savings					367
Accommodat	ion review - transfer from registered charities to regi	stered provide	rs / improvem	ent in procure	ment	(64
	nent of Private Rented Sector - Increased use of shared lives schemes which will	reduce care or	arkana roeto			(25
	n - savings across package costs and commissioned		ickage cosis.			(384
	, ,					(
					-	(473
Other resource						(.,,
• • • • • • • • • • • • • • • • • • • •	ad Business Rates removal					(50
	ı of Facilities Management Budgets taff and Service Provision following Tier 1& 2 Restru	icture (PFD 6 f	5-10. PED 6 1	2)		(38 (367
Movement in	corporate charges (SeRCOP), capital charges and			-,		(307
ncome from	Supporting people removed (PED 6.7)	·				81
mplementation Minor varianc	on of Adult Social Care inflation strategy (PED 6.4)					(25
viii loi Vallallo						1
						(394
TOTAL OTH	ED VADIATIONS IN DESCRIPE	<u> </u>				
IUIAL OIH	ER VARIATIONS IN RESOURCE					(500)

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY DAY AND EMPLOYMENT SERVICES

**COST CENTRE: C1431Q** 

1		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET	<u> </u>	re on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	F L	£000's	£000's	£000's	£000's	%
	Employees	309	18	2,609	2,936	850
	Premises related expenditure	8	-	(8)	- (00)	(100
	Supplies and Services	10	-	(108)	(98)	(1,080
	Third Party Payments	2,414	32	(2,711)	(265)	(111
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	6	-	1	7	17
	Recharges from other services	34	-	(307)	(273)	(903
3,260	TOTAL EXPENDITURE	2,781	50	(524)	2,307	(17
_	Government Grants	_	-	-		n/a
_	Other Grants, reimbursements and contributions	_	_	_		n/a
	Customer and Client Receipts	(10)	_	(358)	(368)	3,580
	Interest Receivable	(.0/	_	(000)	(000)	0,000 n/a
1	Recharges to other services	l <u> </u>		_	_	n/a
		(40)		(050)	(000)	
(39)	TOTAL INCOME	(10)		(358)	(368)	3,580
3,221	NET CONTROLLABLE COST	2,771	50	(882)	1,939	(20)
3,221	NET CONTROLLABLE COST	2,771	50	(662)	1,939	(30)
90	Capital Charges	90		(31)	59	(34)
	Deferred/Intangible Charges	"	_	(01)		n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	_	_	_	_	n/a
	TOTAL UNCONTROLLABLE COST	90		(31)	59	
(103)	TOTAL UNCONTROLLABLE COST	90	-	(31)	59	(34)
3.038	NET COST OF SERVICE	0.064	50	(012)	4 000	(20)
3,036	NET COST OF SERVICE	2,861	50	(913)	1,998	(30)
_	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	-	-	-		n/a
-	TOTAL APPROPRIATIONS	-	-	-		n/a
3,038	TOTAL NET EXPENDITURE	2,861	50	(913)	1,998	(30)
	, <u></u>	· .				
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
Strategic bud	get - agreed additional income / savings					
l						
						-
Day Services	Review - More efficient use of in-house day care fac-	cilities.				(300)
	Review - More efficient use of in-house day care factbility Respite Review – Review of respite services to		sonalised off	er.		(300) (130)
			sonalised off	er.		
			sonalised off	er.		
			sonalised off	er.		
			sonalised off	er.		
			sonalised off	er.		(130)
	ability Respite Review – Review of respite services to		sonalised off	er.		(130)
Learning Disa	ability Respite Review – Review of respite services to	o provide a per	sonalised off	er.		(130)
Learning Disa  Other resource  Centralisation	ability Respite Review – Review of respite services to see changes of Facilities Management Budgets LATC (RED 1.5,	o provide a per				(430)
Learning Disa  Other resource  Centralisation  Transfer of bu	e changes of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon	o provide a per				(430)
Other resource Centralisation Transfer of bu	e changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) - (266) (145)
Other resource Centralisation Transfer of bu Centralisation Movement in	e changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and i	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			
Other resource Centralisation Transfer of bu Centralisation Movement in	e changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) - (266) (145) (4)
Other resource Centralisation Transfer of bu Centralisation Movement in Movements ir	e changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and i	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) (430) - (266) (145) (4) (15)
Other resource Centralisation Transfer of bu Centralisation Movement in Movements ir	ee changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and in Intangible Assets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) (430) - (266) (145) (4) (15) (31)
Other resource Centralisation Transfer of bu Centralisation Movement in Movements ir	ee changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and in Intangible Assets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) - (266) (145) (4) (15) (31)
Other resource Centralisation Transfer of bu Centralisation Movement in Movements ir	ee changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and in Intangible Assets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) - (266) (145) (4) (15) (31) (22)
Other resource Centralisation Transfer of bu Centralisation Movement in Movements ir	ee changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and in Intangible Assets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) (430) - (266) (145) (4) (15) (31)
Other resource Centralisation Transfer of but Centralisation Movement in Movements ir Implementation	ee changes  of Facilities Management Budgets LATC (RED 1.5, adget to Resources following insourcing of Croydon of Utilities Budgets corporate charges (SeRCOP), capital charges and in Intangible Assets	o provide a per 2.3 and 3.3) Day Opportunit	ties (RED 2.3			(430) - (266) (145) (4) (15) (31) (22)

# PEOPLE ADULT SOCIAL CARE AND ALL-AGE DISABILITY OLDER PEOPLE COMMISSIONING AND BROKERAGE

**COST CENTRE: C1432Q** 

	<b>.</b>	1 ==			C 222	
FODECAST		ORIGINAL		in Level of	ORIGINAL	0/
FORECAST 2016/17	IDESCRIPTION	BUDGET 2016/17	Expenditu Inflation	re on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/11	BEOOKII TION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,074	10	348	1,432	33
	Premises related expenditure	511	-	-	511	-
	Supplies and Services	555	-	(105)		(19
	Third Party Payments	15,513	210	275	15,998	3
	Transfer Payments		-	-	-	n/a
	Transport related expenditure Recharges from other services	82		-	82	-
		165			165	
	TOTAL EXPENDITURE	17,900	220	518	18,638	4
	Government Grants	(2,869)	-	-	(2,869)	-
	Other Grants, reimbursements and contributions	(74)	-	9	(65)	(12
	Customer and Client Receipts Interest Receivable	(3,239)	(1)	-	(3,240)	0
	Recharges to other services	(28) (752)	-	-	(28) (752)	-
		T				
(6,189)	TOTAL INCOME	(6,962)	(1)	9	(6,954)	(0
11,069	NET CONTROLLABLE COST	10,938	219	527	11,684	7
701	Capital Charges	822		(1)	821	/01
	Deferred/Intangible Charges	022	<u>-</u>	(1)	021	(0)
	REFCUS	_ [		-	_	n/a n/a
	Corporate support services bought in	_	_	_		n/a
	TOTAL UNCONTROLLABLE COST	822	_	(1)	821	(0)
		OLL				
11,853	NET COST OF SERVICE	11,760	219	526	12,505	6
	Contributions to / (from) Earmarked Reserves	- 1		_		n/a
	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	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
			1			
11,853	TOTAL NET EXPENDITURE	11,760	219	526	12,505	6
OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE				Ī	£000's
	get - agreed pressures / service demands					
ncrease in de	emand and staffing					227
Stratagia buda	ret parced additional income / equipme				ŀ	227
strategic budg	get - agreed additional income / savings					
						-
						-
					}	
Other resource changes						
Transfer of Staff and Service Provision following Tier 1& 2 Restructure (PED 6.5-10, PED 6.12)						158
Pooled Equipment growth- (PED 6.6)						120
Move of Contract Monitoring Officers from Disability Commissioning and Brokerage - (PED 6.7)						86
Move of Direct Payment team to Transforamtion and Clienting team - (PED 6.9)						(112)
Realignment of Better Care Fund (PED 6.9)						161
Implementation of Adult Social Care Inflation Strategy (PED 6.4)						(23)
FM – Centralisation of Facilities Management Budgets LATC (RED 2.3)						(91) 299
OTAL OTHER VARIATIONS IN RESOURCE						526

#### SERVICE DESCRIPTION

The Housing Needs Service is made up of the following sections: The Housing Solutions service and Housing Renewals Service andare mainly funded from General Fund.

Temporary Accommodation and Housing Solutions

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

#### Housing Renewal

Responsible for the Staying Put Home Improvement Agency enabling older people to stay in their own homes through repairs, adaptations, reablement and handyperson services. It provides loans for vulnerable home owners for repairs and together with the Major Adaptations Unit, provides the disabled adaptation service for all tenures, including processing of Disabled Facilities Grants. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice or enforcement.

#### Service Development

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

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

MOVEMENT IN NET EXPENDITURE

	IN NET EXPENDITORE	ORIGINAL	Variations	in Level of	ORIGINAL	
COST						۱ ،
		BUDGET		ıre on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
an advisor		£000's	£000's	£000's	£000's	%
C1438Q	Housing Needs And Assessment	(896)		(86)	(982)	10
C1440Q	Housing Renewal	(109)	3	9	(97)	(11)
C1442Q	Housing Solutions	53	1	(51)	3	(94)
C1444Q	Service Development	70	1	(70)	1	(99)
C1446Q	Housing Needs Directorate	3,213	-	149	3,362	5
C1448Q	Temporary Accommodation	1,197	3	212	1,412	18
C1464Q	Garage Commercial And Miscellaneous Properties Income	-	-	(50)	(50)	n/a
	TOTAL NET SPEND	3,528	8	113	3,649	3

#### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Housing Needs And Assessment	1.0	1.0	_
Housing Renewal	14.2	14.2	-
Housing Solutions	10.8	2.8	(8.0)
Service Development	1.0	1.0	-
Housing Needs Directorate	0.4	0.4	-
Temporary Accommodation		9.0	9.0
·			ı
TOTAL FTE STAFF	27.4	28.4	1.0

### PEOPLE HOUSING NEED

**COST CENTRE: C1420P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	. %
	Employees	1,137	11	19	1,167	3
	Premises related expenditure	1,538	-	4,334	5,872	282
	Supplies and Services	190	-	(2)	188	. (1)
1,860	Third Party Payments	759	- 1	1,081	1,840	142
-	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	21	-	(4)	17	(19)
74	Recharges from other services	95	-	(54)	41	(57)
8,609	TOTAL EXPENDITURE	3,740	11	5,374	9,125	144
(127)	Government Grants	(107)	-	16	(91)	(15)
(183)	Other Grants, reimbursements and contributions	(51)	-	-	(51)	`-'
(7,717)	Customer and Client Receipts	(3,099)	(3)	(5,045)	(8,147)	163
-	Interest Receivable	-	- 1	· - 1		n/a
(320)	Recharges to other services	(430)	-	(111)	(541)	26
(8,347)	TOTAL INCOME	(3,687)	(3)	(5,140)	(8,830)	139
	:					
262	NET CONTROLLABLE COST	53	8	234	295	457
5.40		5.60		0.45		
	Capital Charges	542		245	787	45
- 0.400	Deferred/Intangible Charges	-	-	-		n/a
	REFCUS	2,100	=	(000)	2,100	
	Corporate support services bought in	833	-	(366)	467	(44)
3,475	TOTAL UNCONTROLLABLE COST	3,475	-	(121)	3,354	(3)
3,737	NET COST OF SERVICE	3,528	8	113	3,649	3
-,		5,525	-		3,5 .0	
- 1	Contributions to / (from) Earmarked Reserves	-	-	- 1	- 1	n/a
	Contributions to / (from) Capital Reserves:	_	_	_	<b>-</b> l	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
3,737	TOTAL NET EXPENDITURE	3,528	8	. 113	3,649	3

PEOPLE HOUSING NEED HOUSING NEEDS AND ASSESSMENT

**COST CENTRE: C1438Q** 

		OBICINIAL	Variatio:	in Lovel of	ORIGINAL	1
FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	Elavee	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	38 440	-	(82)	38 358	/10
	Supplies and Services	10	- -	(4)		(19 (40
	Third Party Payments	-	_	[		(+\
′ -	Transfer Payments	-	_	- 1	-	n/
	Transport related expenditure	-	_ '	-	- 1	n/
	Recharges from other services	-	-	-	-	n/
	TOTAL EXPENDITURE	488	-	(86)	402	(18
	Government Grants Other Grants, reimbursements and contributions	<u> </u>	-	<u>-</u>	_	n/ n/
	Customer and Client Receipts	(1,384)	_	_	(1,384)	-
· - '	Interest Receivable	[ [	_	- !	(1,551,	n/
-	Recharges to other services	-	-		-	n/
(1,366)	TOTAL INCOME	(1,384)	-	-	(1,384)	
(000)	NET CONTROLLARI E COST	(000)		(00)	(000)	
(989)	NET CONTROLLABLE COST	(896)		(86)	(982)	10
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-		n/a
(989)	NET COST OF SERVICE	(896)	_	(86)	(982)	10
(303)	NET GOOT OF GERVIOL	(090)		(00)	(302)	10
	Contributions to / (from) Earmarked Reserves	- 1	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	<b>-</b>	n/a
-	Financing of Capital Expenditure	-	· -	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	<u>-</u>	-	-	-	n/a n/a
	TOTAL APPROPRIATIONS	_	_	_		n/a
(989)	TOTAL NET EXPENDITURE	(896)		(86)	(982)	10
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20000
						-
						-
						-
Strategic budg	get - agreed additional income / savings					
						-
						-
						-
Other resource changes						
Centralisation of Business Rates Budgets to Asset Management						(13
	of Corporate Recharges within Housing Needs - tra of Utilities budgets	ansterred to PE	:ט ו.ו			(55
oenii alisaliüli	Of Othities Duagets					(18 -
						-
						-
						(86
TOTAL OTUE	R VARIATIONS IN RESOURCE					(86

PEOPLE HOUSING NEED HOUSING RENEWAL

**COST CENTRE: C1440Q** 

4 42 115 - 3 1	DESCRIPTION  Employees Premises related expenditure Supplies and Services Third Party Payments Transfer Payments Transport related expenditure Recharges from other services	ORIGINAL BUDGET 2016/17 (A) £000's 573 - - - 19 1	Expendite Inflation (B) £000's 6	in Level of ure on (A)  * Other (C) £000's  16 (3)	ORIGINAL BUDGET 2017/18 (D) £000's 595 - - - 16 1	% CHANGE (E) % 4 n/a n/a n/a (16)	
(183) (250) - (320)	TOTAL EXPENDITURE  Government Grants Other Grants, reimbursements and contributions Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME	593 - (51) (304) - (349) (704)	(3)	13 - - - (2)	(351) (709)	3 n/a - 1 n/a 1	
(67)	NET CONTROLLABLE COST	(111)	3	11	(97)	(13)	
2	Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST	- - - 2 2	-	- - - (2)	-	n/a n/a n/a (100) (100)	
(65)	NET COST OF SERVICE	(109)	3	9	(97)	(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 Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	- - - - - - - (109)		- - - - - - - 9	(97)	n/a n/a n/a n/a n/a n/a	
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings							
	Minor Variations Budget Realignment within Housing Needs due to increase in salary demand PED 7.5 and 7.8						
TOTAL OTH	TOTAL OTHER VARIATIONS IN RESOURCE						

**COST CENTRE: C1442Q** 

FORECAST 2016/17	DESCRIPTION	ORIGINAL BUDGET	Expendit	in Level of ure on (A)	ORIGINAL BUDGET	%
£000's	DESCRIPTION	2016/17 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2017/18 (D) £000's	CHANGE (E) %
82	Employees Premises related expenditure	91	1	2	94	3
	Supplies and Services	2	-	-	2	n/a -
	Third Party Payments Transfer Payments	'-	-	- 1	-	n/a
	Transport related expenditure	-	-	-	-	n/a n/a
2	Recharges from other services	-	-	-		n/a
86	TOTAL EXPENDITURE	93	. 1	2	96	3
- -	Government Grants Other Grants, reimbursements and contributions		-	-	-	n/a n/a
	Customer and Client Receipts	_	-	-	-	n/a
-	Interest Receivable	- (40)	-	- (50)	- (22)	n/a
	Recharges to other services TOTAL INCOME	(40)		(53)	(93)	133
_	TOTAL INCOME	(40)	-	(53)	(93)	133
86.	NET CONTROLLABLE COST	53	1	(51)	3	(94)
	Capital Charges	- [	-	-	-	n/a
	Deferred/Intangible Charges REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-   -	-	-		n/a n/a
	TOTAL UNCONTROLLABLE COST	-	-	_	-	n/a
86	NET COST OF SERVICE	53	1	(51)	3	(94)
-	Contributions to / (from) Earmarked Reserves	- 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 n/a
-	TOTAL APPROPRIATIONS	-	_	-	-	n/a
86	TOTAL NET EXPENDITURE	53	1	(51)	3	(94)
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
Strategic bud	get - agreed pressures / service demands					_
						-
•						-
O44	and a support additional to a support					
Strategic budg	get - agreed additional income / savings					_
						-
						-
						-
					}	
Other resourc	e changes				Ī	
Realignment t	to transfer budget savings reduction within Housing	Needs PED 7.0	6 and 7.7			(93)
	nment within Housing Needs due to increase in sal			3		42
						-
						_
						(E4)
						(51)

**COST CENTRE: C1444Q** 

FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	96	1	-	97	1
	Premises related expenditure	-	-	-	-	n/
31	Supplies and Services	55	-	-	55	-
-	Third Party Payments	-	-	-	-	n/
-	Transfer Payments	-	-	-	-	n/
-	Transport related expenditure	-	-	-	<b>-</b> i	n/
-	Recharges from other services	16		-	16	
65	TOTAL EXPENDITURE	167	1	-	168	1
(127)	Government Grants	(91)	-	-	(91)	
	Other Grants, reimbursements and contributions	'-'	_	_	-	n/a
	Customer and Client Receipts	_	-	_	_	n/:
	Interest Receivable	_	_	_		n/:
-	Recharges to other services	(6)	-	(70)	(76)	1,167
	TOTAL INCOME	(97)		(70)	(167)	72
(121)	TOTAL INCOME	(97)		(70)	(167)	
(62)	NET CONTROLLABLE COST	70	1	(70)	1	(99
-	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	-	-			n/a
	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(62)	NET COST OF SERVICE	70	1	(70)	1	(99
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	- 1	_	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-		-	-	n/a n/a
(62)	TOTAL NET EXPENDITURE	70	1	(70)	1	(99
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				ſ	£000's
	get - agreed pressures / service demands		•			2000 8
Strategic bud	get - agreed additional income / savings					- - - -
						- - - -
Other resourc	e.changes					
Caron resourc	<u> </u>					_
Realignment t	o transfer budget savings reduction within Housing	Needs PED 7.	5 and 7.7			(70)
						-
						-
						-
						-
					ŀ	(70
					}	(10
TOTAL OTU	ER VARIATIONS IN RESOURCE					/=-
I O I AL O I AL	IN VANIATIONS IN RESOURCE					(70)

**COST CENTRE: C1446Q** 

2016/17   DESCRIPTION	FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL BUDGET	%
Company							
### ### ##############################	2010/17	DESCRIPTION	1		l .		
40 Employees   21   1   22   5   - Premises related expenditure   2   - (2) - (20) - (100) 18 Supplies and Services   18   - (18)   - (18)   - (101) 1 Third Party Payments	£000's						
Premises related expenditure   2		Employees		£000 S			
18   Supplies and Services   18   - (18)   - (100)	i		I I	-		22	
1 Third Party Payments	1		1	-		-	
Transfer Payments			10	-	(10)	-	
1   Transport related expenditure   1			-	-	i -	-	
50   Recharges from other services			] [	-		-	l .
110   TOTAL EXPENDITURE			1 ' 1	-		_	
Coverment Grants			1	-	` '		(85
Other Grants, reimbursements and contributions (349)	110	TOTAL EXPENDITURE	89	-	(60)	29	(67
Other Grants, reimbursements and contributions (349)	-	Government Grants		_	-		n/a
(349)   Customer and Client Receipts   (349)	_	Other Grants, reimbursements and contributions	_	_	_	_	i e
Interest Receivable	(349)		(349)	_	349	_	
Recharges to other services	(5.5)		(0.0)	_		_	
(349)   TOTAL INCOME	_		_ 1	_	(21)	(21)	
(239)   NET CONTROLLABLE COST   (260)   -   268   8   (103			(0.40)				
542   Capital Charges	(349)	TOTAL INCOME	(349)	-	328	(21)	(94
542   Capital Charges	(239)	NET CONTROLLABLE COST	(260)		268	8	(103
Deferred/Intangible Charges 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 3,3473 - (119) 3,354 (33 3,473 TOTAL UNCONTROLLABLE COST 3,473 - (119) 3,354 (33 3,234 NET COST OF SERVICE 3,213 - 149 3,362 5 -	` '		(	<b>118</b> .			(.55
Deferred/Intangible Charges 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 2,100 2,100 1/16 REFCUS 3,3473 - (119) 3,354 (33 3,473 TOTAL UNCONTROLLABLE COST 3,473 - (119) 3,354 (33 3,234 NET COST OF SERVICE 3,213 - 149 3,362 5 -	542	Capital Charges	542	-	245	787	45
2,100   REFCUS   2,100   -   3,404   467   (44	_		- 1	_	_		
831 Corporate support services bought in 831 - (364) 467 (44 3,473   TOTAL UNCONTROLLABLE COST 3,473   (1119) 3,354 (3 3,244   NET COST OF SERVICE 3,213   149 3,362   5	2.100	REFCUS	2.100	-	_	2.100	-
3,473   TOTAL UNCONTROLLABLE COST   3,473   - (119)   3,354   (3)  3,234   NET COST OF SERVICE   3,213   -   149   3,362   5  - Contributions to / (from) Earmarked Reserves   -   -   -				_	(364)		(44)
3,234 NET COST OF SERVICE  3,213 - 149 3,362 5  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Contribution to / (from) General Balances - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS							
- Contributions to / (from) Earmarked Reserves	3,473	TOTAL UNCONTROLLABLE COST	3,473		(119)	3,354	(3)
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	3,234	NET COST OF SERVICE	3,213	_	149	3,362	5
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances			1				
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	-		- 1	-	-		n/a
- Financing of Capital Expenditure	-	Contributions to / (from) Capital Reserves:	- 1	-	-	<b>-</b> .	n/a
- Provision for Repayment of External Loans	-	Financing of Capital Expenditure	-	-	-	-	n/a
- Contribution to / (from) General Balances	-		-	_	_	_	
TOTAL APPROPRIATIONS	_		-	-	_	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands	-	TOTAL APPROPRIATIONS	-	-	-		n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands							
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  100 Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  162 Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  6	3,234	TOTAL NET EXPENDITURE	3,213	-	149	3,362	5
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  100 Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  162 Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  6	* 071150 \	DIATIONS IN LEVEL OF EVERYDITUDE					
Strategic budget - agreed additional income / savings  Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  100 Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  149							£000's
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations	Strategic bud	get - agreed pressures / service demands					
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Other resource changes  Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  Capital Charges and reduction in Corporate charges PED 7.3  Minor variations	Cturata aila la cad						-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations	Strategic bud	get - agreed additional income / savings					
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations						i	_
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							-
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations							
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4, 7.5 and 7.8  Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6  Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations	O4h						
Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6 162 Increase in Capital Charges and reduction in Corporate charges PED 7.3 (119) Minor variations 6	<u>Utner resource</u>	ce cnanges					
Realignment to transfer budget savings reduction within Housing Needs PED 7.5 and 7.6 162 Increase in Capital Charges and reduction in Corporate charges PED 7.3 (119) Minor variations 6	Dark CD "	and the state of t				ļ	-
Increase in Capital Charges and reduction in Corporate charges PED 7.3  Minor variations  (119)  6					na 7.8	·	
Minor variations 6				5 and 7.6			
149			-ED 7.3				(119)
	ıvlınor variatio	ns					6
TOTAL OTHER VARIATIONS IN RESOURCE 149						ļ	149
TOTAL OTHER VARIATIONS IN RESOURCE 149							
	TOTAL OTHE	ER VARIATIONS IN RESOURCE					149

# PEOPLE HOUSING NEED TEMPORARY ACCOMMODATION

**COST CENTRE: C1448Q** 

(5,752)   Customer and Client Receipts	5,070 112 1,727 - - 17 7,285	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 2016/17 (A) £000's 318 1,096 105 759 - 1 31 2,310	Variations Expenditu Inflation (B) £000's 3 3	in Level of ure on (A)  * Other (C) £000's  - 4,286 (17) 1,081 - (15) 5,335	ORIGINAL BUDGET 2017/18 (D) £000's 321 5,382 88 1,840 - 1 16 7,648	% CHANGE (E) % 1 391 (16 142 n/a - (48) 231 (100) n/a
1,533 NET CONTROLLABLE COST 1,197 3 212 1,412 16 Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST 1,197 1,533 NET COST OF SERVICE 1,197 3 212 1,412 18 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 1,533 1,533 1 TOTAL NET EXPENDITURE 1,197 3 212 1,412 18 COTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed additional income / savings  Cother resource changes  Other resource changes  Dither resource changes  Cities Cit	-	Interest Receivable Recharges to other services	- (35)	- - -	- 35	-	487 n/a (100) 460
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST				3			18
- Contributions to / (from) Earmarked Reserves	- - -	Capital Charges Deferred/Intangible Charges REFCUS Corporate support services bought in	- - -	-		-	n/a n/a n/a n/a
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	1,533	NET COST OF SERVICE	1,197	3	212	1,412	18
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Growth to meet Temporary Accommodation demands  370	- - - -	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	- - - - -	-	-	1,412	n/a n/a n/a n/a n/a
Strategic budget - agreed pressures / service demands  Growth to meet Temporary Accommodation demands  370  Strategic budget - agreed additional income / savings	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	.,,,,,,		- 14	., 712	
Budget Realignment within Housing Needs due to increase in salary demand PED 7.4 and 7.5  (158	Growth to me	et Temporary Accommodation demands					370 - - 370 - - -
	Other resourc	<u>e changes</u>					<del>-</del>
	Budget Realig	nment within Housing Needs due to increase in sala	ary demand PE	ED 7.4 and 7.	5		(158) - - -
·	TOTAL OTHE	ER VARIATIONS IN RESOURCE					(158) <b>212</b>

(50)

(50)

(50)

# PEOPLE SI HOUSING NEED GARAGE COMMERCIAL AND MISCELLANEOUS PROPERTIES INCOME

**COST CENTRE: C1464Q** 

Other resource changes

TOTAL OTHER VARIATIONS IN RESOURCE

ORECAST		ORIGINAL BUDGET	Expenditu	in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	-	-	-	-	n
-	Premises related expenditure	-	-	132	132	n
-	Supplies and Services	-	-	37	37	n
-	Third Party Payments Transfer Payments	-	-	-	-	r
-	Transport related expenditure	- 1	-	-	·	r
-	Recharges from other services	-	-	1	1	r
						r
-	TOTAL EXPENDITURE	-	-	170	170	
٠-	Government Grants	-	-	-	-	ı
-	Other Grants, reimbursements and contributions	-	-	-	-	ı
-	Customer and Client Receipts	j	-	(220)	(220)	1
-	Interest Receivable	-	-	-	-	r
-	Recharges to other services	-	-	_	-	
-	TOTAL INCOME	-	-	(220)	(220)	<u> </u>
_	NET CONTROLLABLE COST	- [	-	(50)	(50)	-
-	Capital Charges	-	-	-	-	r
-	Deferred/Intangible Charges	-	-	-	-	ı
-	REFCUS	-	-	-	-	ı
-	Corporate support services bought in	-	-		-	
-	TOTAL UNCONTROLLABLE COST	-	- ,	-		<u> </u>
-	NET COST OF SERVICE	-	-	(50)	(50)	r
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	r
-	Contributions to / (from) Capital Reserves:	- 1	-	-	-	r
-	Financing of Capital Expenditure	-	-	-	-	l
-	Provision for Repayment of External Loans	-	-	-		1
	Contribution to / (from) General Balances			-	-	1
-	TOTAL APPROPRIATIONS	-	-	-	-	
-	TOTAL NET EXPENDITURE	-	-	(50)	(50)	
	RIATIONS IN LEVEL OF EXPENDITURE				· · · · · · · · · · · · · · · · · · ·	£000's
rategic bud	get - agreed pressures / service demands					
					İ	
					]	
					ŀ	
					<u></u>	
rategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings				l	
rategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings					
ategic bud	get - agreed additional income / savings					
rategic bud	get - agreed additional income / savings					

Heirarchy Change - Movement of Garage Commercial and Miscellaneous Properties from Place (PL 4.3)



### PEOPLE PUBLIC HEALTH

#### SERVICE DESCRIPTION

The council took over the responsibility for public health functions from 1 April 2013. The Director of Public Health and their team are 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. The Director is also 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. These functions are entirely funded by the Public Health Grant. This is provided to the Council to deliver a range of mandatory and non-mandatory services which are set out in legislation.

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

Sexual and reproductive health covers a range of mandatory public health services, most of which are provided through the NHS

Health protection covers services to protect the health of the population including environmental health

Behaviour change covers both mandatory and non-mandatory services to support individuals lead healthier lifestyles. They are delivered by a range of external and internal providers.

Children's public health services covers mainly mandatory services most of which are delivered by external NHS providers.

Targeted public health projects are mainly non-mandatory services many of which are delivered by internal council providers but also through the Third Sector and NHS

Substance misuse services covers prevention and harm reduction, mainly delivered by external providers

Wider determinants covers projects to improve health by addressing economic and social factors impacting health (e.g. housing, income, education). They are mainly delivered by internal council services.

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

	IN NET EXPENDITORE	ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	Expenditure on (A)		%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1691Q	Public Health Management	(21,879)	4	1,177	(20,698)	(5)
C1692Q	Sexual and Reproductive Health	4,498	2	422	4,922	9
C1693Q	Health Protection	605	3	(103)	505	(17)
C1694Q	Behaviour Change	1,713	3	24	1,740	2
C1695Q	Children Public Health Programmes	7,905	2	(801)	7,106	(10)
C1696Q	Targeted Public Health Projects	2,062	7	289	2,358	14
C1697Q	Substance Misuse	4,676	4	(1,106)	3,574	(24)
C1698Q	Wider Determinants	420	-	73	493	17
	TOTAL NET CREND	_	25	(25)	_	n/a
	TOTAL NET SPEND	_	20	(20)	-	11/a

#### STAFF ESTABLISHMENT NUMBERS

	ORIGINA	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAF	F FTE STAFF	FTE STAFF
Public Health	34.	B 21.2	(13.6)
TOTAL FTE STAFF	34.	B <b>21.2</b>	(13.6)

### PEOPLE PUBLIC HEALTH

**COST CENTRE: C1662P** 

			ORIGINAL		in Level of	ORIGINAL	
(A) (B) (C) (DO)   £000's		<b>  </b>	BUDGET			BUDGET	%
E000's   E	2016/17	DESCRIPTION					CHANGE
Recharges to other services   Recharges to their services   Recharges to their services   Recharges to their services   Recharges to their services   Recharges to their services   Recharges to their services   Recharges from other services   Recharges to their services   Recharges   Recharges   Recount							(E)
- Premises related expenditure 2 - 38 40 100 Supplies and Services 705 - (234) 471 3,963 Third Party Payments 11,992 - 6,161 18,153 - Transfer Payments 5,997 - (5,997) - (5,997) - (6,997							%
100   Supplies and Services   705   - (234)   471   3,963   Third Party Payments   11,992   - 6,161   18,153   Transfer Payments   5,997   - (5,997)   - 1   Transfer Payments   5,997   - (5,997)   - 1   Transfer Payments   5,997   - (60)   - (7,997)   - 1   Transport related expenditure   6   - (60)   - (7,997)   - (1,377)   16   Recharges from other services   1,599   - (222)   1,377   1,377   1,961   TOTAL EXPENDITURE   22,751   25   (1,352)   21,424   - (2,2460)				25		1,383	(44
3,963   Third Party Payments				-			1,900
- Transport Payments				-			(33
- Transport related expenditure 16 Recharges from other services 1,599 - (222) 1,377  4,961 TOTAL EXPENDITURE 22,751 25 (1,352) 21,424  - Government Grants - Other Grants, reimbursements and contributions - Customer and Client Receipts - 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 - Contribution to / (from) General Balances - Contribution Contributions - Contribution Contributions -	3,963			-		18,153	51
16   Recharges from other services   1,599   - (222)   1,377     4,961   TOTAL EXPENDITURE   22,751   25 (1,352)   21,424     - Government Grants   (22,466)   - 554 (21,912)     - Other Grants, reimbursements and contributions       - Customer and Client Receipts       - Interest Receivable       (285)   Recharges to other services   (285)   - 170 (115)     (285)   TOTAL INCOME   (22,751)   - 724 (22,027)     4,676   NET CONTROLLABLE COST   - 25 (628) (603)     - Capital Charges       - REFCUS       - Corporate support services bought in   603 (603)     - TOTAL UNCONTROLLABLE COST   - 603 (603)     4,676   NET COST OF SERVICE   - 25 (25)   -     - Contributions to / (from) Earmarked Reserves       - Contributions to / (from) Capital Reserves:       - Contributions to / (from) Capital Reserves:       - Provision for Repayment of External Loans       - Contribution to / (from) General Balances       - TOTAL APPROPRIATIONS       TOTAL APPROPRIATIONS       TOTAL APPROPRIATIONS       TOTAL APPROPRIATIONS       TOTAL APPROPRIATIONS	-			-	,	-	(100
4,961   TOTAL EXPENDITURE   22,751   25	-	Transport related expenditure		-			(100
- Government Grants Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable - Interest Receivable - (285) Recharges to other services (285) - 170 (115) (285) TOTAL INCOME  - Capital Charges - Ceptred/Intangible Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contributions to / (from) General Balances - TOTAL APPROPRIATIONS - Customer and Client Reserves	16	Recharges from other services	1,599	-	(222)	1,377	(14
- Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable	4,961	TOTAL EXPENDITURE	22,751	25	(1,352)	21,424	. (6
- Customer and Client Receipts	_	Government Grants	(22,466)	-	554	(21,912)	(2
Interest Receivable	-		-	-	-	- 1	n/
(285) Recharges to other services         (285) - 170 (115)           (285) TOTAL INCOME         (22,751) - 724 (22,027)           4,676 NET CONTROLLABLE COST         - 25 (628) (603)           - Capital Charges	-	Customer and Client Receipts	- [	-	-	-	n/
Capital Charges	-		-	-	-	-	n/
4,676         NET CONTROLLABLE COST         -         25         (628)         (603)           -         Capital Charges         -         -         -         -         -           -         Deferred/Intangible Charges         -	(285)	Recharges to other services	(285)	-	170	(115)	(60
- Capital Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in	(285)	TOTAL INCOME	(22,751)	-	724	(22,027)	(3
- Deferred/Intangible Charges	4,676	NET CONTROLLABLE COST	_	25	(628)	(603)	n/
- Deferred/Intangible Charges		Capital Charges	1				
- REFCUS - Corporate support services bought in 603 603  - TOTAL UNCONTROLLABLE COST 603 603  4,676 NET COST OF SERVICE - 25 (25) - 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	-		-	-	<u>-</u>	-	n/
- Corporate support services bought in 603 603  - TOTAL UNCONTROLLABLE COST 603 603  4,676 NET COST OF SERVICE - 25 (25)	-		-	-	-	-	n/
- TOTAL UNCONTROLLABLE COST 603 603  4,676 NET COST OF SERVICE - 25 (25)	-		-	-	603		n/
4,676       NET COST OF SERVICE       -       25       (25)       -         -       Contributions to / (from) Earmarked Reserves       -       -       -       -       -         -       Contributions to / (from) Capital Reserves:       -			-				n/
- Contributions to / (from) Earmarked Reserves	-	TOTAL UNCONTROLLABLE COST	-		603	603	n/
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	4,676	NET COST OF SERVICE	_	25	(25)	-	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) Farmarked Reserves		_	_		n/
- Financing of Capital Expenditure	_		] [	_ [ ]		_	n/
- Provision for Repayment of External Loans			[ [	_	_ [	_ [	n/
- Contribution to / (from) General Balances	_ ,		[ <u> </u>	_		_	n/
- TOTAL APPROPRIATIONS	_		] []	_ [		_	n/
4,676 <b>TOTAL NET EXPENDITURE</b> - 25 (25) -	-		-	-	_	-	
4,676   TOTAL NET EXPENDITURE   -   25   (25)   -			l				
non-transfer and the second of	4,676	TOTAL NET EXPENDITURE	-	25	(25)	=	n/

# PEOPLE PUBLIC HEALTH PUBLIC HEALTH MANAGEMENT

**COST CENTRE: C1691Q** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu	ıre on (A)	ORIGINAL BUDGET	%
2016/17 £000's	DESCRIPTION	2016/17 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2017/18 (D) £000's	CHANGE (E) %
-	Employees	400	4	(386)	18	(96
	Premises related expenditure		-	- (20)	-	n/
-	Supplies and Services Third Party Payments	(119)	-	(26) (193)	50 (312)	(3 <sup>2</sup> 162
_	Transfer Payments	(113)	-	(193)	(312)	102 n/
-	Transport related expenditure	6	-	(6)	-	(100
-	Recharges from other services	224	-	631	855	282
-	TOTAL EXPENDITURE	587	4	20	611	
-	Government Grants	(22,466)	-	554	(21,912)	(2
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
	Customer and Client Receipts Interest Receivable	-	-	-	-	n/
	Recharges to other services			_	_ [	n/ n/
	TOTAL INCOME	(22,466)		554	(21,912)	(2
	TOTAL MOOME	(22,400)		004	(21,312)	
-	NET CONTROLLABLE COST	(21,879)	4	574	(21,301)	(;
	Capital Charges	- T	-	-	-	n.
	Deferred/Intangible Charges	-	-	-	-	n/
	REFCUS	-	-	- 602	-	n/
	Corporate support services bought in	-	-	603	603	n
-	TOTAL UNCONTROLLABLE COST	-	-	603	603	n
-	NET COST OF SERVICE	(21,879)	4	1,177	(20,698)	( !
-	Contributions to / (from) Earmarked Reserves	-	-	-	•	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n,
-	Financing of Capital Expenditure	-	-	-	-	n/
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n,
	TOTAL APPROPRIATIONS	-	-		- "	n
	TOTAL AFFROFILIATIONS			-		. n
-	TOTAL NET EXPENDITURE	(21,879)	4	1,177	(20,698)	(
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
					İ	_
strategic bud	get - agreed additional income / savings				ſ	
trategic bud	get - agreed additional income / savings					
trategic bude	get - agreed additional income / savings					
trategic bud	get - agreed additional income / savings					- - -
strategic bud	get - agreed additional income / savings					-
trategic bud	get - agreed additional income / savings					- - -
trategic bud	get - agreed additional income / savings					-
						-
						-
Other resource	e <u>e changes</u> prporate charges (SeRCOP)					
other resource increase in Co deduction in F	e <u>changes</u> orporate charges (SeRCOP) Public Health Funding Grant (DOH)					558
other resource increase in Co deduction in F	e <u>changes</u> orporate charges (SeRCOP) Public Health Funding Grant (DOH)		•			55
Other resource Increase in Co	e <u>changes</u> orporate charges (SeRCOP) Public Health Funding Grant (DOH)					55
other resource increase in Co deduction in F	e <u>changes</u> orporate charges (SeRCOP) Public Health Funding Grant (DOH)					555 19
other resource	e <u>changes</u> orporate charges (SeRCOP) Public Health Funding Grant (DOH)					600 555 19

# PEOPLE PUBLIC HEALTH SEXUAL AND REPRODUCTIVE HEALTH

**COST CENTRE: C1692Q** 

	· ·	ORIGINAL		in Level of	ORIGINAL	·
FORECAST		BUDGET		re on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	169	2	22	193	14
-	Premises related expenditure	-	· -	-	-	n/s
-	Supplies and Services		-		<b>-</b> i	n/s
-	Third Party Payments	4,084	-	645	4,729	16
-	Transfer Payments	-	-	-	-	n/
-	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	245	_	(245)		(100
-	TOTAL EXPENDITURE	4,498	2	422	4,922	9
	Government Grants	, , , , ,			-,	
-	Other Grants, reimbursements and contributions	-	-	-	- I	. n/:
=		_	-	-	-	n/s
-	Customer and Client Receipts	-	-	-	-	n/
-	Interest Receivable	-	-	-	-	n/
	Recharges to other services	-		-	-	n/
-	TOTAL INCOME	-	-	-	-	n/
		1				
-	NET CONTROLLABLE COST	4,498	2	422	4,922	9
-	Capital Charges		_			n/a
	Deferred/Intangible Charges	_	_	_		n/a
	REFCUS		_	_	_ <u>-</u>	
	Corporate support services bought in	_	-	-	-	n/a
		-	· -		-	n/:
-	TOTAL UNCONTROLLABLE COST	, -	-	-		n/a
-	NET COST OF SERVICE	4,498	2	422	4,922	9
	0.42.6.4.4.6.	1				
	Contributions to / (from) Earmarked Reserves	-	-	- 1	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	<b>-</b>	-	n/a
-	Provision for Repayment of External Loans	-	- 1	-	-	n/a
-	Contribution to / (from) General Balances	-	- 1	-	-	n/a
	TOTAL APPROPRIATIONS	_	-	-	-	n/a
_	TOTAL NET EXPENDITURE	4,498	2	422	4,922	9
		7,700		722	7,522	
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
						-
				•		-
					ľ	
Strategic budg	get - agreed additional income / savings					
						_
						_
						-
						-
					ļ	
					ļ	-
Other resourc	e changes				ļ	
Realignment o	of Department budget					22
ncrease in co	ests in relation to Sexual and Reproductive activity in	n 2017/18				645
Reallocation o	of Recharges to reflect activities in 2017/18				ļ	(245
	-					,0
					İ	
					}	422
					·	
OTAL OTHE	ER VARIATIONS IN RESOURCE					422

# PEOPLE PUBLIC HEALTH HEALTH PROTECTION

**COST CENTRE: C1693Q** 

FORECAST	-	ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	<b>%</b>
-	Employees	233	3	(44)	192	(18
-	Premises related expenditure	-	-	-	-	n/
_	Supplies and Services	-	-	-	-	n,
-	Third Party Payments	331	- 1	(331)	-	(10
-	Transfer Payments	- ]	-	-	-	n,
-	Transport related expenditure	-	-		-	n.
-	Recharges from other services	41	-	272	313	66
-	TOTAL EXPENDITURE	605	3	(103)	505	(1
-	Government Grants	- 1	-	-	-	n,
-	Other Grants, reimbursements and contributions	- 1	_	-	- 1	n
-	Customer and Client Receipts	i - I	-	-	-	n,
-	Interest Receivable		-		-	n
-	Recharges to other services	-		-	-	n
-	TOTAL INCOME	_	1	_	_	n.
		<u> </u>			l	
-	NET CONTROLLABLE COST	605	3	(103)	505	(1
	Capital Charges			1		
_	Deferred/Intangible Charges	_	_	_ [	_	n,
_	REFCUS		-	-	-	n.
_	Corporate support services bought in	_	<u>-</u>	-	•	n
	TOTAL UNCONTROLLABLE COST					<u>n</u>
	TOTAL UNCONTROLLABLE COST	-				n
-	NET COST OF SERVICE	605	3	(103)	505	(1
	Contributions to / (from) Earmarked Reserves					
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n,
-	Financing of Capital Expenditure	-	-	- [	-	n/
_	Provision for Repayment of External Loans	_	-	-	-	n.
		_	-	_		n.
_	(Contribution to / (from) General Balances					
-	Contribution to / (from) General Balances					
-	TOTAL APPROPRIATIONS	-	-			n,
-		605	3	(103)	505	n
OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	605	3	(103)		(1
	TOTAL APPROPRIATIONS	605	3	(103)		n
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	605	3	(103)		(1
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	605	3	(103)		(1
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	605	3	(103)		(1
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings	605	3	(103)		(1
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings	605	3	(103)		£000's
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget	605	3	(103)		£000's
trategic bud trategic bud ther resource ealignment of eduction to	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget reflect expected activity in 2017/18	605	3	(103)		£000's
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget	605	3	(103)		£000's
trategic bud  trategic bud  ther resource ealignment of	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget reflect expected activity in 2017/18	605	3	(103)		£000's
trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget reflect expected activity in 2017/18	605	3	(103)		£000's
rategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Iget - agreed pressures / service demands  Iget - agreed additional income / savings  Description of Department budget reflect expected activity in 2017/18	605	3	(103)		£000's

**COST CENTRE: C1694Q** 

FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANG
2010/17	l l	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(L) %
	Employees	219	3	(14)		70
	Premises related expenditure		_	40	40	1
	Supplies and Services	5	_	57	62	1,1
	Third Party Payments	1,397	_	(305)	1,092	
	Transfer Payments	1,587	_	(303)	1,092	(:
		-	-	-	- 1	
	Transport related expenditure		-	0.40	220	
	Recharges from other services	92		246	338	2
-	TOTAL EXPENDITURE	1,713	3	24	1,740	
-	Government Grants		_	_		
	Other Grants, reimbursements and contributions	_	_	_	_	
	Customer and Client Receipts	_	_	_		
	Interest Receivable	<u> </u>	_	_	-	
		- I	-		-	
	Recharges to other services	-	<u>-</u>	-		
-	TOTAL INCOME	-	-	-	•	
_ ]	NET CONTROLLABLE COST	1,713	3	24	1,740	
<del></del>		.,				
	Capital Charges Deferred/Intangible Charges	- [	-	-	-	
		-	-	-		
	REFCUS	-	-	-	-	
	Corporate support services bought in	-	-	-	-	
	TOTAL UNCONTROLLABLE COST	-	-	-	-	
-	NET COST OF SERVICE	1,713	3	24	1,740	<del></del>
		· · · · · · · · · · · · · · · · · · ·				·
	Contributions to / (from) Earmarked Reserves	-	-	. <b>-</b>	-	
-	Contributions to / (from) Capital Reserves:	-	-	-	-	
-	Financing of Capital Expenditure	-	-	-	-	
I	Provision for Repayment of External Loans	-	-	-	-	
-						
-	Contribution to / (from) General Balances	-	-	-	-	
		-	-	-	-	
- [	Contribution to / (from) General Balances TOTAL APPROPRIATIONS			_	-	
- [	Contribution to / (from) General Balances	1,713	3			
- OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE	1,713	3	_	-	£000's
- OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- THER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- THER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- DTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,713	3	_	-	£000's
- DTHER VAI rategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI rategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000'
- DTHER VAI rategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI rategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI rategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000'
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
- DTHER VAI rategic bude	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	1,713	3	_	-	£000's
THER VAI	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	1,713	3	_	-	£000'

# PEOPLE PUBLIC HEALTH CHILDREN PUBLIC HEALTH PROGRAMME

**COST CENTRE: C1695Q** 

2016/17   DESCRIPTION	FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
Control   Cont	2016/17	DESCRIPTION	1 - 1				
Employees   E000's			(A)	(B)			l
Employees	£000's						
Premises related expenditure   2		Employees					(37
Supplies and Services	-		2	_		-	(100
Third Party Payments			124	-		_	(100
Transfer Payments				_			487
Transport related expenditure   Recharges from other services   313   - (235)   78   (77   78   78   78   78   78   7			1 ' 1	_			
- Recharges from other services 313 - (235) 78 (77   TOTAL EXPENDITURE 7,905 2 (801) 7,106 (11   Government Grants	_		-	_	-	_	n/a
TOTAL EXPENDITURE			313	_	(235)	78	(75
Government Grants Other Grants, reimbursaments and contributions Customer and Client Receipts Interest Receivable Recharges to other services Recharges to other services TOTAL INCOME  - NET CONTROLLABLE COST  - NET CONTROLLABLE COST  - Capital Charges Deferred/intangible Charges Deferred/intangible Charges 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 APPROPRI			<del>                                     </del>				
- Other Grants, reimbursements and contributions 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) 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 - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - Total Capital Cap			7,900		(001)	7,100	
- Customer and Client Receipts			-	. <del>-</del>	-	-	n/a
Interest Receivable			-	-	-	-	n/a
Recharges to other services	-		-		- ,		n/a
TOTAL INCOME	-		- 1	-	-	-	n/a
- NET CONTROLLABLE COST 7,905 2 (801) 7,106 (1  - Capital Charges	<u>-</u>	Recharges to other services	-		-		n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS	-	TOTAL INCOME	1 - 1	-	-	-	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS							
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST	- 1	NET CONTROLLABLE COST	7,905	2	(801)	7,106	(10
- Deferred/Intangible Charges							
REFCUS			-	-	-	-	n/a
- Corporate support services bought in			-	-	-	-	n/a
- TOTAL UNCONTROLLABLE COST			- 1	_		-	n/a
- NET COST OF SERVICE  - 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 - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE  7,905 2 (801) 7,106 (11  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18  (801)	-	Corporate support services bought in	-	-	-		n/a
- Contributions to / (from) Earmarked Reserves	-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
- 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 - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - Trategic budget - agreed pressures / service demands - Trategic budget - agreed pressures / service demands - Trategic budget - agreed additional income / savings  - Total Net Expenditure - Total N	-	NET COST OF SERVICE	7,905	2	(801)	7,106	(10)
- 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 - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - Trategic budget - agreed pressures / service demands - Trategic budget - agreed pressures / service demands - Trategic budget - agreed additional income / savings  - Total Net Expenditure - Total N							
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 Trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (801			-	-	-	-	n/a
- Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE - Total Net Expenditure - Total Net Expe	- 1		-	-	-	-	n/a
- Contribution to / (from) General Balances	-		-	-	-	-	n/a
TOTAL APPROPRIATIONS			- [	-	-	-	n/a
TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  Trategic budget - agreed pressures / service demands  Trategic budget - agreed additional income / savings  Trategic budget - agreed additional income / savings  The resource changes  ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18  (801	-	Contribution to / (from) General Balances	-	-			n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18  (246 (256 (267 (267 (267 (267 (267 (267 (267 (26	-	TOTAL APPROPRIATIONS	-		-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18  (246 (256 (267 (267 (267 (267 (267 (267 (267 (26	_ [	TOTAL NET EXPENDITURE	7 905	2	(801)	7 106	(10)
trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 (326 eallocation of Recharges to reflect activities in 2017/18 (236 (801		TOTAL NET EXI ENDITORE	7,300	2 '	(001)	7,100	(10)
trategic budget - agreed additional income / savings  ther resource changes ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236	OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)	Strategic budg	get - agreed pressures / service demands					
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)							-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)							-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)							-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)						ļ	
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (235)							
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801	Strategic budg	get - agreed additional income / savings					
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801		,					-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801		•					-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801							-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801							-
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801							
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801							
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801							
ealignment of Department budget ecrease in Children Social Care activity in 2017/18 eallocation of Recharges to reflect activities in 2017/18 (236 (801	ther resource	e changes					<del>-</del>
ecrease in Children Social Care activity in 2017/18  eallocation of Recharges to reflect activities in 2017/18  (238)  (801)	<u> </u>	<u> </u>					
ecrease in Children Social Care activity in 2017/18  eallocation of Recharges to reflect activities in 2017/18  (238)  (801)	Realianment o	of Department budget					(240)
eallocation of Recharges to reflect activities in 2017/18  (235) (801)							
(801							
							(200)
							(801)
OTAL OTHER VARIATIONS IN RESOURCE							
	OTAL OTHE	R VARIATIONS IN RESOURCE					(801)

# PEOPLE PUBLIC HEALTH TARGETED PUBLIC HEALTH PROJECTS

**COST CENTRE: C1696Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
2222		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	687	7	(501)	193	(72
=	Premises related expenditure	407	-	(400)	-	n/a
-	Supplies and Services Third Party Payments	467	-	(108)	359	(23
-		809	-	1,291	2,100	160
-	Transfer Payments Transport related expenditure	_	-	-	-	n/a
-	Recharges from other services	99	-	(202)	(204)	n/a
-				(393)	(294)	(397
-	TOTAL EXPENDITURE	2,062	7	289	2,358	14
•	Government Grants	- 1	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
="	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
_	Recharges to other services	-	-			n/a
-	TOTAL INCOME	-	-	-	_	n/a
		<u> </u>	,			
-	NET CONTROLLABLE COST	2,062	7	289	2,358	14
<u> </u>	Capital Charges		_	_		
<u>-</u>	Deferred/Intangible Charges	[	<u>-</u>	<u> </u>	<u> </u>	n/a
_	REFCUS	_	-	_		n/a
_	Corporate support services bought in		_		_	n/a
		-				n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
-	NET COST OF SERVICE	2,062	7	289	2,358	14
						···
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	· -	-	n/a
-	Financing of Capital Expenditure	-	-	-		n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
<u>-</u>	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-			n/a
	TOTAL ALTROPRIATIONS	<u> </u>		-		n/a
-	TOTAL NET EXPENDITURE	2,062	7	289	2,358	14
* OTHER VA	DIATIONS IN LEVEL OF EXPENDITURE					COOOL-
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
Strategic bud	get - agreed pressures / service demands					
						-
						_
						_
					-	
Strategic bud	get - agreed additional income / savings				ŀ	
o in a togre baa	got agrood dagraerial moome, cavings					_
						_
						_
					ļ	_
Other resourc					ļ	
Realignment	of Department budget					(609)
	dult Social Care activity in 2017/18					1,291
Reallocation o	of Recharges to reflect activities in 2017/18					(393)
						. ,
	× ·					
						289
FOTAL OTHE	ER VARIATIONS IN RESOURCE					289

**COST CENTRE: C1697Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	DECORIDATION	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	437	4	(248)	193	(56
	Premises related expenditure	-		-	-	n/a
	Supplies and Services	31	-	(31)	-	(100
	Third Party Payments	3,963	-	(554)	3,409	`(14
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	-	-		-	n/a
	Recharges from other services	530	-	(443)	87	(84
4,961	TOTAL EXPENDITURE	4,961	4	(1,276)	3,689	(26
	Government Grants	_	_	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(285)	<del>_</del> _	170	(115)	(60
(285)	TOTAL INCOME	(285)	-	170	(115)	(60
4,676	NET CONTROLLABLE COST	4,676	4	(1,106)	3,574	(24
- 10	Capital Charges	<del>- 1</del>				
	Deferred/Intangible Charges	l <u> </u>	_		_	n/a n/a
	REFCUS	_	_	_ 1	_	n/a
	Corporate support services bought in	_ [	_	_ i	_	n/a
	TOTAL UNCONTROLLABLE COST	_	_		_	n/a
	101/12 SNOON INGELABLE GOOT					11/6
4,676 I	NET COST OF SERVICE	4,676	4	(1,106)	3,574	(24)
1,	October 1 (from ) Franchis I December 1					
	Contributions to / (from) Earmarked Reserves 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 n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,676	TOTAL NET EXPENDITURE	4,676	4	(1,106)	3,574	(24)
OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE				Г	£000's
	et - agreed pressures / service demands					
						-
						_
						-
					-	
Stratagia buda	est agreed additional income / covings				-	
strategic budg	et - agreed additional income / savings					
						-
					ľ	_
						-
						· · · · · · · · · · · · · · · · · · ·
24						<u>-</u>
Other resource		r.				
Reduction in M	Mayor's Office for Policing and Crime (MOPAC) fund	ding				170
Reduction in M Reallocation of	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18	ding				170 (443)
Reduction in M Reallocation of Realignment o	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18 f Department Budget	ding .				170 (443) (585)
Reduction in M Reallocation of Realignment o	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18	ding .				170 (443) (585)
Reduction in M Reallocation of Realignment o	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18 f Department Budget	ding				170 (443) (585)
Reduction in M Reallocation of Realignment o	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18 f Department Budget	ding				170 (443) (585) (248)
Reduction in M Reallocation of Realignment o	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18 f Department Budget	ding				
Reduction in M Reallocation of Realignment of Reduction to re	Mayor's Office for Policing and Crime (MOPAC) fund f Recharges to reflect activities in 2017/18 f Department Budget	ding	· .			170 (443) (585) (248)

**COST CENTRE: C1698Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
- 20003	Employees		- 20003	193	193	
-	Premises related expenditure	-	-	-	-	n/
-	Supplies and Services	2	-	(2)	-	(100
-	Third Party Payments	363	-	(63)	300	(1
-	Transfer Payments	-	-	-	-	n,
-	Transport related expenditure	- 55	-	- (EE)	-	n.
-	Recharges from other services TOTAL EXPENDITURE	420		(55) <b>73</b>	493	(10
_	Government Grants	-	-	-	-	n.
-	Other Grants, reimbursements and contributions	-		-	-	n,
-	Customer and Client Receipts	-	-	-	-	n.
-	Interest Receivable	-	-	-		n.
-	Recharges to other services	-	-	-		n
-	TOTAL INCOME	-	-		-	n,
-	NET CONTROLLABLE COST	420	-	73	493	17
	Comitted Charmon		-			
-	Capital Charges Deferred/Intangible Charges	- -	-	-	•	n,
-	REFCUS	_ [		_	<u> </u>	n. n.
_	Corporate support services bought in	_	-	-	-	n
-	TOTAL UNCONTROLLABLE COST	-	-	-		n,
						-
-	NET COST OF SERVICE	420	-	73	493	17
	Contributions to / (from) Earmarked 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/
-	TOTAL NET EXPENDITURE	420	-	73	493	17
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE					£000's
	dget - agreed pressures / service demands					£000 S
						-
						-
					-	
Strategic bud	dget - agreed additional income / savings				}	
mategic bud	iget - agreed additional income / Savings					_
						_
						-
						-
Mh an						
Other resource	<u>ce changes</u>					
tealignment	of Department budget			4		19:
ealignment	of Department budget Foodflagship contract			*		(5
ealignment eduction in	of Department budget			*		
ealignment eduction in	of Department budget Foodflagship contract				v	(5
ealignment	of Department budget Foodflagship contract				٠	(5
tealignment teduction in	of Department budget Foodflagship contract					(5
ealignment eduction in eduction in	of Department budget Foodflagship contract			•	٠	(5

# PLACE

# **CONTENTS**

		Page
DEPART	TMENT OVERVIEW	PLS1
DEPART	TMENT SUMMARY	PLS2
DEPART	TMENT SUBJECTIVE SUMMARY	PLS3
DIVISIO	N AND SERVICE REVENUE BUDGETS	
STREET	S Streets Summary Parking Infrastructure Highways Environment & Waste	PL 1.1 PL 1.2 PL 1.3 PL 1.4 PL 1.5
DEVELC	DPMENT Development Summary Employment & Investment Development Design & Feasibility Development Directorate	PL 2.1 PL 2.2 PL 2.3 PL 2.4 PL 2.5 PL 2.6
PLANNII	NG AND STRATEGIC TRANSPORT Planning & Strategic Transport Summary Building Control Development Management Spatial Planning Strategic Transport	PL 3.1 PL 3.2 PL 3.3 PL 3.4 PL 3.5 PL 3.6
DISTRIC	T CENTRES AND REGENERATION District Centres and Regeneration Summary Asset Management & Engagement Homes & School Improvement Regeneration & Partnership Regeneration Directorate	PL 4.1 PL 4.2 PL 4.3 PL 4.4 PL 4.5 PL 4.6
SAFETY	Safety Summary Parking Public Protection Partnership & Intelligence Support Licensing Neighbourhood Operations	PL 5.1 PL 5.2 PL 5.3 PL 5.4 PL 5.5 PL 5.6 PL 5.7
PLACE [	DIRECTORATE SUMMARY Place Directorate Summary	PL 6.1 PL 6.2



#### **KEY SERVICE TARGETS / PRIORITIES FOR 2017/18**

The priorities across the department are to:

1)Increase the supply of appropriate homes in the borough through the Council's Development Company and by working in partnership with developers and registered providers - key projects will be Taberner House, College Green & Fairfield and quick-win smaller sites packages.

2)Creating district centres that are vibrant, well-used places where people and businesses want to be - delivering key initiatives in Thornton Health, Ashburton, South Norwood, and New Addington plus developing new initiatives in areas such as Norbury, and Purley.

3)Deliver joined-up licensing and hands on enforcement activity on and off our estates which keeps the streets clean and people safe including licensing private landlords to ensure that residents can be assured of minimum standards of rented accommodation.

4)Deliver high quality Planning and Building Control services which respond quickly and appropriately to meet the needs of developers and homeowners. 5)We will use our statutory powers to enable growth, development and investment as well as use them to retain heritage assets and preserve the uniqueness of the borough.

6)Work with regional and central government around devolution deals to unlock investment and growth, particularly through the Croydon Growth Zone.
7)Deliver key projects in the metropolitan centre, working with partners including Transport for London, Croydon Local Partnership, the Metropolitan Police, Croydon BID and others to ensure the centre remains a safe, usable and vibrant destination for visitors which is attractive to investors now and in the future.

8) Drive out improvements, efficiencies and added value from our waste, recycling, green spaces, leisure and highways contracts exploring new service models and ways of working.

9)Deliver a job brokerage service which links unemployed and under-employed residents into the jobs created through regeneration, investment and growth.

10)A cross cutting theme for all areas and priorities is to better manage demand and promote more efficient and targeted service delivery.

#### FINANCIAL PERFORMANCE

#### COST CENTRE: C1100N

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2015/16	2016/17	2016/17	2017/18	CHANGE
	£000	£000	£000	£000	%
Employees	22,326	21,325	20,465	21,766	6
Premises related expenditure	5,805	3,188	2,762	1,597	(42)
Supplies and Services	45,408	15,481	16,110	14,890	(8)
Third Party Payments	3,198	23,418	23,448	25,690	10
Transfer Payments	3	-	-	-	n/a
Transport related expenditure	525	734	675	331	(51)
Capital Charges	16,378	10,857	10,857	10,185	(6)
Deferred/Intangible Charges	-	-	-	-	n/a
REFCUS	13,843	-	-	-	n/a
Corporate support services bought in	-	8,388	9,310	7,594	(18)
Recharges (to) / from other services	76	(6,989)	(7,155)	(8,791)	23
TOTAL EXPENDITURE	107,562	76,402	76,472	73,262	(4)
Government Grants	(10,633)	-	(146)	-	(100)
Other Grants, reimbursements and contributions	- 1	(346)	(1,634)	(646)	(60)
Fees and Charges	(27,929)	-	-		n/a
Customer and Client Receipts	(12,083)	(24,304)	(24,712)	(25,745)	4
Interest Receivable		-	-		n/a
TOTAL INCOME	(50,645)	(24,650)	(26,492)	(26,391)	(0)
NET EXPENDITURE	56,917	51,752	49,980	46,871	(6)
THE PARTICIPATION OF THE PARTI	00,011	01,102	40,000	40,011	(0)
Contributions to / (from) Reserves	12,837	- "	43		(100)
CURRENT BUDGET	74,609		50,475		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(4,855)		(452)		

### **TOP FINANCIAL RISKS 2017/18**

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

The headcount in the Department has reduced significantly over the past few years, further reductions expected in 17/18 increase the risk that staff in the Department may not be able to respond quickly and appropriately to new opportunities or seasonal peaks in demand, negatively impacting on our ability to generate fee income and deliver maximum return on investment.

## **DEPARTMENT SUMMARY**

## CABINET MEMBER

Councillor King	Cabinet Member for Transport and Environment
Councillor Butler	Cabinet Member for Homes, Regeneration and Planning
Councillor Collins	Cabinet Member for Clean Green Croydon
Councillor Ali	Cabinet Member for Communities, Safety and Justice
Councillor Godfrey	Cabinet Member for Culture, Leisure and Sport
Councillor Watson	Cabinet Member for Economy and Jobs

### **DEPARTMENT MANAGEMENT TEAM**

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

COST	
CENTRE	DIVISION
C1110P	Streets
C1115P	Development
C1120P	Planning & Strategic Transport
C1125P	District Centres and Regeneration
C1130P	Safety
C1100P	Place Directorate

## MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations in	Level of	ORIGINAL	"
FORECAST		BUDGET	Expenditure	e on (A)	BUDGET	%
2016/17	DIVISION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
47,822	Streets	48,129	543	(2,652)	46,020	(4)
968	Development	719	14	510	1,243	73
2,521	Planning & Strategic Transport	3,303	32	(1,194)	2,141	(35)
1,920	District Centres and Regeneration	2,752	18	(1,044)	1,726	(37)
(3,092)	Safety	(3,151)	77	(1,185)	(4,259)	35
(116)	Place Directorate	-	3	(3)	•	n/a
			·			
50,023	TOTAL NET SPEND	51,752	687	(5,568)	46,871	(9)

# STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
DIVISION	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Streets	95.0	92.0	(3.0)
Development	25.0	23.0	(2.0)
Planning & Strategic Transport	90.2	89.0	(1.2)
District Centres and Regeneration	34.0	34.4	0.4
Safety	236.9	235.9	(1.0)
Place Directorate	1.0	1.0	-
TOTAL FTE STAFF	482.1	475.3	(6.8)

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	l .	BUDGET	Expenditu		BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	21,325	205	236	21,766	2
	Premises related expenditure	3,188	-	(1,591)		(50
	Supplies and Services	15,481	227	(818)		(4
23,448	Third Party Payments	23,418	303	1,969	25,690	10
675	Transfer Payments Transport related expenditure	734	-	(403)	331	n/a
	Recharges from other services	6,064	_	(1,080)	4,984	(55
			705			(18
	TOTAL EXPENDITURE	70,210	735	(1,687)	69,258	(1
	Government Grants		-	·	-	n/a
	Other Grants, reimbursements and contributions	(346)	-	(300)	(646)	87
(24,712)	Customer and Client Receipts	(24,304)	(48)	(1,393)	(25,745)	6
(12.694)	Interest Receivable	(42.052)	-	(700)	(40.775)	n/a
	Recharges to other services	(13,053)	-	(722)	(13,775)	6
(40,176)	TOTAL INCOME	(37,703)	(48)	(2,415)	(40,166)	7
		г				
29,813	NET CONTROLLABLE COST	32,507	687	(4,102)	29,092	(11)
	Capital Charges	10,857	-	(672)	10,185	(6)
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-		n/a
	Corporate support services bought in	8,388	-	(794)	7,594	(9)
20,167	TOTAL UNCONTROLLABLE COST	19,245	-	(1,466)	17,779	(8)
49,980	NET COST OF SERVICE	51,752	687	(5,568)	46,871	(9)
	0 (" " )	. 1				
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
1 ' 1	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/a
		-			-	n/a
43	TOTAL APPROPRIATIONS	-	-		-	n/a
50,023	TOTAL NET EXPENDITURE	51,752	687	(5,568)	46,871	(9)
* OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE				Г	£000's
OTHER VA	MATIONS IN LEVEL OF EXPENDITURE					£000 S
Strategic budg	get - agreed pressures / service demands					925
	·				ľ	
Strategic budg	get - agreed additional income / savings					(1,907)
					[	
Other resource	e changes				[	(4,586)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(5,568)



### PLACE STREETS

#### SERVICE DESCRIPTION

The Streets Division comprise Highway services, Waste Management, grounds maintenance of open spaces and Leisure centres

Environment and waste services provides waste management and recycling services, manage the operational management of 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.

The leisure contract management team manage Croydon's leisure centres in partnership with Fusion Leisure in addition to two centres managed directly by the Local Authority.

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

Highways service 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 all statutory works across the borough to coordinate and minimise the delay and disruption. The service also provides a road safety service which covers both preventative measures such as educational and physical measures on the highway. They also play a key role in the development and implementation of School travel planning.

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

The streets division is a contract hub for the place department and manages a number of the tier 1 contracts for the council.

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

	ORIGINAL	Variations	in Level of	ORIGINAL	
GOST	BUDGET	Expenditu	re on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1102Q Parking Infrastructure	384	3	49	436	14
C1103Q Highways	13,717	41	(939)	12,819	(7)
©1[04Q Environment & Waste	34,028	499	(1,762)	32,765	(4)
		İ			`
TOTAL NET SPEND	48,129	543	(2,652)	46,020	(4)
Market Ma	.0,0	0.0	(2,002)		(*)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFI	FTE STAFF	FTE STAFF
Parking Infrastructure	7.0	7.0	<u>-</u>
Highways	53.0	53.0	-
Environment & Waste	35.0	32.0	(3.0)
TOTAL FTE STAFF	95.0	92.0	(3.0)

## PLACE STREETS

**COST CENTRE: C1110P** 

£000's 3,777 1,925	DESCRIPTION  Employees	BUDGET 2016/17 (A) £000's	Expenditu Inflation (B)	* Other	BUDGET 2017/18	% CHANGE
£000's 3,777 1,925	Employees	(A) £000's			2017/18	CHANGE
3,777 1,925		£000's	(B)		l (5)	
3,777 1,925			00001	(C)	(D)	(E)
1,925			£000's	£000's	£000's	<u>%</u>
		4,041	39	81	4,161	3
12.822 [	Premises related expenditure	2,174	-	(905)	1,269	(42)
	Supplies and Services	12,292	226	(178)	12,340	0
	Third Party Payments	22,419	303	2,210	24,932	11
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	432	-	(336)	96	(78)
1,557	Recharges from other services	1,330	-	(218)	1,112	(16)
42,738	TOTAL EXPENDITURE	42,688	568	654	43,910	3
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(102)	-	-	(102)	_
(5,784)	Customer and Client Receipts	(5,921)	(25)	(681)	(6,627)	12
-	Interest Receivable	- 1		` - `	- 1	n/a
(2,144)	Recharges to other services	(1,792)	-	(1,322)	(3,114)	74
(8,172)	TOTAL INCOME	(7,815)	(25)	(2,003)	(9,843)	26
34,566	NET CONTROLLABLE COST	34,873	543	(1,349)	34,067	(2)
10.250	Capital Charges	10,250	- 1	(786)	9,464	(8)
	Deferred/Intangible Charges	-	_ [	(, 00)	- 1	n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	3,006	- 1	(517)	2,489	(17)
	TOTAL UNCONTROLLABLE COST	13,256	-	(1,303)	11,953	(10)
47,822 I	NET COST OF SERVICE	48,129	543	(2,652)	46,020	(4)
	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
- I,	Contribution to / (from) General Balances	-	-	-	-	n/a
		-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
47,822	TOTAL NET EXPENDITURE	48,129	543	(2,652)	46,020	(4)

PLACE STREETS PARKING INFRASTRUCTURE

**COST CENTRE: C1102Q** 

Premises related expenditure							
2016/17   DESCRIPTION							
COOUS	_						
2000   Premises related expenditure   306   4   10   2020   7   112   10   10   10   10   10   10   1	2016/17	DESCRIPTION				1	1
289   Employees   306				, ,			(E)
Premises related expenditure							
106   Supplies and Services			306	4	10	320	5
Third Party Payments			- 440	-	-	-	n/
Transfer Payments			112	-	-	112	-
Transport related expenditure   3			-	-	-	-	n/
22			-	-	-		[ n/:
397   TOTAL EXPENDITURE			1	-	(42)		
Government Grants			<del>                                     </del>	_	` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` `		
Other Crants, reimbursements and contributions (84) (240 customer and Client Receipts (559) (1) (20) (80) 39 (10) (10) (10) (10) (10) (10) (10) (10)	397	TOTAL EXPENDITURE	443	4	(3)	444	C
Other Grants, reimbursements and contributions   Capital Claim Receipts   Capital Claim Receipts   Capital Claim Receipts   Capital Charges   Capital Char	-	Government Grants	-	-	-	_	n/a
(64) Customer and Client Receipts (59) (1) (20) (80) 3s - Interest Receivable			-	-	-	-	n/a
Recharges to other services	(84)		(59)	(1)	(20)	(80)	36
(84)   TOTAL INCOME	-		1	-	-	-	n/a
313   NET CONTROLLABLE COST   384   3   (23)   364   (3)	-	Recharges to other services	-	-	-	-	n/a
313   NET CONTROLLABLE COST   384   3   (23)   364   (6)	(84)	TOTAL INCOME	(59)	(1)	(20)	(80)	36
- Capital Charges - Deferred/intangible Charges - REFCUS	· /		[ (/	( ' /	()	(33)	
- Capital Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in - 72 72 71 72 72 72 72 72 73 75 75 75 75 75 75 75 75 75 75 75 75 75	313	NET CONTROLLABLE COST	384	3	(23)	364	(5
Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL OF SERVICE  Set a service of the service of		· · · · · · · · · · · · · · · · · · ·	·				
REFCUS Corporate support services bought in 72 72 72 77 TOTAL UNCONTROLLABLE COST - 72 72 72 77  TOTAL UNCONTROLLABLE COST - 72 72 72 77  313 NET COST OF SERVICE 384 3 49 436 14  Contributions to / (from) Earmarked Reserves 74 75 75 75 75 75 75 75 75 75 75 75 75 75			-	-	-		n/a
- Corporate support services bought in 72 72 72 72 72 72 72 72 72 72 72 72 72			-	-	-	-	n/a
TOTAL UNCONTROLLABLE COST			-	-	- :	-	n/a
313 NET COST OF SERVICE  384 3 49 436 11  - Contributions to / (from) Earmarked Reserves - 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 - TOTAL APPROPRIATIONS  313 TOTAL NET EXPENDITURE  384 3 49 436 14  **COTHER VARIATIONS IN LEVEL OF EXPENDITURE  **Enancing of Common	-	Corporate support services bought in	-	-	72	72	n/a
- Contributions to / (from) Earmarked Reserves	-	TOTAL UNCONTROLLABLE COST	-	-	72	72	n/a
- 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	313	NET COST OF SERVICE	384	3	49	436	14
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	_	Contributions to / (from) Farmarked Posonues	1				
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances			<u> </u>	-	•	-	-
- Provision for Repayment of External Loans - Contribution to / (from) General Balances			l <u> </u>	-	_	-	
- Contribution to / (from) General Balances			_	_		-	
- TOTAL APPROPRIATIONS		Contribution to / (from) General Balances	_ [	_		_	
313 TOTAL NET EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands			_	· · · · · · · · · · · · · · · · · · ·			
Cother variations in Level of Expenditure  Strategic budget - agreed pressures / service demands							11/6
Strategic budget - agreed pressures / service demands	313	TOTAL NET EXPENDITURE	384	3	49	436	14
Strategic budget - agreed pressures / service demands							
Strategic budget - agreed additional income / savings  Other resource changes Corporate Support Charges 72 Directorate Recharges (13 Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income (20							£000's
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20	Strategic bud	get - agreed pressures / service demands					
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20		•					
Dither resource changes Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20	Strategic bude	get - agreed additional income / savings					
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Other resource changes Corporate Support Charges Directorate Recharges Circulate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Corporate Support Charges Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20							
Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20  49						ĺ	
Directorate Recharges Employees - Inflationary Increases Customer and Clients Receipts - Additional Traffic Management Income  (20  49							72
Customer and Clients Receipts - Additional Traffic Management Income (20							(13)
49	Employees - I	nflationary Increases					10
	Customer and	l Clients Receipts - Additional Traffic Management I	ncome				(20)
						}	40
OTAL OTHER VARIATIONS IN RESOURCE 49							
	TOTAL OTHE	R VARIATIONS IN RESOURCE			-		49

PLACE STREETS HIGHWAYS

**COST CENTRE: C1103Q** 

					· ·	
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	l .	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	2,259	22	80	2,361	5
	Premises related expenditure	880	-	(286)		(33
	Supplies and Services	513	-	19	532	4
	Third Party Payments	3,028	21	-	3,049	1
	Transfer Payments	74	-	- (20)	46	n/:
	Transport related expenditure	74	-	(28)	46	(38
	Recharges from other services	536	<del></del>	(131)	405	(24
	TOTAL EXPENDITURE	7,290	43	(346)	6,987	(4
	Government Grants	-	-			n/a
	Other Grants, reimbursements and contributions	(95)	-	-	(95)	-
	Customer and Client Receipts	(2,462)	(2)	16	(2,448)	(1
	Interest Receivable	- ]	-	-	-	n/a
(1,138)	Recharges to other services	(786)	_	(74)	(860)	9
(3,834)	TOTAL INCOME	(3,343)	(2)	(58)	(3,403)	2
(,,,,,,		(-,,	()	(/	(-,,	
4,006	NET CONTROLLABLE COST	3,947	41	(404)	3,584	(9
						<u> </u>
	Capital Charges	8,703	-	(391)	8,312	(4
-	Deferred/Intangible Charges	-	-	<b>-</b> ]	- 1	n/a
_	REFCUS	-	-	-	-	n/a
1,067	Corporate support services bought in	1,067	-	(144)	923	(13
9,770	TOTAL UNCONTROLLABLE COST	9,770	-	(535)	9,235	(5
13,776	NET COST OF SERVICE	13,717	41	(939)	12,819	(7)
	Contributions to / (from) Earmarked Reserves	т	-			
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	_ i	-	n/a
_	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances		-	-	-	n/a
	TOTAL APPROPRIATIONS			-	<del>-</del>	n/a n/a
	TOTAL ATTROTRIATIONS			-		11/2
13,776	TOTAL NET EXPENDITURE	13,717	41	(939)	12,819	(7)
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands				·	20003
	,					
	get - agreed additional income / savings					
Street Lighting	g Energy Savings					(257)
D.//					]	(257
Other resource						
Capital Charg						(391
	pport Charges					(144
Directorate R						(131
-mpioyees - I	Inflationary Increases	. 1				80
	Other Services - Realignment of recharges to capital	31				(74
Other minor v	rariations				ļ	(22
					}	(682
						(002
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(939)

PLACE STREETS ENVIRONMENT & WASTE

**COST CENTRE: C1104Q** 

FORECAST		T ODIOWY T	Madel	in the state	ODIONICO	
		ORIGINAL BUDGET	Variations Expenditu		ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
ı		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,476	13	(9)	1,480	
	Premises related expenditure Supplies and Services	1,294	-	(619)	675	(4
	Third Party Payments	11,667 19,391	226 282	(197) 2,210	11,696 21,883	1:
10,101	Transfer Payments	- 19,091	202	2,210	21,003	n,
351	Transport related expenditure	355	_	(308)	47	(87
777	Recharges from other services	772	-	(74)	698	(10
34,501	TOTAL EXPENDITURE	34,955	521	1,003	36,479	4
-	Government Grants		-	-	-	n/
	Other Grants, reimbursements and contributions	(7)	- ()	-	(7)	-
(3,241)	Customer and Client Receipts Interest Receivable	(3,400)	(22)	(677)	(4,099)	2
(1,006)	Recharges to other services	(1,006)	_ [	(1,248)	(2,254)	n/ 124
	TOTAL INCOME	(4,413)	(22)	(1,925)	(6,360)	44
(7,207)	TOTAL MODIAL	(4,410)	(22)	(1,923)	(0,500)	<del></del>
30,247	NET CONTROLLABLE COST	30,542	499	(922)	30,119	(1
1,547	Capital Charges	1,547		(395)	1,152	(26
- 1,017	Deferred/Intangible Charges	',5'7	_	(000)	- 1,102	n/
-	REFCUS	-	-	-	-	n/
1,939	Corporate support services bought in	1,939	-	(445)	1,494	(23
3,486	TOTAL UNCONTROLLABLE COST	3,486	-	(840)	2,646	(24
	I		1			
33,733	NET COST OF SERVICE	34,028	499	(1,762)	32,765	(4
-	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 Contribution to / (from) General Balances	-	-	_	-	n/:
	TOTAL APPROPRIATIONS	_		_	-	n/: n/:
	TOTALATINOTRATIONS					
33,733	TOTAL NET EXPENDITURE	34,028	499	(1,762)	32,765	(4
· OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20003
Waste servic	e growth					275
Revenue Inve	estment in Street Cleaning service, in addition to cap	oital investment	in technology	and equipme	ent	650
					-	925
					İ	
	get - agreed additional income / savings					
Additional tra	de waste income					
Additional tra		nd equipment				
Additional tra	de waste income	nd equipment				(200 (650
Additional tra	de waste income	nd equipment				(650
Additional tra Savings as a	de waste income result of the investment in street cleaning service a	nd equipment				(650
Additional tra Savings as a	de waste income result of the investment in street cleaning service at the changes	nd equipment				(650
Additional tra Savings as a Other resource Capital Charge Corporate Su	de waste income result of the investment in street cleaning service at the changes les pport Charges	nd equipment				(850
Additional trains a savings as	de waste income result of the investment in street cleaning service at the changes les pport Charges echanges echanges	nd equipment				(850 (39) (44) (74
odditional traces avings as a second control of the	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges echarges ergy Costs Centralisation	nd equipment				(850 (397 (444 (74 (197
Other resource Capital Charge Surporate Superctorate References - Engreenises - Engreenises - But remises - But re	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges ergy Costs Centralisation siness Rates Centralisation					(85) (39) (44) (7) (19) (38)
other resource apital Charge or corporate Surrectorate Ruremises -En remises -Bu ransport - F	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges echarges ergy Costs Centralisation siness Rates Centralisation Reduction in Bin Leasing Budget contract hire term of					(850 (397 (444 (74 (197 (387 (297)
other resource apital Charge or corporate Surfectorate Ruremises -En remises -Bu ransport - Fupplies and	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges echarges ergy Costs Centralisation siness Rates Centralisation Reduction in Bin Leasing Budget contract hire term of Services - Fixed Fee Centralisation					(850 (397) (448) (72) (197) (386) (297) (177)
Other resource capital Charge corporate Superiorate References - Engrences - E	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges ergy Costs Centralisation siness Rates Centralisation deduction in Bin Leasing Budget contract hire term of Services - Fixed Fee Centralisation gnments to align with new SLWP budget					(850 (397 (448 (74 (191 (381 (297 (177
Other resource Capital Charge Corporate Su Directorate Repressives - En Premises - Bu Transport - F Supplies and	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges ergy Costs Centralisation siness Rates Centralisation deduction in Bin Leasing Budget contract hire term of Services - Fixed Fee Centralisation gnments to align with new SLWP budget					(850 (397 (445 (74 (191 (381 (297 (177 74
Other resource Capital Charge Corporate Subirectorate Referemises -Endermises and Budget Realigether minor v	de waste income result of the investment in street cleaning service at the changes les pport Charges echarges ergy Costs Centralisation siness Rates Centralisation deduction in Bin Leasing Budget contract hire term of Services - Fixed Fee Centralisation gnments to align with new SLWP budget					•

# PLACE DEVELOPMENT

### **SERVICE DESCRIPTION**

#### The Development Division:

Maximises the Council's ability to act as a developer and generate financial return to the Council;

Ensures that businesses and residents benefit from the regeneration, growth and investment in the borough;

Positions the borough as a place where businesses can grow, develop and locate safeguarding or increasing the number of jobs in the borough Delivery major public realm schemes, particularly in the metropolitan centre.

In 2017/18 the Division's priorities are to:

Deliver new homes through Brick by Brick the Council's Development Company, and with other key partners;

Deliver key development projects including New Addington Leisure Centre and refurbishment of Fairfield Halls as part of the wider cultural quarter scheme;

Complete transformational public realm schemes in the Connected Croydon programme;

Deliver Croydon Works, the Council's Job Brokerage service, a high quality free to use recruitment service for employers that supports residents into jobs created by regeneration and investment by creating preferential routes to work;

Ensure that residents have the skills that employers want and which position our businesses to drive economic growth;

Ensure that businesses, residents and visitors are aware of changes and developments in the borough and can benefit from the opportunities afforded by development and growth;

Bring new investors and businesses into the borough increasing the number of jobs in Croydon – diversifying and growing our economy.

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

	ORIGINAL	Variations	in Level of	ORIGINAL	
COST	BUDGET	Expenditu	ıre on (A)	BUDGET	%
GENTRE: SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1105Q Employment & Investment	319	4	808	1,131	255
C11.06Q Development	145	8	(435)	(282)	(294)
C1107Q Design & Feasibility	92	1	120	213	132
C1126Q Development Directorate	163	1	17	181	11
	]				
TOTAL NET SPEND	719	14	510	1,243	73
機能機能機能機能 IOIAL NL I SPEND	1		0.0	1,2-10	70

#### STAFF ESTABLISHMENT NUMBERS

****	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Employment & Investment	6.0	11.0	5.0
Development	17.0	8.0	(9.0)
Design & Feasibility	1.0	3.0	2.0
Development Directorate	1.0	1.0	-
TOTAL FTE STAFF	25.0	23.0	(2.0)

# PLACE DEVELOPMENT

**COST CENTRE: C1115P** 

		ORIGINAL	Variations		ORIGINAL	· · · · · · · · · · · · · · · · · · ·
FORECAST		BUDGET	Expenditu		BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
1,464	Employees	1,592	14	14	1,620	
-	Premises related expenditure	-	-	-	-	n
	Supplies and Services	66	-	-	66	
281	Third Party Payments	35	-	250	285	71
-	Transfer Payments	-	-	-	-	n.
	Transport related expenditure	1	-	-	1	
255	Recharges from other services	258	-	(60)	198	(2
2,465	TOTAL EXPENDITURE	1,952	14	204	2,170	1
	Government Grants		-	-	- 1	n
	Other Grants, reimbursements and contributions	-	-	-	- [	n
(90)	Customer and Client Receipts	(90)	-	90	- [	(10
-	Interest Receivable	-	-	-	-	'n
(1,407)	Recharges to other services	(1,143)	-	(103)	(1,246)	
(1,497)	TOTAL INCOME	(1,233)	-	(13)	(1,246)	
968	NET CONTROLLABLE COST	719	14	191	924	2
	Capital Charges		_	_		n
_	Deferred/Intangible Charges	_	_	_	_	n
_	REFCUS	_	_	_	_	n
	Corporate support services bought in	_	_	319	319	n
	TOTAL UNCONTROLLABLE COST	_	_	319	319	n
			I			
968	NET COST OF SERVICE	719	14	510	1,243	7:
	Contributions to / (from) Earmarked Reserves		_ 1			
	Contributions to / (from) Capital Reserves:	<u> </u>	_	_ [	_	
_	Financing of Capital Expenditure	_ [	_ [	_	<u> </u>	n n
	Provision for Repayment of External Loans	] [ ]	_ [	_	<u>.</u>	
_	Contribution to / (from) General Balances	_		_		n n
-	TOTAL APPROPRIATIONS			-	-	<u> </u>

**COST CENTRE: C1105Q** 

£000's  427 E - P 223 S 250 TI 1 TI 94 R 995 TC - G (90) C - In (335) R (425) TC  570 NI - C - TC  570 NI - C - C - TC	mployees remises related expenditure upplies and Services hird Party Payments ransfer Payments ransport related expenditure echarges from other services  OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts tterest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	2016/17 (A) £000's 423 - 23 4 - 94 544 - (90) - (135) (225)	Inflation (B) £000's  4  4  4	* Other (C) £000's 196 (12) 434 90 - 135 225 149	2017/18 (D) £000's 623 - 23 254 - - 82 982 - - - -	CHANGE (E) %  47 n/s - 6,250 n/s (13  81  n/s (100 (100  208
427 E - P 223 S 250 T - Ti 1 Ti 94 R 995 T - G - O (90) C - In (335) R (425) T  570 NI  570 NI  - C - T  570 NI  - C - T  - C - T - C - C	remises related expenditure upplies and Services hird Party Payments ransfer Payments ransport related expenditure echarges from other services  OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts uterest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	423 - 23 4 - 94 544 - (90) - (135) (225)	4	196 - - 250 - (12) 434 - - 90 - 135 225	623 - 23 254 - - 82 982 - - - - - - - - - - - - -	47 n/s 6,250 n/s (13 81 n/s (100 n/s (100 (100
223 S 250 TI - TI 1 TI 94 R 995 TO - G - O (90) C - In (335) R (425) TO - C - R - C - T - T - T - T - T - T - T - T - T - T	upplies and Services hird Party Payments ransfer Payments ransport related expenditure echarges from other services  OTAL EXPENDITURE  OVERNMENT Grants ther Grants, reimbursements and contributions ustomer and Client Receipts uterest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	4 - - 94 544 - - (90) - (135) (225)		- (12) 434 - 90 - 135 225 	254 82 982 	6,250 n/: n/: (13 81 n/: (100 n/: (100 (100
250 Ti - Ti 1 Ti 94 R 995 Ti - G - O (90) C - In (335) R (425) Ti  570 Ni - Ci - Ti  570 Ni - Ci - Ti	hird Party Payments ransfer Payments ransport related expenditure echarges from other services  OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts terest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	4 - - 94 544 - - (90) - (135) (225)		- (12) 434 - 90 - 135 225 	254 82 982 	n/: n/: (13 81 n/: (100 n/: (100 (100 208
- Ti Ti Ti 94 R R 995 Ti G G G G G G G G G G G G G G G G G G	ransfer Payments ransport related expenditure echarges from other services  OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts terest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	94 544 - (90) - (135) (225)		- (12) 434 - 90 - 135 225 	982	n/: n/: (13 81 n/: (100 n/: (100 (100 208
94 R 995 T0 - G - O (90) C - In (335) R (425) T0 - Ci - Di - R - Ci - T0 - T0 - Ci - T0 - Ci - T0 - Ci - T0 - Ci - Ci - Ci	echarges from other services  OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts terest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	544 - (90) - (135) (225)		434 - - 90 - 135 225 - - -	982	(13 81 n/2 (100 n/2 (100 (100 208
995 T0 - G - O (90) C - In (335) R (425) T0 - Ci - Di - R - Ci - T0 - T0 - Ci - T0 - Ci - T0 - Ci - T0 - Ci - T0 - Ci - T0 - Ci - Ci - Ci	OTAL EXPENDITURE  overnment Grants ther Grants, reimbursements and contributions ustomer and Client Receipts terest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	544 - (90) - (135) (225)		434 - - 90 - 135 225 - - -	982	81 n/: n/: (100 n/: (100 (100 208
- G (90) C (90) C - In (335) R (425) T 570 NI - C - T 570 NI	ther Grants, reimbursements and contributions ustomer and Client Receipts sterest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	(90) - (135) (225)	- - - -	90 - 135 225 659	982	n/a n/a (100 n/a (100 (100 208
- O (90) C - In (335) R - (425) T - C - C - T - C - C - C - C - C - C -	ther Grants, reimbursements and contributions ustomer and Client Receipts terest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	(135) (225)	4	- 135 225 659 - - -	982	n/a (100 n/a (100 (100 208
(90) C In (335) R (425) TO NI C C C C C C C C C C C C C C C C C C	ustomer and Client Receipts Iterest Receivable echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	(135) (225)	- - - - 4	- 135 225 659 - - -	982	(100 n/: (100 (100 208
(335) R. (425) TO  570 NI  - Co - RI - Co - TO  570 NI  - Co - Co - Co	echarges to other services  OTAL INCOME  ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in  OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	(225)	4	659 - - -	982	n/a (100 (100 208 n/a n/a
(425) TO  570 NI  - Co - RI - Co - TO  570 NI  - Co - Co	ET CONTROLLABLE COST  apital Charges eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST  ET COST OF SERVICE	(225)	- - 4	659 - - -	982	(100 208 n/a
570 NI  - C: - D: - R: - C: - T:  570 NI  - C: - C: - C:	apital Charges eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST ET COST OF SERVICE	<u> </u>	- - - - -	659 - - -	-	208 n/a n/a
- C: - D: - R! - C: - T0  570 NI	apital Charges eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST ET COST OF SERVICE	319 - - - - - -	- - - -	- - -	-	n/a n/a
- Do Ri - Co - To - Co - Co - Co - Co	eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST ET COST OF SERVICE	- - - -	- - - -	- - - 149	-	n/a
- Do Ri - Co - To - Co - Co - Co - Co	eferred/Intangible Charges EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST ET COST OF SERVICE	- - - -	- - -	- - - 1/10	-	n/a
- RI - Co - TO 570 NI - Co	EFCUS orporate support services bought in OTAL UNCONTROLLABLE COST ET COST OF SERVICE		<u>-</u> -	- 1/0	-	
570 NI	ET COST OF SERVICE	-	-	1/0		
570 NI	ET COST OF SERVICE	-		173	149	n/a
- Cc			- ,	149	149	n/:
- C		319	4	808	1,131	255
- C	ontributions to / (from) Earmarked Reserves	T - T				n/a
-	ontributions to / (from) Capital Reserves:	_	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans ontribution to / (from) General Balances	-	-	-	-	n/:
	OTAL APPROPRIATIONS	-	-	-	-	n/a
570 TO	OTAL NET EXPENDITURE	319	4	808	1,131	255
OTHER VARI	ATIONS IN LEVEL OF EXPENDITURE		· [			
	t - agreed pressures / service demands					£000's
						-
						-
					_	_
strategic budge	t - agreed additional income / savings				-	
trategic budge	t - agreed additional income / savings					_
						-
						-
						-
					<u> </u>	
ther resource	changes				}	-
						-
orporate Supp						149
						(12 <b>19</b> 6
	risional budget realignment		- D11 - 11	Place Dept (F	PED 3.4)	250
mployees - Div hird Party Payr	risional budget realignment ments  - Transfer of Culture Growth Fund Budget	from the People	e Dept to the		′	90
hird Party Payr customer and C	ments - Transfer of Culture Growth Fund Budget Dient Receipts - Reduced fee income	from the People	e Dept to the		1	
imployees - Div hird Party Payr customer and C	ments - Transfer of Culture Growth Fund Budget	from the People	e Dept to the			135
mployees - Div hird Party Payr ustomer and C	ments - Transfer of Culture Growth Fund Budget Dient Receipts - Reduced fee income	from the People	e Dept to the		-	135 808

PLACE DEVELOPMENT DEVELOPMENT

**COST CENTRE: C1106Q** 

		ŧ				
		ORIGINAL		in Level of	ORIGINAL	
FORECAST	DESCRIPTION	BUDGET		ure on (A)	BUDGET	% 0
2016/17	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	(E) %
	Employees	937	8	(259)	686	(27
-	Premises related expenditure	-	_	\	-	n/
	Supplies and Services	32	-	-	32	-
19	Third Party Payments	19	-	i -	19	-
-	Transfer Payments	- 1	-	-	-	n/
	Transport related expenditure	1 1	-	- (50)	1 1	-
	Recharges from other services	164	-	(53)	111	(32
1,216	TOTAL EXPENDITURE	1,153	8	(312)	849	(26
-	Government Grants	-	-	-	-	n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
-	Customer and Client Receipts Interest Receivable	-	-	-	-	n/
(1 072)	Recharges to other services	(1,008)	-	(220)	(4.246)	n/
		<del>  ` ' '</del>		(238)	(1,246)	24
(1,072)	TOTAL INCOME	(1,008)	-	(238)	(1,246)	24
111	NET CONTROLLABLE COST	145	8	(550)	(207)	(27)
144	NET CONTROLLABLE COST	143	8	(550)	(397)	(374
-	Capital Charges	<u> </u>	_	-		n/
-	Deferred/Intangible Charges	-	_	-	-	n/
-	REFCUS	-	-	-	-	n/
-	Corporate support services bought in	-	-	115	115	n/
-	TOTAL UNCONTROLLABLE COST	-	-	115	115	n/
144	NET COST OF SERVICE	145	8	(435)	(282)	(294
		<u> </u>				(
-	Contributions to / (from) Earmarked Reserves	- [	-	-	-	n/
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/s
-	Financing of Capital Expenditure	-	-	-	-	n/
-	Provision for Repayment of External Loans	-	-	-	-	n/
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	_	•	n/
	TOTAL AFFROFRIATIONS	-	-	•	<u>-</u>	n/
144	TOTAL NET EXPENDITURE	145	8	(435)	(282)	(294
OTHER VA	ARIATIONS IN LEVEL OF EXPENDITURE				i	£000's
	dget - agreed pressures / service demands					20003
	-					_
						-
						-
						-
trategic bud	dget - agreed additional income / savings					<del>-</del>
u ategic buc	aget - agreed additional income / Savings					-
						-
						-
						-
					ļ	
ther resour	ce changes					· -
LICE ICOCUIT	oo onangoo					_
orporate Su	upport Charges				•	115
irectorate R	Recharges					(53
	Divisional budget realignment					(259
	Other Services - Additional recharges to capital					(238
		•				-
						///
						(435
OTAL OTH	ER VARIATIONS IN RESOURCE				_	/425
O I AL O I A	LIX TAINIATIONS IN NESSONSE					(435

120

120

PLACE DEVELOPMENT DESIGN & FEASIBILITY

**COST CENTRE: C1107Q** 

2016/17         DESCRIPTION         2016/17         Inflation           £000's         £000's         £000's         £000's	iture on (A)	ORIGINAL BUDGET	%
£000's £000's £000's	* Other	2017/18	CHANGE
£000's £000's £000's	(C)	(D)	(E)
	£000's	£000's	%
81 Employees 82 1	78	161	96
- Premises related expenditure	-	-	n/s
8 Supplies and Services 8 -	-	8	-
2 Third Party Payments 2 -	-	2	-
- Transfer Payments	-	-	n/:
- Transport related expenditure	-	-	n/s
- Recharges from other services	4	4	n/a
91 TOTAL EXPENDITURE 92 1	82	175	90
- Government Grants			
- Other Grants, reimbursements and contributions	_	I	n/a
- Customer and Client Receipts	1 [	_	n/a
- Interest Receivable	_	_	n/:
- Recharges to other services	_	-	n/:
	-	<u> </u>	<u>n/a</u>
- TOTAL INCOME	-	-	n/a
91 NET CONTROLLABLE COST 92 1	82	175	90
- Capital Charges		_	n/a
- Deferred/Intangible Charges	_	_	n/a
- REFCUS		<u> </u>	n/a
- Corporate support services bought in	38	38	n/a
- TOTAL UNCONTROLLABLE COST	38	38	n/a
91 NET COST OF SERVICE 92 1	T 400		
91 NET COST OF SERVICE 92 1	120	213	132
- 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
- Contribution to / (from) General Balances	<u>-</u>	-	n/a
- TOTAL APPROPRIATIONS	<u> </u>	-	n/a
	120	213	132
91 TOTAL NET EXPENDITURE 92 1			
91 TOTAL NET EXPENDITURE 92 1  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			£000's
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes			-
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes orporate Support Charges			38
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes  orporate Support Charges irectorate Recharges			- - - - - - 38 4
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes  proporate Support Charges  prectorate Recharges			38
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes  proporate Support Charges  prectorate Recharges			- - - - - - 38 4
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  ther resource changes orporate Support Charges			- - - - - - 38 4

TOTAL OTHER VARIATIONS IN RESOURCE

17

17

17

**COST CENTRE: C1126Q** 

Other resource changes

TOTAL OTHER VARIATIONS IN RESOURCE

Other minor variations

FODE 6 : 6 =		ORIGINAL		in Level of	ORIGINAL	<u> </u>
FORECAST	1	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANG
C000!-		(A)	(B)	(C)	(D)	(E)
£000's	[	£000's	£000's	£000's	£000's	%
	Employees	150	1	(1)	150	
	Premises related expenditure	-	-	-		
	Supplies and Services	3	-	-	3	
	Third Party Payments	10	-	-	10	
	Transfer Payments	-	-	-	-	
	Transport related expenditure	_	<u>-</u>			
	Recharges from other services	-	-	1	1	
163	TOTAL EXPENDITURE	163	1	-	164	
1	Government Grants	-	-	-	-	
-	Other Grants, reimbursements and contributions	- [	· -	-	- :	ı
	Customer and Client Receipts	- 1	-	-	- 1	
	Interest Receivable	-	-	-	-	
	Recharges to other services	-	-	-	-	
-	TOTAL INCOME	-	-	-	-	
163	NET CONTROLLABLE COST	163	1	-	164	
	Capital Charges	-	-		-	
	Deferred/Intangible Charges	i - I	-	-	-	
I .	REFCUS	-	-	-	-	
	Corporate support services bought in	-	-	17	17	
	TOTAL UNCONTROLLABLE COST	-	-	17	17	
163	NET COST OF SERVICE	163	1	17	181	
	Contributions to / (from) Earmarked Reserves			-		
	Contributions to / (from) Capital Reserves:	l <u>.</u> l	_		_	
	Contributions to / (nom) Capital Mescrics.					
_	Financing of Capital Expenditure	_ [	_	-	_	
ŀ	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	
-	Provision for Repayment of External Loans		-	- -	- -	 
-	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	- - -	- - -	1	- - - -	
-	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS			-		
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	163	1		181	
- - 163	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	- - - - 163	- - - 1	-	181	
163 OTHER VAR	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	163	1	-	181	
163 OTHER VAR	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	163	1	-	181	
163 OTHER VAR	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	163	1	-	181	
163 OTHER VAR	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	163	1	-	181	
- - 163	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	163	1	-	181	
163 OTHER VAR	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	163	1	-	181	
163 OTHER VAI	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	163	1	-	181	
163 OTHER VAR	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	163	1	-	181	
163 OTHER VAI	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	163	1	-	181	

# PLACE PLANNING & STRATEGIC TRANSPORT

#### SERVICE DESCRIPTION

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

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

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

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

Strategic Transport is responsible for development of 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 transport advice to the planning authority on development plan and master plan making and advises the Development Management Service and Planning Committee(s) on the transport implications of development proposals. The team also bids for funds through the LIP drawing funding from TfL, CIL and the Capital Programme to improve transport and infrastructure in Croydon and runs a large 'Active Travel' programme including School Travel Planning, Work Place Travel Planning and overseeing and reporting delivery of the Biking Borough programme.

### **MOVEMENT IN NET EXPENDITURE**

	ORIGINAL	Variations	in Level of	ORIGINAL	
COST	BUDGET	Expenditu	re on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
©1108Q Building Control	522	-	(107)	415	(20)
©1109Q Development Management	1,388	21	(982)	427	(69)
C11110Q Spatial Planning	1,055	8	(86)	977	(7)
©11111Q Strategic Transport	338	3	(19)	322	(5)
TOTAL NET SPEND	3,303	32	(1,194)	2,141	(35)

#### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
·	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Building Control	21.6	22.0	0.4
Development Management	47.6	46.0	(1.6)
Spatial Planning	17.0	17.0	- 1
Strategic Transport	4.0	4.0	-
TOTAL FTE STAFF	90.2	89.0	(1.2)

# PLACE PLANNING & STRATEGIC TRANSPORT

**COST CENTRE: C1120P** 

****		ORIGINAL	Variations		ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	4,288	43	245	4,576	7
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	352	-	-	352	-
25	Third Party Payments	25	-	-	25	-
-	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	37	-	-	37	-
2,029	Recharges from other services	1,743	-	(20)	1,723	(1)
6,774	TOTAL EXPENDITURE	6,445	43	225	6,713	4
-	Government Grants	- 1	-	-	-	n/a
(210)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,897)	Customer and Client Receipts	(3,173)	(11)	(706)	(3,890)	23
-	Interest Receivable	- 1	-	- 1	-	n/a
(1,720)	Recharges to other services	(1,550)		(335)	(1,885)	22
(5,827)	TOTAL INCOME	(4,723)	(11)	(1,041)	(5,775)	22
947	NET CONTROLLABLE COST	1,722	32	(816)	938	(46)
9	Capital Charges	9 [	· · ·		9	
	Capital Charges Deferred/Intangible Charges		-	· <del>-</del>	9	
	REFCUS	-	-	-	- 1	n/a
		1,572	-	(378)	4 404	n/a
	Corporate support services bought in			` `	1,194	(24)
1,581	TOTAL UNCONTROLLABLE COST	1,581	-	(378)	1,203	(24)
2,528	NET COST OF SERVICE	3,303	32	(1,194)	2,141	(35)
		l	<u>-</u>			
(7)	Contributions to / (from) Earmarked Reserves	- 1	- [	- 1	- 1	n/a
	Contributions to / (from) Capital Reserves:	_	_	_	<u> </u>	n/a
-	Financing of Capital Expenditure	-	-	_		n/a
- 1	Provision for Repayment of External Loans	- 1	-	_	_	n/a
_	Contribution to / (from) General Balances	-	-	-	<u>-</u> 1	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
0.55					ا دونه	
2,521	TOTAL NET EXPENDITURE	3,303	32	(1,194)	2,141	(35)

# PLACE PLANNING & STRATEGIC TRANSPORT BUILDING CONTROL

**COST CENTRE: C1108Q** 

Other Grants, reimbursements and contributions							
2016/17   DESCRIPTION							
(A)   (B)   (C)   (D)   (E)		DECORIDATION					
S000's   S	2016/17	DESCRIPTION					
822   Employees   1,094   11   (2)   1,103   2   2   2   2   2   2   2   2   2	£000's						
2   Premises related expenditure		Employees					1
3 Third Pary Payments			-	-	-	•	n/a
Transfer Payments   28			83	-	-	83	-
28   1,200   Recharges from other services   1,182			3	-	-	- 3	-
1,200   Recharges from other services   1,182   - 55   1,217			-	-	-	-	n/a
2,128   TOTAL EXPENDITURE   2,390   11   33   2,434	28	Transport related expenditure	I I	-	-		-
Contributions to / (from) Earmarked Reserves   Contributions   Contributio			1,182		35	1,217	3
Other Grants, reimbursements and contributions	2,128	TOTAL EXPENDITURE	2,390	11	33	2,434	2
Other Grants, reinbursements and contributions		Government Grants	-	-	-	-	n/a
(1,112) Customer and Client Receipts	-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,082)   Recharges to other services   (1,050)   - (88)   (1,138)   (2,174)   TOTAL INCOME   (2,162)   (11)   (164)   (2,337)     (46)   NET CONTROLLABLE COST   228   - (131)   97   (1			(1,112)	(11)	(76)	(1,199)	8
(2,174)   TOTAL INCOME	I I		-	-	-	-	n/a
(46)   NET CONTROLLABLE COST   228	(1,062)	Recharges to other services	(1,050)	-	(88)	(1,138)	8
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - REFCUS	(2,174)	TOTAL INCOME	(2,162)	(11)	(164)	(2,337)	8
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - REFCUS	L						
Deferred/Intangible Charges	(46)	NET CONTROLLABLE COST	228	-	(131)	97	(57
Deferred/Intangible Charges	- 1	Capital Charges	- 1		_		n/a
REFCUS			_	_	_	_	n/a
294   Corporate support services bought in 294 - 24 318  294   TOTAL UNCONTROLLABLE COST 294 - 24 318  248   NET COST OF SERVICE 522 - (107) 415 (  - Contributions to / (from) Earmarked Reserves		REFCUS	-	-	-	-	n/a
248 NET COST OF SERVICE 522 - (107) 415 (  - Contributions to / (from) Earmarked Reserves	294	Corporate support services bought in	294	-	24	318	8
- 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			294	-	24	318	8
- 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)							
- 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 - CONTRIBUTIONS -	248	NET COST OF SERVICE	522	-	(107)	415	(20
- 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 - CONTRIBUTIONS -	_ 1	Contributions to / (from) Farmarked Reserves			_ 1		n/a
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  248 TOTAL NET EXPENDITURE  \$ 522 - (1007)			_	_	_	_	n/a
- Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	_		_	-	_	_	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  Strategic budget - agreed additional income / savings  Building Control Trading Account - Cost recovery review / shared services savings  (their resource changes  Other minor variations  (description of the pressure of		TOTAL APPROPRIATIONS	-	-	<del>-</del>		n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Building Control Trading Account - Cost recovery review / shared services savings  (the resource changes  Other minor variations  (the strategic budget - agreed additional income / savings  (the strategic budget	248	TOTAL NET EYPENDITURE	522		(107)	415	(20)
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Building Control Trading Account - Cost recovery review / shared services savings  (Other resource changes  Other minor variations  (Other minor variations	240	TOTAL NET EXPENDITURE	322	<u>-</u>	(107)	415	(20)
Strategic budget - agreed additional income / savings  Building Control Trading Account - Cost recovery review / shared services savings  (Other resource changes  Other minor variations  (Other minor variations	* OTHER VAL	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (3)	Strategic budg	get - agreed pressures / service demands					
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (							-
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (3)							-
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (3)	•						_
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (3)							
Building Control Trading Account - Cost recovery review / shared services savings  Other resource changes  Other minor variations  (	Strategic budo	get - agreed additional income / savings				l	
Other resource changes Other minor variations  (							-
Other resource changes Other minor variations  (	<b>Building Contr</b>	ol Trading Account - Cost recovery review / shared	services savi	ngs			(76)
Other resource changes  Other minor variations  (	-						, ,
Other resource changes  Other minor variations  (							-
Other resource changes  Other minor variations  (							
Other resource changes  Other minor variations  (							
Other resource changes  Other minor variations  (						ļ	/=~
Other minor variations (	Other recours	e changes				}	(76
	Other resource	e changes					
	Other minor va	ariations					(31)
						i	(01)
							-
							-
							-
							(31)
TOTAL OTHER VARIATIONS IN RESOURCE (1)	TOTAL OTHE	R VARIATIONS IN RESOURCE					(107)

# PLACE PLANNING & STRATEGIC TRANSPORT DEVELOPMENT MANAGEMENT

**COST CENTRE: C1109Q** 

CO00   CO00			L ODICINIAL I	\/e=!=#!==	in Lavet - f	ODIONIAL	
2016/17   DESCRIPTION	FORECAST		1				%
2,100's		DESCRIPTION					CHANGE
2,165 Employees							(E)
Premises related expenditure					£000's		
212   Supplies and Services			2,096	21	-	2,117	•
- Third Party Payments - Transfer Payments - Transfer Payments - Transfer Payments - Transfer Payments			141	-	-	141	n/
- Transfer Payments 2 Transport related expenditure 7 7 7 599. Recharges from other services 406 - 5 411 2,978 TOTAL EXPENDITURE 2,650 21 5 2,676 - Government Grants (125) Other Grants, reimbursements and contributions (125) Other Grants, reimbursements and contributions (2,751) (ustomer and Client Receipts (2,010) - (630) (2,640) - Interest Receivable (206) Recharges to other services (206) (206) (3,082) TOTAL INCOME (2,216) - (630) (2,846)  (104) NET CONTROLLABLE COST 434 21 (625) (170) (1 - Capital Charges			-	_	_	- '-'	- n/
S99			-	-	-	-	n/
2,978   TOTAL EXPENDITURE   2,650   21   5   2,676	2	Transport related expenditure		-	-	·	-
Government Grants   Gove				-	5	411	1
(125) Other Grants, reimbursements and contributions (2,751) Customer and Client Receipts (2,010) - (630) (2,640) Interest Receivable (206) Recharges to other services (206) (206) (3,082) TOTAL INCOME (2,216) - (630) (2,846)   (104) NET CONTROLLABLE COST 434 21 (625) (170) (170) (170) RETCOME (2,216)	2,978	TOTAL EXPENDITURE	2,650	21	5	2,676	1
(2,751)   Customer and Client Receipts   (2,010)   - (830)   (2,840)			-	-		-	n/
Interest Receivable   (206)   -   (206)   (206)   (3,082)   TOTAL INCOME   (2,216)   -   (630)   (2,846)   (104)   NET CONTROLLABLE COST   434   21   (625)   (170)			-	-		(0.040)	n/
(206) Recharges to other services (206) (206) (3,082) TOTAL INCOME (2,216) - (630) (2,846) (2,846) (104) NET CONTROLLABLE COST 434 21 (625) (170) (1 - Capital Charges			(2,010)	-	(630)	(2,640)	31
(3,082) TOTAL INCOME (2,216) - (630) (2,846)  (104) NET CONTROLLABLE COST 434 21 (625) (170) (1  - Capital Charges			(206)	_ [	_	(206)	n/: -
(104)   NET CONTROLLABLE COST			<del>                                     </del>	_	(630)		
- Capital Charges - Deferred/Intangible Charges - REFCUS - Set Corporate support services bought in Set - Corporate support services bought in Set - Corporate support services bought in Set - Corporate support services bought in Set - Corporate support services bought in Set - Corporate support services bought in Set - Corporate support services bought in Set - Corporate Support Charges - REFCUS - Get Corporate Support Charges - Corporate Support	(3,002)	TOTAL INCOME	(2,210)		(030)	(2,040)	
- Deferred/Intangible Charges - REFCUS - REFCUS	(104)	NET CONTROLLABLE COST	434	21	(625)	(170)	(139
- Deferred/Intangible Charges - REFCUS - REFCUS	_	Capital Charges	T _ T	_			
- REFCUS 954 Corporate support services bought in 954 (357) 597 ( 954 TOTAL UNCONTROLLABLE COST 954 - (357) 597 ( 850 NET COST OF SERVICE 1,388 21 (982) 427 ( (7) Contributions to / (from) Earmarked Reserves			- 1	-	_	-	n/a n/a
954   Corporate support services bought in 954 - (357) 597   (954   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (357) 597   (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 954   - (955   TOTAL UNCONTROLLABLE COST 955   - (955   TOTAL UNCONTROLLABLE			-	-	-	. <u>-</u>	n/a
850 NET COST OF SERVICE 1,388 21 (982) 427 (  (7) Contributions to / (from) Earmarked Reserves	954	Corporate support services bought in	954	- 1	(357)	597	(37
(7) Contributions to / (from) Earmarked Reserves	954	TOTAL UNCONTROLLABLE COST	954	-	(357)	597	(37
(7) Contributions to / (from) Earmarked Reserves	T		1				
- Contributions to / (from) Capital Reserves:	850	NET COST OF SERVICE	1,388	21	(982)	427	(69
- Contributions to / (from) Capital Reserves:	(7)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
- Provision for Repayment of External Loans - Contribution to / (from) General Balances		Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-   Contribution to / (from) General Balances	-		-	-	-	-	n/a
TOTAL APPROPRIATIONS	-		-	- [		-	n/a
843 TOTAL NET EXPENDITURE 1,388 21 (982) 427 ( *OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Additional Income from Planning Fees  Other resource changes Corporate Support Charges Directorate Recharges  (3			-	-	-		n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Additional Income from Planning Fees  (5  Other resource changes Corporate Support Charges Directorate Recharges  (3)	(7)	TOTAL APPROPRIATIONS	_	-			n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Additional Income from Planning Fees  (5  Other resource changes Corporate Support Charges Directorate Recharges  (3)	843	TOTAL NET EXPENDITURE	1,388	21	(982)	427	(69
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Additional Income from Planning Fees (5)  Other resource changes Corporate Support Charges Directorate Recharges			l				***************************************
Strategic budget - agreed additional income / savings Additional Income from Planning Fees (5)  Other resource changes Corporate Support Charges Directorate Recharges				N <sub>1</sub>			£000's
Additional Income from Planning Fees (5  Other resource changes Corporate Support Charges Directorate Recharges	<u>Strategic buog</u>	get - agreed pressures / service demands					
Additional Income from Planning Fees (5  Other resource changes Corporate Support Charges Directorate Recharges							
Additional Income from Planning Fees (5  Other resource changes Corporate Support Charges Directorate Recharges							
Additional Income from Planning Fees (5  Other resource changes Corporate Support Charges Directorate Recharges							
Additional Income from Planning Fees (5  Other resource changes Corporate Support Charges Directorate Recharges	Strategic budg	get - agreed additional income / savings					
Other resource changes Corporate Support Charges Directorate Recharges  (3						i	(500)
Other resource changes Corporate Support Charges Directorate Recharges  (3							, , -,
Other resource changes Corporate Support Charges Directorate Recharges  (3							
Other resource changes Corporate Support Charges Directorate Recharges  (3							
Other resource changes Corporate Support Charges Directorate Recharges (3							
Other resource changes Corporate Support Charges Directorate Recharges (3							
Corporate Support Charges Directorate Recharges (3							(500
Directorate Recharges							
<del>-</del> 1							(357
(1							5 (130
	Jacomer and	Charles Training Moone					(130
l l							
74						}	(482
							(402
TOTAL OTHER VARIATIONS IN RESOURCE (9	TOTAL OTHE	R VARIATIONS IN RESOURCE					(982

# PLACE PLANNING & STRATEGIC TRANSPORT SPATIAL PLANNING

**COST CENTRE: C1110Q** 

FORECAST		ORIGINAL BUDGET	Expendite	in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's	Employees	£000's 814	£000's	£000's	£000's 822	%
	Premises related expenditure	- 1	-	-	022	1 n/a
110	Supplies and Services	99	-	-	99	-
	Third Party Payments Transfer Payments	22	-	-	22	- 1
	Transport related expenditure	1	-	-	1	n/a -
141	Recharges from other services	109	-	(46)	63	(42
	TOTAL EXPENDITURE	1,045	8	(46)	1,007	(4
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions Customer and Client Receipts	(51)	-	• 1	- (51)	n/a
- 1	Interest Receivable	- 1	-	-	-	n/a
	Recharges to other services	(202)	-	-	(202)	
(249)	TOTAL INCOME	(253)		-	(253)	
758	NET CONTROLLABLE COST	792	8	(46)	754	(5
	79.	1		` '		
	Capital Charges Deferred/Intangible Charges	6	-	-	6	-
	REFCUS	_ [	_	-	-	n/a n/a
257	Corporate support services bought in	257	-	(40)	217	(16
263	TOTAL UNCONTROLLABLE COST	263	-	(40)	223	(15
1,021	NET COST OF SERVICE	1,055	8	(86)	977	(7
- 1	Contributions to / (from) Earmarked Reserves	1				/-
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/a
i	TOTAL APPROPRIATIONS	-	-	-		n/a n/a
· · · · · · · · · · · · · · · · · · ·		·				
1,021	TOTAL NET EXPENDITURE	1,055	8	(86)	977	(7)
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				Г	
Strategic bud	get - agreed pressures / service demands					£000's
						£000's
	•					£000's
						£000's
						£000's
Strategic bude	get - agreed additional income / savings					
Strategic budo	get - agreed additional income / savings					
Strategic bude	get - agreed additional income / savings					
Strategic budo	get - agreed additional income / savings					
Strategic budo	get - agreed additional income / savings					
Strategic budo	get - agreed additional income / savings					
Other resourc	e changes					-
Other resourc	<u>e changes</u> oport Charges					- (40)
<u>Other resourc</u> Corporate Su	<u>e changes</u> oport Charges					- (40)
<u>Other resourc</u> Corporate Su	<u>e changes</u> oport Charges					- (40)
<u>Other resourc</u> Corporate Su	<u>e changes</u> oport Charges					-
<u>Other resourc</u> Corporate Su	<u>e changes</u> oport Charges					- (40) (46)
<u>Other resourc</u> Corporate Su	<u>e changes</u> oport Charges					- (40)

# PLACE PLANNING & STRATEGIC TRANSPORT STARTEGIC TRANSPORT

**COST CENTRE: C1111Q** 

FORECAST		ORIGINAL BUDGET		in Level of are on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	£000's 247	£000's 534	% 88
2	Premises related expenditure	204	-	247	334	n/a
	Supplies and Services	29	-	-	29	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
- 00	Transport related expenditure Recharges from other services	1 46	-	- (14)	1 32	- (00)
	TOTAL EXPENDITURE	360	3	233	596	(30) 66
-	Government Grants	300		200	390	00 n/a
(85)	Other Grants, reimbursements and contributions	1 [[	_		_	n/a
-	Customer and Client Receipts		-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(92)	-	(247)	(339)	268
(322)	TOTAL INCOME	(92)	-	(247)	(339)	268
339	NET CONTROLLABLE COST	268	3	(14)	257	(4)
2	Capital Charges	3			3	
	Deferred/Intangible Charges		-		3	- n/a
-	REFCUS	-	_	_	_	n/a
67	Corporate support services bought in	67	-	(5)	62	(7)
70	TOTAL UNCONTROLLABLE COST	70	-	(5)	65	(7)
409	NET COST OF SERVICE	338	3	(19)	322	(5)
	0 (1) (1) (1)	· · · · · · · · · · · · · · · · · · ·				
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a n/a
-	Financing of Capital Expenditure	_	_	_	_	n/a
-	Provision for Repayment of External Loans	_	-	-	-	n/a
<u>-</u>	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		Т			000	
409	TOTAL NET EXPENDITURE	338	3	(19)	322	(5)
		338	3	(19)	322	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	338	3	(19)	322	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	338	3	(19)	322	
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	338	3	(19)	322	
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	
* OTHER VA Strategic bud Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	338	3	(19)	322	£000's

# PLACE DISTRICT CENTRES AND REGENERATION

### SERVICE DESCRIPTION

The District Centre & Regeneration division helps create district centres that are places that residents choose to stay by ensuring that they include high quality homes, schools, leisure facilities and parks /open spaces with vibrant and attractive high streets and well-used community spaces.

The services in the division encompass the following functions:

Homes & School Improvement - Schools Capital Delivery & Housing Planned Maintenance & Improvement,

Regeneration & Partnership - Regeneration & Development, Business & SME growth, Parks & Leisure

The key objectives of the division are to:

- Work in partnership with local people to develop and regenerate our district centres
- To encourage business to invest in our district centres and to employ local people.
- Work towards increasing employment and reducing poverty across all our communities.
- Support our colleagues in the People department to deliver the necessary additional school places through our schools delivery programme.
- Ensure that all residents have the right to a decent home.
- Undertaking several significant procurement projects for improvement work on our housing estates;
- Ensure that our parks and open spaces are sustainable and can be enjoyed by future generations.
- Through sport and physical activity, promote health and wellbeing across the borough
- Integrating the new division bringing together different parts of the Council that have not worked together before.

#### MOVEMENT IN NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1113Q	Asset Management & Engagement	624	-	(624)		(100)
C1:1140	Homes & School Improvement	213	5	(175)	43	(80)
C1115Q	Regeneration & Partnership	1,591	12	(81)	1,522	(4)
C1127Q	Regeneration Directorate	324	1	(164)	161	(50)
	TOTAL NET SPEND	2,752	18	(1,044)	1,726	(37)

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Asset Management & Engagement	3.0	-	(3.0)
Homes & School Improvement	8.0	10.0	2.0
Regeneration & Partnership	22.0	23.4	1.4
Regeneration Directorate	1.0	1.0	-
TOTAL FTE STAFF	34.0	34.4	0.4

# PLACE DISTRICT CENTRES AND REGENERATION

**COST CENTRE: C1125P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2016/17	IDESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
2010/11	DECORAT HOIY	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	( <i>L</i> ) %
	Employees	1,995	18	22	2,035	2
	Premises related expenditure	394	1	(245)	149	(62)
	Supplies and Services	135	-	(62)	73	(46)
266	Third Party Payments	445	-	(331)	114	(74)
-	Transfer Payments	-	-	` _ ´	-	n/a
4	Transport related expenditure	4	-	-	4	-
417	Recharges from other services	473	-	(190)	283	(40)
	TOTAL EXPENDITURE	3,446	18	(806)	2,658	(23)
-	Government Grants	-	-	-	-	n/a
(528)	Other Grants, reimbursements and contributions	(103)	-	(300)	(403)	291
	Customer and Client Receipts	(245)	-	220	(25)	(90)
	Interest Receivable	[	-	-	` - '	n/a
(1,227)	Recharges to other services	(1,409)	-	(65)	(1,474)	5
(2,033)	TOTAL INCOME	(1,757)	-	(145)	(1,902)	8
845	NET CONTROLLABLE COST	1,689	18	(951)	756	(55)
400	02-10	400 [		00		
	Capital Charges	493	-	96	589	19
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	570	-	(190)	204	n/a
	Corporate support services bought in	570	-	(189)	381	(33)
1,025	TOTAL UNCONTROLLABLE COST	1,063	-	(93)	970	(9)
1,870	NET COST OF SERVICE	2,752	18	(1,044)	1,726	(37)
.,0.0		_,, 0_	, , ,	(1,01.1)	1,120	(0.7)
50	Contributions to / (from) Earmarked Reserves	_ [	_ [	_		n/a
	Contributions to / (from) Capital Reserves:	_	_	_	_ <u> </u>	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
					·	
1,920	TOTAL NET EXPENDITURE	2,752	18	(1,044)	1,726	(37)

# PLACE DISTRICT CENTRES AND REGENERATION ASSET MANAGEMENT & ENGAGEMENT

**COST CENTRE: C1113Q** 

## BUDGET   Expenditure on (A)   BUDGET   Contribution   Contribut			Lonionis			OBJOS	т —
2016/17   DESCRIPTION	FORECAST		ORIGINAL			ORIGINAL	0/
Coops		IDESCRIPTION					
Temployees	2010/1/	DESCRIPTION					
Temployees	£000's						
132		Employees		-		- 20003	
46   Gupplies and Services				_		_	
148   Third Party Payments			4	_		_	
Transfer Payments			331	-		_	
Transport related expenditure	_	Transfer Payments	- 1	_	` _ '	_	
1   Recharges from other services   136   - (136)   - (100)	-	Transport related expenditure	-	-	-	-	n/a
- Government Grants Other Grants, reimbursements and contributions	1	Recharges from other services	136		(136)	<b>_</b>	(100
- Other Grants, reimbursements and contributions (220) - 220 (100 customer and Client Receipts (220) - 220 (100 customer and Client Receipts (220) customer	334	TOTAL EXPENDITURE	792	-	(792)		(100
(220)   Customer and Client Receipts   (220)   -   220   -   (100   10		The state of the s	-	-	-	-	n/a
Interest Receivable			-	-	-	-	n/a
Recharges to other services			(220)	-	220	-	(100
(220)   TOTAL INCOME			-	-	-	-	n/a
Capital Charges	-	Recharges to other services	-		_		n/a
Capital Charges	(220)	TOTAL INCOME	(220)	_	220	•	(100
Capital Charges	114	NET CONTROLLABLE COST	572	-	(572)	_	(100
- Deferred/Intangible Charges							
REFCUS			-	-	-	-	n/a
- Corporate support services bought in 52 - (52) - (100 - TOTAL UNCONTROLLABLE COST 52 - (52) - (100 - TOTAL UNCONTROLLABLE COST 52 - (52) - (100 - (			-	=	-	-	n/a
TOTAL UNCONTROLLABLE COST  114 NET COST OF SERVICE  124 - (624) - (100  135 - (624) - (100  136 - (624) - (624) - (100  137 - (624) - (100  138 - (624) - (624) - (100  139 - (624) - (100  140 - (624) - (100  150 - (624) - (624) - (100  150 - (624) - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624)  150 - (624) - (624) - (624) - (624) - (624)  150 - (624) - (624			-	-	(52)	-	l .
114 NET COST OF SERVICE  114 NET COST OF SERVICE  1 Contributions to / (from) Earmarked Reserves 1		<u> </u>	<del> </del>		<del></del>	•	
- Contributions to / (from) Earmarked Reserves - 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 UNCONTROLLABLE COST	52	-	(52)	<u> </u>	(100)
- Contributions to / (from) Capital Reserves:	114	NET COST OF SERVICE	624	-	(624)	-	(100)
- Contributions to / (from) Capital Reserves:		Contributions to //forms) Formanded December	1				
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE Financing of Capital External Loans TOTAL NET EXPENDITURE Financing of Capital External Loans TOTAL NET EXPENDITURE Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital External Loans Financing of Capital Loans Fin			-	-	-	-	
- Provision for Repayment of External Loans	-		-	-	-	-	
- Contribution to / (from) General Balances	-		-	-	-	-	l.
TOTAL APPROPRIATIONS	I			_	_	_	ŀ
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands   other resource changes  ransfer of budget to People (see PED 7.9)  ransfer of budget to Gateway (see PED 5.8)  ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  ther Minor Variations  (624)		, ,	_	-	-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands   other resource changes  ransfer of budget to People (see PED 7.9)  ransfer of budget to Gateway (see PED 5.8)  ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  ther Minor Variations  (624)			1				
trategic budget - agreed pressures / service demands	114	TOTAL NET EXPENDITURE	624		(624)	-	(100)
trategic budget - agreed pressures / service demands	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) atra-departmental budget realignment other Minor Variations							20003
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) atra-departmental budget realignment other Minor Variations		•					
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) atra-departmental budget realignment other Minor Variations							
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) atra-departmental budget realignment other Minor Variations							
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) atra-departmental budget realignment other Minor Variations							
bther resource changes ransfer of budget to People (see PED 7.9) ransfer of budget to Gateway (see PED 5.8) ransfer of 50 budget to Gateway (see PED 5.8) ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) community Fund centralisation - virement from Place (see RED 9.9) ratra-departmental budget realignment other Minor Variations    Community Fund Centralisation - virement from Place (see RED 9.9)							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75	Strategic budg	get - agreed additional income / savings					
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75							
transfer of budget to People (see PED 7.9)  transfer of budget to Gateway (see PED 5.8)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  (107  (75  (73  (74  (75  (75  (75  (75  (75  (75  (75	Other resource changes						
ransfer of budget to Gateway (see PED 5.8) (403 ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5) (107 community Fund centralisation - virement from Place (see RED 9.9) (75 thra-departmental budget realignment (1624	Transfer of budget to People (see PED 7.9)						50
ransfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)  community Fund centralisation - virement from Place (see RED 9.9)  tra-departmental budget realignment  ther Minor Variations  (107  (75  (73  (624	Transfer of budget to Gateway (see PED 5.8)						
community Fund centralisation - virement from Place (see RED 9.9)  intra-departmental budget realignment  (73  (ther Minor Variations  (624	Transfer of 2.5 FTE's to Equalities & Social Inclusion from Asset Management & Engagement (see RED 3.5)						(107)
ntra-departmental budget realignment (73 ther Minor Variations (624	Community Fund centralisation - virement from Place (see RED 9.9)						(75
Other Minor Variations (16 (624	Intra-departmental budget realignment						(73
(624	Other Minor Variations						(16
							`
OTAL OTHER VARIATIONS IN RESOURCE (624							(624)
OTAL OTHER VARIATIONS IN RESOURCE (624	TOTAL OTHE	ED VADIATIONS IN DESCRIBE			· · · · · · · · · · · · · · · · · · ·		(624)
	IOIAL OIRE	IN VARIATIONS IN RESOURCE		•••			(624)

# PLACE DISTRICT CENTRES AND REGENERATION HOMES & SCHOOL IMPROVEMENT

**COST CENTRE: C1114Q** 

		_ <u></u>				
EODECAST		ORIGINAL	Variations		ORIGINAL	0/
FORECAST 2016/17	DESCRIPTION	BUDGET   2016/17	Expenditi Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/1/	DECORM HON	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	488	5	154	647	33
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	16	-	(16)	-	(100)
	Third Party Payments Transfer Payments	- I	-	_	•	n/a n/a
	Transport related expenditure	_ [	_	_	_	n/a
30 1	Recharges from other services	30	-	(17)	13	(57)
	TOTAL EXPENDITURE	534	5	121	660	24
	Government Grants					
1	Other Grants, reimbursements and contributions		-	_		n/a n/a
	Customer and Client Receipts	-	_	_	_	n/a
	Interest Receivable	-	_	_	-	n/a
(441)	Recharges to other services	(432)	-	(209)	(641)	48
(441)	TOTAL INCOME	(432)	-	(209)	(641)	48
65	NET CONTROLLABLE COST	102	5	(88)	19	(81)
				(50)		(01)
- (	Capital Charges	-	-	~	_	
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	_	-	n/a
	Corporate support services bought in	111	-	(87)	24	(78)
111   7	TOTAL UNCONTROLLABLE COST	111	-	(87)	24	(78)
					,	•
176	NET COST OF SERVICE	213	5	(175)	43	(80)
<u></u>				` /		` '
- 0	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital 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	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		· · · · · · · · · · · · · · · · · · ·				
176 <b>1</b>	FOTAL NET EXPENDITURE	213	5	(175)	43	(80)
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	et - agreed pressures / service demands					
					:	
						_
Strategic budg	et - agreed additional income / savings					
					ļ	
Other resource changes						
Corporate Support Charges						(87)
Directorate Recharges						(17)
Recharges to other services - Employee recharges to Capital						(55)
Other Minor variations						(16)
	•					
						(175)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(175)
						, ,

## PLACE DISTRICT CENTRES AND REGENERATION REGENERATION & PARTNERSHIP

**COST CENTRE: C1115Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,225	12	-	1,237	1
	Premises related expenditure	262	-	(113)		(43)
	Supplies and Services	71	-	-	71	-
110	Third Party Payments Transfer Payments	106	-	-	106	-
٠,	Transport related expenditure	-	-	-		n/a
	Recharges from other services	307	-	(27)	4	- (40)
		i		(37)	270	(12)
1,893	TOTAL EXPENDITURE	1,975	12	(150)	1,837	(7)
	Government Grants	-	-	-	•	n/a
	Other Grants, reimbursements and contributions	(103)	-	(300)	(403)	291
	Customer and Client Receipts	(25)	-	-	(25)	-
l	Interest Receivable	-	-	-	-	n/a
(786)	Recharges to other services	(977)	-	144	(833)	(15)
(1,372)	TOTAL INCOME	(1,105)	-	(156)	(1,261)	14
		<u> </u>				
521	NET CONTROLLABLE COST	870	12	(306)	576	(34)
	la vila	T				
493	Capital Charges	493	-	96	589	19
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	228	-	129	357	57
735	TOTAL UNCONTROLLABLE COST	721	-	225	946	31
1,256	NET COST OF SERVICE	1,591	12	(81)	1,522	(4)
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	· <del>-</del>	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-		-	-	n/a
50	TOTAL APPROPRIATIONS	-	-	-	-	n/a
1,306	TOTAL NET EXPENDITURE	1,591	12	(81)	1,522	(4)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget - agreed pressures / service demands						
					}	
Strategic bud	get - agreed additional income / savings				ţ	
					ļ	
					į	
					Ĺ	
					[	
Other resource changes						
Premises related expenditure - Utilities Centralisation						(113)
Capital Charges						95
Corporate Support Charges Directorate Recharges						130
		- 1.			l	(37)
	reimbursements and contributions - Public Health F	-unding			l	(300)
Recharges to	other services - Reduction in recharges to Capital				i	144
					Ļ	
					}	(81)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(81)
<u></u>	***					,

## PLACE DISTRICT CENTRES AND REGENERATION REGENERATION DIRECTORATE

**COST CENTRE: C1127Q** 

						4
		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expendit	ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	135	1	15	151	12
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	2	-		2	-
	Third Party Payments	8	-	-	8	-
_	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	- 1	n/a
145	TOTAL EXPENDITURE	145	1	15	161	11
	Government Grants					
-		-	-	-	-	n/a
-	Other Grants, reimbursements and contributions		_	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
145	NET CONTROLLABLE COST	145	1	15	161	11
	Capital Charges					
	Capital Charges	-	-	-	·	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	470	-	- (470)	-	n/a
	Corporate support services bought in	179	-	(179)	-	(100)
179	TOTAL UNCONTROLLABLE COST	179	-	(179)	•	(100)
324	NET COST OF SERVICE	324	1	(164)	161	(50)
	Contributions to (Grans) Formanded Bosonies					· · · · · · · · · · · · · · · · · · ·
	Contributions to / (from) Earmarked Reserves	- [	-	-	-	n/a
-	Contributions to / (from) Capital 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
324	TOTAL NET EXPENDITURE	324	1	(164)	161	(50)
				(151)		(00)
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
						-
Strategic bud	get - agreed additional income / savings					
					ĺ	
1						
[					I	-
Other resource changes						
Corporate Support Charges						(179)
Minor Variations						15
						10
					l	
						(164)
						(104)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(164)
	· ··· · · · · · · · · · · · · · · · ·					(104)



#### SERVICE DESCRIPTION

The Safety Division comprise five teams - Partnership and Intelligence, Neighbourhood Operations, Public Protection, Licensing and Parking.

Partnership and Intelligence includes the development and implementation of the crime reduction strategy, the Borough CCTV team and the Environmental response Team, which clears graffiti and other enviro improvements.

The Neighbourhood Operations Team contains the Neighbourhood Safety service, which is split into 5 area teams focussing on enviro crime and ASB as well as the Environmental Enforcement Team which leads on prosecutions for enviro offences, highways offences and unauthorised encampments. The Public Protection Team includes the anti social behaviour team, food safety, health and safety, trading standards, pollution control and housing environmental health functions including enforcement relating to the licensing of privately rented properties (selective licensing). The Food Team ensures that food sold, offered and stored for sale and entering the borough is wholesome, fit for human consumption and properly labelled and described.

Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices. Pollution control deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The ASB Unit is responsible for implementing the council's statutory and partnership obligations relating to ASB.

The Licensing team secure the suitability of those premises where the council is the licensing or certifying authority to ensure the health and safety of those attending these premises, which includes alcohol licences, betting shops, special treatments, sex establishments, scrap metal, pet shops, etc. The team also processes licences for privately rented properties and issues highways licences such as scaffolding, skips, hoardings etc.

Parking Services are responsible for ensuring the free movement of traffic and availability of parking around the Borough. This includes on-street parking spaces, car parks and various parking permits. The Parking team is also responsible for enforcement of parking regulations and Blue Badges.

### **MOVEMENT IN NET EXPENDITURE**

	ORIGINAL	Variations	in Level of	ORIGINAL	
GOST	BUDGET	Expenditι	ıre on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1120Q Parking	(6,037)	23	(764)	(6,778)	12
C1121Q Public Protection	(1)	26	(115)	(90)	8,900
C1122Q Partnership & Intelligence Support	1,643	10	77	1,730	5
C1123Q Licensing	(131)	3	(60)	(188)	44
C1/124Q Neighbourhood Operations	1,375	15	(323)	1,067	(22)
TOTAL NET SPEND	(3,151)	77	(1,185)	(4,259)	35

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Parking	105.0	105.0	-
Public Protection	67.9	66.9	(1.0)
Partnership & Intelligence Support	26.0	26.0	-
Licensing	8.0	8.0	-
Neighbourhood Operations	30.0	30.0	-
TOTAL FTE STAFF	236.9	235.9	(1.0)

**COST CENTRE: C1130P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£0000's	£0000's	£000's	£000's	%
	Employees	9,047	89	59	9,195	2
	Premises related expenditure	615	-	(281)	334	(46)
	Supplies and Services	1,651	- 1	353	2,004	21
	Third Party Payments	269	-	(160)	109	(59)
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	260	-	(67)	193	(26)
2,219	Recharges from other services	2,208	-	(592)	1,616	(27)
14,491	TOTAL EXPENDITURE	14,050	89	(688)	13,451	(4)
_	Government Grants	- 1	-	-	-	n/a
	Other Grants, reimbursements and contributions	(141)	-	-	(141)	-
(14,663)	Customer and Client Receipts	(14,870)	(12)	(321)	(15,203)	2
-	Interest Receivable	-	- 1	-	-	n/a
(5,475)	Recharges to other services	(5,448)	-	-	(5,448)	
(20,880)	TOTAL INCOME	(20,459)	(12)	(321)	(20,792)	2
40.000			1	//>		
(6,389)	NET CONTROLLABLE COST	(6,409)	77	(1,009)	(7,341)	15
405	0 - 21-1 01-	1 405 [		40.1	- 44= 1	
	Capital Charges	105	-	10	115	10
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS		-	(400)	- 0.007	n/a
	Corporate support services bought in	3,153	-	(186)	2,967	(6)
3,297	TOTAL UNCONTROLLABLE COST	3,258	-	(176)	3,082	(5)
(3,092)	NET COST OF SERVICE	(3,151)	77	(1,185)	(4,259)	35
		'			<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
(0.000)	TOTAL NET EVENDETURE	(0.45)	1	/4 40-5	/	
(3,092)	TOTAL NET EXPENDITURE	(3,151)	77	(1,185)	(4,259)	35

**COST CENTRE: C1120Q** 

FORECAST   2016/17   DESCRIPTION   CA)   Expenditure on (A)   BUDGET   2017/18   (B)   (C)   (D)   (E) (	
2016/17         DESCRIPTION         2016/17 (A) (B) (C) £000's         Inflation (C) £000's         * Other (D) £000's           3,334         Employees         3,449         33         2         3,484           244         Premises related expenditure         374         -         (185)         189           809         Supplies and Services         809         -         282         1,091           186         Third Party Payments         46         -         (32)         14           -         Transfer Payments         -         -         -         -           87         Transport related expenditure         111         -         (24)         87           783         Recharges from other services         783         -         (272)         511           5,443         TOTAL EXPENDITURE         5,572         33         (229)         5,376	CHANGE (E) %
£000's         (A) £000's         (B) £000's         (C) £000's         (D) £000's           3,334 Employees         3,449         33         2         3,484           244 Premises related expenditure         374         -         (185)         189           809 Supplies and Services         809         -         282         1,091           186 Third Party Payments         46         -         (32)         14           -         Transfer Payments         -         -         -         -           87 Transport related expenditure         111         -         (24)         87           783 Recharges from other services         783         -         (272)         511           5,443 TOTAL EXPENDITURE         5,572         33         (229)         5,376	(E) %
£000's         £000's<	<u>%</u>
3,334       Employees       3,449       33       2       3,484         244       Premises related expenditure       374       -       (185)       189         809       -       282       1,091         186       Third Party Payments       46       -       (32)       14         -       Transfer Payments       -       -       -       -         783       Recharges from other services       783       -       (272)       511         5,443       TOTAL EXPENDITURE       5,572       33       (229)       5,376	1
809       Supplies and Services       809       -       282       1,091         186       Third Party Payments       46       -       (32)       14         -       Transfer Payments       -       -       -       -         87       Transport related expenditure       111       -       (24)       87         783       Recharges from other services       783       -       (272)       511         5,443       TOTAL EXPENDITURE       5,572       33       (229)       5,376	(49
186       Third Party Payments       46       -       (32)       14         -       Transfer Payments       -       -       -       -         87       Transport related expenditure       111       -       (24)       87         783       Recharges from other services       783       -       (272)       511         5,443       TOTAL EXPENDITURE       5,572       33       (229)       5,376	, , , ,
- Transfer Payments (24) 87 783 Recharges from other services 783 - (272) 511 5,443 TOTAL EXPENDITURE 5,572 33 (229) 5,376	35
87       Transport related expenditure       111       -       (24)       87         783       Recharges from other services       783       -       (272)       511         5,443       TOTAL EXPENDITURE       5,572       33       (229)       5,376	(70
783         Recharges from other services         783         -         (272)         511           5,443         TOTAL EXPENDITURE         5,572         33         (229)         5,376	n/a
5,443 TOTAL EXPENDITURE 5,572 33 (229) <b>5,376</b>	(22
	(35
- IGovernment Grants	(4
	n/a
- Other Grants, reimbursements and contributions	n/a
(13,284) Customer and Client Receipts (13,234) (10) (276) (13,520)	·
- Interest Receivable	n/a
- Recharges to other services	n/a
(13,284) <b>TOTAL INCOME</b> (13,234) (10) (276) <b>(13,520</b> ]	2
(7,841) <b>NET CONTROLLABLE COST</b> (7,662) 23 (505) <b>(8,144</b> )	6
93   Capital Charges   93   - (7)   <b>86</b>	(8)
- Deferred/Intangible Charges	n/a
- REFCUS	n/a
1,559   Corporate support services bought in 1,532 - (252) 1,280	(16)
1,652 TOTAL UNCONTROLLABLE COST 1,625 - (259) 1,366	(16)
(6,189) <b>NET COST OF SERVICE</b> (6,037) 23 (764) <b>(6,778)</b>	12
- Contributions to / (from) Earmarked Reserves	
- Contributions to / (from) Earmarked Reserves	n/a
-   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	n/a
	1
(6,189) <b>TOTAL NET EXPENDITURE</b> (6,037) 23 (764) <b>(6,778)</b>	12
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	COOOL
Strategic budget - agreed pressures / service demands	£000's
Stategis Basget agreed prosource 7 cervice demande	
Strategic budget - agreed additional income / savings	
Additional P&D and Permit Income from New CPZ (Controlled Parking Zone) schemes.  Efficiencies delivered through implementation of postal tracking software.	(64)
Emolenoles delivered through implementation of postal tracking software.	(30)
	(94)
Other resource changes	1
Capital Charges	(7)
Corporate Support Charges	(252)
	(272)
Directorate Recharges	(129)
Directorate Recharges Customer and Client Receipts - Additional income delivered through P & D replacement programme.	(10)
Directorate Recharges	ı '''
Directorate Recharges Customer and Client Receipts - Additional income delivered through P & D replacement programme.	(10)
Directorate Recharges Customer and Client Receipts - Additional income delivered through P & D replacement programme.	
Directorate Recharges Customer and Client Receipts - Additional income delivered through P & D replacement programme.	(670)

**COST CENTRE: C1121Q** 

FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL BUDGET	%
2016/17	  DESCRIPTION	2016/17	Inflation	ure on (A)  * Other	2017/18	% CHANGE
2010/17	BEGGINI HON	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	2,662	26	(88)	2,600	(2)
	Premises related expenditure	129	-	(21)		(16
	Supplies and Services	156	-	22	178	14
	Third Party Payments Transfer Payments	26	_	(11)	15	(42) n/a
	Transport related expenditure	42	_	(31)	11	(74)
	Recharges from other services	652	-	(161)	491	(25)
	TOTAL EXPENDITURE	3,667	26	(290)	3,403	(7)
_	Government Grants	-		-	_	n/a
(139)	Other Grants, reimbursements and contributions	(140)	_	- 1	(140)	-
(262)	Customer and Client Receipts	(362)	-	-	(362)	-
	Interest Receivable	-	-		-	n/a
, ,	Recharges to other services	(3,765)	-	-	(3,765)	
(4,166)	TOTAL INCOME	(4,267)	_		(4,267)	-
(744)	NET CONTROLLABLE COST	(600)	26	(290)	(864)	44
4	Capital Charges	4	_	- 1	4	
-	Deferred/Intangible Charges	-	_	_	_	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	595	-	175	770	29
603	TOTAL UNCONTROLLABLE COST	599	-	175	774	29
(4.44)	NET COST OF SERVICE	(4)	200	/44E\	(00)	0.000
(141)	NET COST OF SERVICE	(1)	26	(115)	(90)	8,900
-	Contributions to / (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	-	<u>-</u>	-		n/a
_	TOTAL APPROPRIATIONS	l	-	-	-	n/a
(141)	TOTAL NET EXPENDITURE	(1)	26	(115)	(90)	8,900
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
Strategic bud	get - agreed pressures / service demands					_
						_
					-	-
Ctroto =!- !- !	not parond additional income / and income					
Strategic bud	get - agreed additional income / savings					
					ļ	-
1						-
						-
Other resource	e changes				ŀ	<u>-</u>
Corporate Su	pport Charges					175
Directorate R	echarges					(161)
	penditure - Eyes and Ears Phase 2 Realignments					(88)
Other minor v	anauons					(41)
					-	(115)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(115)
						(1.0)

# PLACE SAFETY PARTNERSHIP & INTELLIGENCE SUPPORT

**COST CENTRE: C1122Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,109	11	12	1,132	- 2
	Premises related expenditure	3	-	(1)	2	(33
946	Supplies and Services	404	-	(45)	359	(1 <sup>-</sup>
-	Third Party Payments	-	_	- 1	-	n/
-	Transfer Payments	-	-	-	_	n/
	Transport related expenditure	49	_	(8)	41	(16
	Recharges from other services	334	_	(57)	277	(17
	TOTAL EXPENDITURE	1,899	11	(99)	1,811	
		1,099		(99)	1,011	(
	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	-	-	-	-	n,
(109)	Customer and Client Receipts	(132)	(1)	-	(133)	•
-	Interest Receivable	-	-	-	-	n/
(351)	Recharges to other services	(324)	-	· - I	(324)	_
(1.061)	TOTAL INCOME	(456)	(1)	_	(457)	(
(1,001)	TOTAL INCOME	(450)	(1)		(457)	
	I	T	-	1	· · · · · · · · · · · · · · · · · · ·	
1,457	NET CONTROLLABLE COST	1,443	10	(99)	1,354	(6
_	Capital Charges	<del></del>		20	20	
	Deferred/Intangible Charges	- I	-		20	n/
		-	-	- 1	-	n/
	REFCUS	-	-	-	-	n/
	Corporate support services bought in	200		156	356	
208	TOTAL UNCONTROLLABLE COST	200	-	176	376	88
1,665	NET COST OF SERVICE	1,643	10	77	1,730	5
	Contain the contain the last the contain t					
	Contributions to / (from) Earmarked Reserves	- [	-	-	-	n/
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-		-		n/:
-	TOTAL APPROPRIATIONS	-	-	-	-	n/
1,665	TOTAL NET EXPENDITURE	1,643	10	77	1,730	
OTHER VAL	DIATIONS IN LEVEL OF EVENDITURE				Г	00001
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands		-			£000's
strategic budy	get - agreeu pressures / service demands					
					Ļ	
					ļ	
	get - agreed additional income / savings				,	
Staff savings	through restructure of CCTV Team and other assoc	iated costs			İ	(65
					T I	(65
ther resourc	e changes				ŀ	
apital Charg						20
	pport Charges				l	156
irectorate Re					1	(57
ther minor v					l	23
ALION TIMEOT V						23
					ĺ	
					Ī	142
OTAL OTHE	ER VARIATIONS IN RESOURCE					77
	<del></del>					

**COST CENTRE: C1123Q** 

FORECAST		ORIGINAL BUDGET	Expenditu		ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
COOO's		(A) £000's	(B)	(C)	(D)	(E)
£000's	Employees	318	£000's	£000's (8)	£000's	<u>%</u> (2
	Premises related expenditure	46	-	(19)	27	(4
222	Supplies and Services	204	· -	(24)	180	(12
	Third Party Payments	20	-	-	20	` <del>-</del>
	Transfer Payments		-		-	n/
	Transport related expenditure Recharges from other services	4   79	-	- (13)	4 66	- (4)
	TOTAL EXPENDITURE	1				(16
		671	3	(64)	610	(9
	Government Grants Other Grants, reimbursements and contributions	(1)	-	-	- (4)	n/
	Customer and Client Receipts	(905)	-	_	(1) (905)	-
	Interest Receivable	(555)	_	_	(000)	n/
(7)	Recharges to other services	(7)	-	-	(7)	
(798)	TOTAL INCOME	(913)		1	(913)	-
		I.				
(65)	NET CONTROLLABLE COST	(242)	3	(64)	(303)	2
_	Capital Charges	<u> </u>	-	-	-	n/
-	Deferred/Intangible Charges	-	-	-	-	n/
	REFCUS	-	-	-	-	n/
	Corporate support services bought in	111	-	4	115	
111	TOTAL UNCONTROLLABLE COST	111	-	4	115	
46	NET COST OF SERVICE	(131)	3	(60)	(188)	44
<u>-</u> T	Contributions to / (from) Earmarked Reserves			_	- 1	n/
	Contributions to / (from) Capital Reserves:	-	-	· _	-	n/
-	Financing of Capital Expenditure	-	-	-	-	n/
- !	Provision for Repayment of External Loans	-	-	-	-	n/
1	Contribution to / (from) General Balances	-	-	-	-	n/
	TOTAL APPROPRIATIONS	-	-	-	•	n/
-		(131)	3	(60)	(188)	
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	(131)	3		(188)	
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	(131)	3		(188)	44
46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	(131)	3		(188)	44
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	(131)	3		(188)	£000's
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	(131)	3		(188)	£000's
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	(131)	3		(188)	£000's
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	(131)	3		(188)	£000's
46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	(131)	3		(188)	£000's
- 46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	(131)	3		(188)	£000's
46 OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	(131)	3		(188)	£000's
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  waste cost review	(131)	3		(188)	£000's
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  waste cost review	(131)	3		(188)	£000's
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges	(131)	3		(188)	£000's  £000's
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20
Trategic bude urrey Street orporate Suriectorate Re	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20
OTHER VAI	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20
Trategic bude urrey Street	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20 4 (13 (31
Trategic bude trategic bude urrey Street ther resource proporate Supercetorate Resource are the supercetorate Resource Resource Resource Resource Resource Resource Resource Resource Reso	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings waste cost review  se changes pport Charges echarges	(131)	3		(188)	£000's  £000's  (20

# PLACE SAFETY NEIGHBOURHOOD OPERATIONS

**COST CENTRE: C1124Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		re on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
0000:		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,509	16	141	1,666	10
	Premises related expenditure	63		(55)	8	(87)
	Supplies and Services	78	-	118	196	151
	Third Party Payments Transfer Payments	177	-	(117)	60	(66)
- 55	Transport related expenditure		-	(4)	-	n/a
	Recharges from other services	54 360	-	(4)	50	(7)
		†	<del>-</del>	(89)	271	(25)
2,375	TOTAL EXPENDITURE	2,241	16	(6)	2,251	0
	Government Grants	-		-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(218)	Customer and Client Receipts	(237)	(1)	(45)	(283)	19
-	Interest Receivable	-	-	-	- 1	n/a
(1,352)	Recharges to other services	(1,352)	-	-	(1,352)	
(1.571)	TOTAL INCOME	(1,589)	(1)	(45)	(1,635)	3
(1,011)		(1,000)	('/	(10)	(1,000)	<u> </u>
804	NET CONTROLLABLE COST	652	15	(51)	616	(6)
		l		(/		
8	Capital Charges	8	-	(3)	5	(38)
-	Deferred/Intangible Charges	-	-	- 1	-	n/a
	REFCUS	-	-	-	-	n/a
715	Corporate support services bought in	715	-	(269)	446	(38)
723	TOTAL UNCONTROLLABLE COST	723	-	(272)	451	(38)
		1				
1,527	NET COST OF SERVICE	1,375	15	(323)	1,067	(22)
_	Contributions to / (from) Earmarked Reserves		_			n/a
_	Contributions to / (from) Capital Reserves:	_	_	_	_ [ ]	n/a
_	Financing of Capital Expenditure	_ [	_	· _ [ ]		
_	Provision for Repayment of External Loans	<u> </u>	_	_	_ [	n/a
_	Contribution to / (from) General Balances	_	_	_ [	_ [ ]	n/a n/a
-	TOTAL APPROPRIATIONS	_	-	_	-	n/a
1,527	TOTAL NET EXPENDITURE	1,375	15	(323)	1,067	(22)
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				· · · · · · · · · · · · · · · · · · ·	00001-
	get - agreed pressures / service demands					£000's
atogio bad	go. ag. oog procedice recition delitation					
					ŀ	
Strategic bud	get - agreed additional income / savings				}	
	Notices - increase in number of notices issued.				ļ	(45)
ca i criaity					ĺ	(40)
					I	
					1	
					ŀ	(45)
Other resource	e changes				}	(40)
Capital Charg						(3)
	pport Charges					(269)
irectorate R					l	(89)
	penditure - Eyes and Ears Phase 2 Realignments					141
	enditure - Energy Costs Centralisation					
other minor v						(55)
, a los minios V	anatono					(3)
					ŀ	(278)
				<u> </u>		(210)
OTAL OTH	ER VARIATIONS IN RESOURCE					(323)
						,,



# PLACE PLACE DIRECTORATE SUMMARY

## **SERVICE DESCRIPTION**

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

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

MOVEMENT IN NET EXPENDITURE

COST	ORIGINAL BUDGET	Variations Expenditu	in Level of ire on (A)	ORIGINAL BUDGET	%
GENTRE SERVICE	2016/17 (A) £000's	Inflation (B) £000's	Other (C)	2017/18 (D)	CHANGE (E)
C11000. Place Directorate	-	3	£000's (3)	£000's	%_ n/a
TOTAL NET SPEND	-	3	(3)		-

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Place Directorate	1.0	1.0	-
TOTAL FTE STAFF	1.0	1.0	

**COST CENTRE: C1100P** 

S   Premises related expenditure   5							
2016/17   DESCRIPTION							_,
E0009			1				
E000's   E000's   E000's   E000's   E000's   Section	2010/17	DESCRIPTION	1				
298   Employees	£000's						
S   Premises related expenditure   5	298				(185)		(51)
225   Third Party Payments			1	-			(3,200
- Transfort Payments			1	1	(931)		(94)
- Transport related expenditure			225	-	-	225	-,
S2   Recharges from other services   52   -   -   52   -   -   52   -   -   52   -   -   52   -   -   52   -   -   52   -   -   53   56   (75   56   C75   56   C75   56   C75   56   C75   56   C75   56   C75   57   57   57   57   57   57   5			_	_	_	-	
643   TOTAL EXPENDITURE			52	_	_	52	- 11/6
Government Grants   Gove			1	3	(1 276)		(78)
(56)   Other Grants, reimbursements and contributions   Customer and Clear Receipts   (5)   - 5   - 5   (100			1,020		(1,210)		
Customer and Client Receipts   (5)	(56)				_	_ [	
-   Interest Receivable   -   -   -   -   -     -			(5)	_	5	-	(100)
(1,767)   TOTAL INCOME			-	-	-	-	n/a
(1,124)   NET CONTROLLABLE COST   (87)   3   (168)   (252)   190	(1,711)	Recharges to other services	(1,711)	<u>-</u>	1,103	(608)	(64)
- Capital Charges	(1,767)	TOTAL INCOME	(1,716)	-	1,108	(608)	(65)
- Capital Charges							
Deferred/Intangible Charges	(1,124)	NET CONTROLLABLE COST	(87)	3	(168)	(252)	190
Deferred/Intangible Charges				-	·		
REFCUS			-	-	8	8	n/a
1,008   Corporate support services bought in   87			-	-	-	-	n/a
1,008   TOTAL UNCONTROLLABLE COST			-	-	-	-	n/a
(116)   NET COST OF SERVICE   -   3   (3)   -				<u>-</u> _			
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	1,008	TOTAL UNCONTROLLABLE COST	87	-	165	252	190
- Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances			1				
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	(116)	NET COST OF SERVICE	-	3	(3)	-	n/a
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances		0-11-1-11	T				
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances			l - [	-	-	-	n/a
- Provision for Repayment of External Loans - Contribution to / (from) General Balances	]		<u> </u>	-	_	_	
- Contribution to / (from) General Balances	- 1		-	_	_	-	
TOTAL APPROPRIATIONS	_		-	-	_	-	n/a
Composite Support Charges	-	TOTAL APPROPRIATIONS	-		-	-	n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands							
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands	(116)	TOTAL NET EXPENDITURE	-	3	(3)	-	n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  Strategic budget - agreed pressures / services - Realignment of directorate recharges 157 (160 Recharges to Other Services - Realignment of directorate recharges 1,103 Employees - Digital And Enabling Savings (183 Other minor variations		Entropy Control of the Control of th				<u>-</u>	****
Strategic budget - agreed additional income / savings  Other resource changes Capital Charges Capital Charges 8 Corporate Support Charges 157 Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  (33 (33)	* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations	Strategic bud	get - agreed pressures / service demands					
Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations							
Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations							
Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations							
Other resource changes Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations						•	-
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163	Strategic bude	get - agreed additional income / savings				İ	
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Capital Charges Corporate Support Charges Supplies and Services - Centralisation of Insurance Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings Other minor variations  8 8 157 160 160 160 160 160 163 163 163							
Corporate Support Charges Supplies and Services - Centralisation of Insurance (931 Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges Employees - Digital And Enabling Savings (183 Other minor variations 3 (3)	-						
Supplies and Services - Centralisation of Insurance (931) Premises - Fixed Fee Centralisation (160) Recharges to Other Services - Realignment of directorate recharges 1,103 Employees - Digital And Enabling Savings (183) Other minor variations 3 (3)							8
Premises - Fixed Fee Centralisation Recharges to Other Services - Realignment of directorate recharges  Employees - Digital And Enabling Savings  Other minor variations  (160) 1,103 (183) (183) (3)							
Recharges to Other Services - Realignment of directorate recharges  Employees - Digital And Enabling Savings  Other minor variations  1,103  (183)  (3)							
Employees - Digital And Enabling Savings Other minor variations  (183  3  (3)			ges				
Other minor variations 3 (3)	Employees - [	Digital And Enabling Savings	•				(183)
							3
TOTAL OTHER VARIATIONS IN RESOURCE (3)						[	(3)
TOTAL OTHER VARIATIONS IN RESOURCE (3)							
	TOTAL OTHE	R VARIATIONS IN RESOURCE					(3)

# RESOURCES

# CONTENTS

		Page
DEPARTI	MENT OVERVIEW	REDS1
DEPARTI	MENT SUMMARY	REDS2
DEPARTI	MENT SUBJECTIVE SUMMARY	REDS3
DIVISION	AND SERVICE REVENUE BUDGETS	
FINANCE,	INVESTMENT AND RISK Finance, Investment And Risk Summary Financial Services Insurance, Risk and CPO Summary Treasury & Pensions Asset Management Coroners	RED 1.1 RED 1.2 RED 1.3 RED 1.4 RED 1.5 RED 1.6 RED 1.7
CUSTOM	ER AND CORPORATE SERVICES	RED 2.1
COSTOMI	Customer and Corporate Services Summary Facilities Management Finance Service Centre Revenues and Benefits Contact Centre Transformation Information Communication Technology Business Support Customer Services Housing Benefits	RED 2.1 RED 2.2 RED 2.3 RED 2.4 RED 2.5 RED 2.6 RED 2.7 RED 2.8 RED 2.9 RED 2.10 RED 2.11
COMMISS	CONING AND IMPROVEMENT Commissioning and Improvement Summary Transport Provision Non - CI Projects Equalities and Social Inclusion Corporate Planning Strategy and Performance Procurement and Commissioning Place Support Croydon Transport Service (CTS) Summary CI Services Children Families and Learning CI Services Adult Services Health and Housing	RED 3.1 RED 3.2 RED 3.3 RED 3.4 RED 3.5 RED 3.6 RED 3.7 RED 3.8 RED 3.9 RED 3.10 RED 3.11 RED 3.12
HUMAN R	ESOURCES	RED 4.1
	Human Resources Summary HR Consultancy Summary Health and Wellbeing Director of Human Resources	RED 4.2 RED 4.3 RED 4.4 RED 4.5
GOVERNA	ANCE	RED 5.1
	Governance Summary Governance Team Democratic Electoral	RED 5.2 RED 5.3 RED 5.4 RED 5.5
LEGAL	Legal Summary	RED 6.1 RED 6.2
SUBSIDIS	ED TRAVEL SUMMARY Subsidised Travel Summary	RED 7.1 RED 7.2
RESOURC	ES DIRECTORATE SUMMARY Resources Directorate Summary	RED 8.1 RED 8.2
CHIEF EXI	CUTIVE OFFICE - STRATEGY AND PARTNERSHIP Chief Executive Office - Strategy and Partnership Summary Communications and Engagement Mayoral Leaders Office Organisational Development Chief Executives Office Corporate Learning and Development Voluntary Sector Civic Event Fund	RED 9.1 RED 9.2 RED 9.3 RED 9.5 RED 9.6 RED 9.7 RED 9.8 RED 9.9 RED 9.10

### **KEY SERVICE TARGETS / PRIORITIES FOR 2017/18**

The Resources Department is an integral part of Croydon Council and supports the full spectrum of service activity across the borough. In particular, the Resources department plays a key role in providing enabling services to the rest of the council and ensuring we deliver Value for Money services. The key priorities for 2017/18 are;

- Continue to support the organisation to deliver VFM and manage its reducing budget
- Transform the back office services to continue to make them more efficient and effective
- · Lead on reviewing our third party contracts to ensure they are delivering effectively and our model of contract management is effective
- Further improve collection rates on Council tax and Business rates so strive to be in the top quartile in London
- Lead on the Managing Demand Programme for the council
- Procure a new single partner for legal support whilst moving more legal work in house
- Review our Governance processes to ensure we take a risk base approach to decision making

# FINANCIAL PERFORMANCE

## GOST CENTRE: C1600N

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2015/16	2016/17	2016/17	2017/18	CHANGE
	£000	£000	£000	£000	%
Employees	54,183	36,537	35,950	38,992	8
Premises related expenditure	9,784	9,035	8,758	10,219	17
Supplies and Services	42,684	7,842	20,822	9,609	(54)
Third Party Payments	21,895	28,407	25,020	27,380	9
Transfer Payments	267,777	277,700	277,887	277,869	(0)
Transport related expenditure	285	7,962	7,118	5,949	(16)
Capital Charges	7,156	3,136	3,067	2,990	(3)
Deferred/Intangible Charges	-	3,651	3,651	4,540	24
REFCUS	12,002	-	-	-	n/a
Corporate support services bought in	-	(39,596)	(40,956)	(38,082)	(7)
Recharges (to) / from other services	(57,383)	(10,386)	(11,495)	(12,892)	12
TOTAL EXPENDITURE	358,383	324,288	329,822	326,574	(1)
Government Grants	(277,662)	(276,884)	(276,792)	(276,773)	(0)
Other Grants, reimbursements and contributions	- 1	(6,826)	(6,634)	(6,230)	(6)
Fees and Charges	(4,097)	-	-	-	n/a
Customer and Client Receipts	(20,436)	(10,511)	(11,792)	(9,428)	(20)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(302,195)	(294,221)	(295,218)	(292,431)	(1)
NET EXPENDITURE	56,188	30,067	34,604	34,143	(1)
	(0.074)		(4.007)		***
Contributions to / (from) Reserves	(6,274)	-	(1,627)	-	(100)
CURRENT BUDGET	36,281		32,084		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	13,633		893		

### **TOP FINANCIAL RISKS 2017/18**

- 1. Delivery of savings targets for 2017/18
- 2. Capacity to support change across the organisation
- 3. Demand for services such as SEN transport

RESOURCES DEPARTMENT SUMMARY

## **CABINET MEMBER**

Councillor Simon Hall	Cabinet Member for Finance and Treasury
Councillor Mark Watson	Cabinet Member for Economy and Jobs
Councillor Hamida Ali	Cabinet Member for Communities Safety and Justice

# **DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director of Resources and s151 Officer	61848
Lisa Taylor	Director of Finance, Investment and Risk (Deputy S151 Officer)	61438
Graham Cadle	Director of Customer and Corporate Services	63295
Sarah Ireland	Director of Commissioning and Improvement	62070
Tricia Palmer	Interim Director of HR	61616
Simon Maddocks	Director of Governance	65573
Jacqueline Harris- Baker	Acting Director of Law & Monitoring Officer	62328
Vacant	Director of Strategy and Partnerships	

COST	
CENTRE	DIVISION
C1600P	Finance, Investment and Risk
C1605P	Customer and Corporate Services
C1610P	Commissioning and Improvement
C1620P	Human Resources
	Governance
	Legal
C1635P	Subsidised Travel
C1655P	Resources Directorate
C1625P	Chief Executive Office - Strategy and Partnership

# MOVEMENT IN SERVICE NET EXPENDITURE

		ORIGINAL	Variations in	l evel of	ORIGINAL	
FORECAST		BUDGET	Expenditur		BUDGET	%
2016/17	DIVISION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
8,110	Finance, Investment and Risk	6,610	43	(5,138)	1,515	(77)
(1,890)	Customer and Corporate Services	(1,853)	277	5,506	3,930	(312)
6,459	Commissioning and Improvement	5,133	115	2,956	8,204	60
257	Human Resources	250	13	(300)	(37)	(115)
4,029	Governance	3,515	23	(643)	2,895	`(18)
(1,044)	Legal	(647)	13	(84)	(718)	`11 <sup>°</sup>
16,151	Subsidised Travel	16,151	-	(553)	15,598	(3)
-	Resources Directorate	- 1	-	77	77	n/a
905	Chief Executive Office - Strategy and Partnership	908	24	1,747	2,679	195
32,977	TOTAL NET SPEND	30,067	508	3,568	34,143	14

# STAFF ESTABLISHMENT NUMBERS

		ORIGINAL	ORIGINAL	CHANGE
DIVISION		BUDGET	BUDGET	IN
		2016/17	2017/18	FTE
		FTE STAFF	FTE STAFF	FTE STAFF
Finance, Investment and Risk		85.5	77.5	(8.0)
Customer and Corporate Services	ł	575.0	609.9	34.9
Commissioning and Improvement		88.9	108.6	19.7
Human Resources		27.9	24.4	(3.5)
Governance		32.9	31.2	(1.7)
Legal		25.1	33.6	8.5
Subsidised Travel		-	-	-
Resources Directorate		-	1.0	1.0
Chief Executive Office - Strategy and Partnership		45.7	43.9	(1.8)
TOTAL FTE STAFF	ŀ	881.0	930.1	49.1

		ORIGINAL		in Level of	ORIGINAL		
FORECAST		BUDGET		ure on (A)	BUDGET	%	
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE	
		(A)	(B)	(C)	(D)	(E)	
£000's		£000's	£000's	£000's	£000's	%	
	Employees	36,537	366	2,089	38,992	7	
	Premises related expenditure	9,035	-	1,184	10,219	13	
	Supplies and Services	7,842	116	1,651	9,609	23	
	Third Party Payments	28,407	-	(1,027)		(4)	
	Transfer Payments	277,700	-	169	277,869	0	
	Transport related expenditure	7,962	60	(2,073)	5,949	(25)	
	Recharges from other services	249		(437)	(188)	(176)	
	TOTAL EXPENDITURE	367,732	542	1,556	369,830	1	
	Government Grants	(276,884)	-	111	(276,773)	(0)	
	Other Grants, reimbursements and contributions	(6,826)	-	596	(6,230)	(9)	
	Customer and Client Receipts	(10,511)	(34)	1,117	(9,428)	(10)	
1	Interest Receivable	-	-	-	-	n/a	
	Recharges to other services	(10,635)		(2,069)	(12,704)	19	
(309,014)	TOTAL INCOME	(304,856)	(34)	(245)	(305,135)	0	
		1 1					
68,842	NET CONTROLLABLE COST	62,876	508	1,311	64,695	3	
2.067	Canital Charges	2 426 [		(1.46)	2 000	(5)	
	Capital Charges	3,136	-	(146)	2,990	(5)	
	Deferred/Intangible Charges REFCUS	3,651	-	889	4,540	24	
	Corporate support services bought in	(39,596)	-	- 1,514	(38,082)	n/a (4)	
	TOTAL UNCONTROLLABLE COST	(32,809)		2,257	(30,552)	(7)	
(04,200)	TOTAL GROON ROLLABLE GOOT	(32,000)		2,201	(30,332)	(1)	
34,604	NET COST OF SERVICE	30,067	508	3,568	34,143	14	
		<u>'</u>				·	
(1,627)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a	
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a	
-	Financing of Capital Expenditure	-	-	-	-	n/a	
-	Provision for Repayment of External Loans	-	-	-	-	n/a	
-	Contribution to / (from) General Balances		-	~	-	n/a	
(1,627)	TOTAL APPROPRIATIONS	-	-	-	-	n/a	
32,977	TOTAL NET EXPENDITURE	30,067	508	3,568	34,143	14	
+ OTHER WAL	DIATIONS IN LEVEL OF EVDENDITUDE					£000's	
OTHER VA	* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						
Strategic budg	Strategic budget - agreed pressures / service demands						
Strategic budg	Strategic budget - agreed additional income / savings						
Other resource	Other resource changes						
TOTAL OTH	ER VARIATIONS IN RESOURCE					3,568	

### RESOURCES FINANCE, INVESTMENT AND RISK

### SERVICE DESCRIPTION

#### The Finance, Investment and Risk consists of 4 service areas;

Financial Services; Pensions and Treasury; Asset Management and Risk, Insurance and Business Continuity;

#### Financial Services

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

#### Insurance, Risk and CPO

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

#### Pensions and Treasury

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

#### Asset Management

To provide commercial property advice; To ensure that 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.

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

	ORIGINAL	Variations in Level of		ORIGINAL	
COST	BUDGET	Expenditu	ıre on (A)	BUDGET	%
GENTIRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
©1602Q Financial Services	1,672	29	(1,318)	383	(77)
©1,606Q Insurance, Risk and CPO	308	6	(314)	-	(100)
©1608@ Treasury and Pensions	490	7	(504)	(7)	(101)
C1610Q Asset Management	3,862	1	(3,117)	746	(81)
G1642Q Coroners	278	-	115	393	41
TOTAL NET SPEND	6,610	43	(5,138)	1,515	(77)

### STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Financial Services	59.5	53.8	(5.7)
Insurance, Risk and CPO	10.0	9.0	(1.0)
Treasury and Pensions	11.0	8.7	(2.3)
Asset Management	5.0	6.0	1.0
Coroners	-	-	-
TOTAL FTE STAFF	85.5	77.5	(8.0)

**COST CENTRE: C1600P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
<b>FORECAST</b>		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	4,678	43	(563)	4,158	(11)
	Premises related expenditure	5,102	-	(282)	4,820	(6)
	Supplies and Services	(392)	2	3,369	2,979	(860)
	Third Party Payments	315	-	68	383	22
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	2	-	-	2	-
61	Recharges from other services	278	-	(278)	-	(100)
12,952	TOTAL EXPENDITURE	9,983	45	2,314	12,342	24
	Government Grants	-	-	_	-	n/a
	Other Grants, reimbursements and contributions	(809)	-	317	(492)	(39)
	Customer and Client Receipts	(3,672)	(2)	(691)	(4,365)	19
	Interest Receivable	-	-	-	-	n/a
(1,679)	Recharges to other services	(450)		(1,022)	(1,472)	227
(4,916)	TOTAL INCOME	(4,931)	(2)	(1,396)	(6,329)	28
		,				
8,036	NET CONTROLLABLE COST	5,052	43	918	6,013	19
102	Capital Charges	561		(174)	387	(24)
	Deferred/Intangible Charges	99	_ [	(94)	5	(31)
	REFCUS	99	_ [	(34)		(95) n/a
	Corporate support services bought in	898	_	(5,788)	(4,890)	(645)
	TOTAL UNCONTROLLABLE COST	1,558	-	(6,056)	(4,498)	(389)
8,110	NET COST OF SERVICE	6,610	43	(5,138)	1,515	(77)
	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	<u> </u>	_	<u> </u>	[ ]	n/a n/a
1	TOTAL APPROPRIATIONS				<del></del>	
-	TOTAL AFFROMIATIONS	-	-	-	-	n/a
8,110	TOTAL NET EXPENDITURE	6,610	43	(5,138)	1.515	(77)

(1,318)

# RESOURCES FINANCE, INVESTMENT AND RISK FINANCIAL SERVICES

TOTAL OTHER VARIATIONS IN RESOURCE

**COST CENTRE: C1602Q** 

	T	ORIGINAL	Variations	in Level of	ORIGINAL		
FORECAST	-	BUDGET		ire on (A)	BUDGET	%	
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE	
		(A)	(B)	(C)	(D)	(E)	
£000's		£000's	£000's	£000's	£000's	%	
	Employees	2,999	29	(375)	2,653	(12	
	Premises related expenditure	-	-	-	-	n/	
	Supplies and Services	56	-	23	79	4	
-	Third Party Payments Transfer Payments	-	-	-	-	n/	
_	Transport related expenditure		_	_	-	n/ n/	
_	Recharges from other services	_ [	_	_		n/	
3 192	TOTAL EXPENDITURE	3,055	29	(352)	2,732	(1:	
	Government Grants			- (002)		<u></u>	
(66)	Other Grants, reimbursements and contributions	(66)	_	29	(37)	(44	
	Customer and Client Receipts	'-'	_		-	n/	
	Interest Receivable	-	-	-	-	n.	
(345)	Recharges to other services	(345)	_	125	(220)	(36	
(411)	TOTAL INCOME	(411)		154	(257)	(3	
	I	1					
2,781	NET CONTROLLABLE COST	2,644	29	(198)	2,475	(6	
-	Capital Charges	- 1	-	- 1	. 1	n/	
_	Deferred/Intangible Charges	-	-	-	-	n/	
	REFCUS	_	-	-	-	n,	
(972)	Corporate support services bought in	(972)		(1,120)	(2,092)	118	
(972)	TOTAL UNCONTROLLABLE COST	(972)	-	(1,120)	(2,092)	11:	
1,809	NET COST OF SERVICE	1,672	29	(1,318)	383	(7	
-	Contributions to / (from) Earmarked Reserves		-	- 1		n/	
_	Contributions to / (from) Capital Reserves:		-	-	· <b>-</b>	n/	
-	Financing of Capital Expenditure		-	-	-	n/	
-	Provision for Repayment of External Loans	-	-	-	- [	n/	
-	Contribution to / (from) General Balances	-	-	-		n	
-	TOTAL APPROPRIATIONS	-	-	-		n,	
1,809	TOTAL NET EXPENDITURE	1,672	29	(1,318)	383	(77	
1,009	TOTAL RET EXPENDITORE	1,072	29	(1,310)	303	(7)	
	RIATIONS IN LEVEL OF EXPENDITURE					£000's	
trategic bud	get - agreed pressures / service demands						
		•				•	
						-	
						•	
rategic bud	get - agreed additional income / savings						
						-	
eletion of the	e vacant elements of 3 posts (equivalent to 1 FTE)					(4:	
						-	
						-	
					-	(4:	
ther resourc	ce changes				ŀ		
alation of	sate from staffing atmesters and acceptant					(6:	
eletion of posts from staffing structure under voluntary severance scheme							
posts realigned to other services eduction in recharges to other services to reflect reduced staffing costs							
	recharges to other services to reflect reduced stam proprate support services bought in	ng costs				154 (1,120	
JOGGE III OC	Siporate support services bought III					(1,126	
						(1,273	

# RESOURCES FINANCE, INVESTMENT AND RISK INSURANCE, RISK AND CPO SUMMARY

**COST CENTRE: C1606Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
5000,0		(A) £000's	(B) £000's	(C) £000's	(D)	(E)
£000's	Employees	560	£000's		£000's	%
	Premises related expenditure	360	ь	(30) 30	536 30	(4
	Supplies and Services	(745)	_	3,392	2,647	n/a
	Third Party Payments	(/43)	_	2,392	2,047	(455
	Transfer Payments	_	_	_	_	n/a n/a
	Transport related expenditure	1 1	_	1	2	100
	Recharges from other services	_ [	_			n/a
	TOTAL EXPENDITURE	(184)	6	3,395	3,217	(1,848
		<u> </u>			3,217	
	Government Grants	(400)	-	- 40	(05)	n/a
	Other Grants, reimbursements and contributions Customer and Client Receipts	(108)	-	43	(65)	(40)
	Interest Receivable	(219)	-	(616)	(835)	281
	Recharges to other services	_	_	(1,206)	(1,206)	n/a
		(007)				n/a
(2,106)	TOTAL INCOME	(327)	-	(1,779)	(2,106)	544
1,127	NET CONTROLLABLE COST	(511)	6	1,616	1,111	(317)
_	Capital Charges					
	Deferred/Intangible Charges	_	-	-	-	n/a
	REFCUS	_	-	-	-	n/a
	Corporate support services bought in	819	_	(1,930)	(1,111)	n/a (236)
`						
(508)	TOTAL UNCONTROLLABLE COST	819	-	(1,930)	(1,111)	(236)
619	NET COST OF SERVICE	308	6	(314)		(100)
0.0				(0.17)		(100)
-	Contributions to / (from) Earmarked Reserves	-	-	-	_	n/a
	Contributions to / (from) Capital Reserves:	-	_	-	_	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	_		n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
			_			
619	TOTAL NET EXPENDITURE	308	6	(314)	-	(100)
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE				ſ	£000's
	get - agreed pressures / service demands					
•	-					_
						-
						-
<b>.</b>					[	-
	get - agreed additional income / savings					
Deletion of 1 \	Vacant Risk Officer post					(50)
						-
						-
						-
						-
					}	(50)
Other resourc	e changes				}	(30)
	of insurance budgets					1,636
	ATC insurance budget from People (PED 6.11)					30
	prorate support services bought in					(1,930)
						(.,000)
					ļ	_
						/00.11
					}	(264)
TOTAL OTHE	ER VARIATIONS IN RESOURCE				_	(24.4)
. JIAL VIIIE	-IN VARIATIONS IN INCOUNCE					(314)

# RESOURCES FINANCE, INVESTMENT AND RISK TREASURY & PENSIONS

**COST CENTRE: C1608Q** 

COURT   COUR	DESCRIPTION   Supplement   DESCRIPTION   D							
2016/17   DESCRIPTION	2016/17   DESCRIPTION							
CODO'S   CODO   CODO	E000's   E			1			BUDGET	
6000's   6	E000's   E	2016/17	DESCRIPTION				2017/18	CHANGE
662	February   February							
Premises related expenditure	Premises related expenditure   -   -   -   72   131 Supples and Services   70   2   -   72   17   17   17   17   17   18   18   18							
131   Supplies and Services   70   2   - 72	131   Supplies and Services   70   2   - 72   72   73   74   74   74   74   74   74   74	662		782	5	(186)	601	(23
- Third Party Payments - Transport Payments - Transport Progress - Transport related expenditure - Recharges from other services	Third Party Payments			-	-	-	-	n/
- Transfer Payments - Transport related expenditure - Recharges from other services - Transport related expenditure - Recharges from other services - Transport related expenditure - Recharges from other services - Transport related expenditure - Recharges from other services - Transport related expenditure - Transpor	Transfer Payments			70	2		72	3
- Transport related expenditure	Transport related expenditure			-	-	-	-	n/
Recharges from other services	- Recharges from other services			-	-	-	-	n/
TOTAL EXPENDITURE	TOTAL EXPENDITURE	-		-	-	-	-	n/
Government Grants	TOTAL EXPENDITURE	-	Recharges from other services	- 1	-	-		n/.
Government Grants   Gove	Government Grants   Gamma	793	TOTAL EXPENDITURE	852	7	(186)	673	(21
(411)   Other Grants, reimbursements and contributions   (411)   -   21   (390)   (300)   (3	(411) Other Grants, reimbursements and contributions		Covernment Crents			(1.5.5)		
Customer and Client Receipts   -	Customer and Client Receipts			(444)	-	-	(200)	n/
Interest Receivable	Interest Receivable   (88) Recharges to other services   (70)   -   54   (15)   (27)   (17)   (141)   (17)   (141)   (18)   (1			(411)	7		, ,	(5
(68) Recharges to other services (70) - 54 (16) (479) TOTAL INCOME (481) - 45 (436)   314 NET CONTROLLABLE COST 371 7 (141) 237   - Capital Charges	(88) Recharges to other services (70) - 54 (16) (479) TOTAL INCOME (481) - 45 (435) (435) (435) (437) TOTAL INCOME (481) - 45 (435)			- I	-	(30)	(30)	n/:
(479)   TOTAL INCOME	(479)   TOTAL INCOME			(70)	-	-	- (40)	n/:
NET CONTROLLABLE COST   371   7   (141)   237	314   NET CONTROLLABLE COST   371   7   (141)   237   (1			<del>                                     </del>	-	54	(16)	(77
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS	- Capital Charges - Deferred/intangible Charges - REFCUS	(479)	TOTAL INCOME	(481)	_	45	(436)	(9
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS	- Capital Charges - Deferred/intangible Charges - REFCUS			1.			<u> </u>	
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS	- Capital Charges - Deferred/intangible Charges - REFCUS	314	NET CONTROLLABLE COST	371	7	(141)	237	(36
- Deferred/Intangible Charges	- Deferred/Intangible Charges	314	NET CONTROLLABLE COST	3/1	,	(141)	237	(36
- Deferred/Intangible Charges	- Deferred/Intangible Charges	<del></del>	Canital Charres					
REFCUS 119 Corporate support services bought in 119 - (363) (244) (1991) 119 TOTAL UNCONTROLLABLE COST 119 - (363) (2991) 119 TOTAL UNCONTROLLABLE COST 119 - (363) (2991) 119 TOTAL UNCONTROLLABLE COST 119 - (363) (2991) 119 TOTAL UNCONTROLLABLE COST 119 - (363) (2991) 119 TOTAL UNCONTR	THE FCUS TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL CONTROLLABLE COST TOTAL REPREVICE TO Contributions to / (from) Earmarked Reserves TOTAL UNCONTROLLABLE COST TOTAL CONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL UNCONTROLLABLE COST TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE TOTAL APPROPRIATIONS TOTAL UNCONTROLLABLE COST TOTAL UNCONT	-		- 1	-		-	n/a
119 Corporate support services bought in 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (119 TOTAL UNCONTROLLABLE COST 119 TOTAL UNCONTROLLABLE COST 119 TOTAL MET SERVICE 490 7 (504) (7) (119 TOTAL UNCONTROLLABLE EXPENDITURE	119 Corporate support services bought in 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (31 119 TOTAL OF SERVICE 1490 TO (504) (7) (10 119 TOTAL OF SERVICE 1490 TO (504) (7) (10 119 TOTAL OF SERVICE SERVICE 1490 TOTAL OF SERVICE SERVICE 1490 TOTAL OF SERVICE OF SERVI			-	-	-		n/a
119 TOTAL UNCONTROLLABLE COST  119 - (363) (244) (343) NET COST OF SERVICE  433 NET COST OF SERVICE  490 7 (504) (7) (  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure	119 TOTAL UNCONTROLLABLE COST 119 - (363) (244) (30) 433 NET COST OF SERVICE 490 7 (504) (7) (10)  - 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 490 7 (504) (7) (10)  2011 PER VARIATIONS IN LEVEL OF EXPENDITURE rategic budget - agreed pressures / service demands  1000 Service Changes 1012 Interval of payments 1013 Interval of payments 1014 Interval of payments 1015 Interval of payments 1015 Interval of payments 1016 Interval of payments 1016 Interval of payments 1017 Interval of payments 1017 Interval of payments 1018 Interval			-	-	(000)	(2.4)	n/a
433 NET COST OF SERVICE  490 7 (504) (7) (  - 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	433 NET COST OF SERVICE  490 7 (504) (7) (10  - 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 - 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) Central Loans - C				-	(363)	(244)	(305
- 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 APPROPRIATIONS - COTHER VARIATIONS IN LEVEL OF EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to other services to reflect reduced staffing costs	- 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	119	TOTAL UNCONTROLLABLE COST	119	-	(363)	(244)	(305
- 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 APPROPRIATIONS - COTHER VARIATIONS IN LEVEL OF EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to other services to reflect reduced staffing costs	- 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							
- 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 APPROPRIATIONS - COTHER VARIATIONS IN LEVEL OF EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	- 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	433	NET COST OF SERVICE	490	7	(504)	(7)	(101
- 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 - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS - CONTRIBUTIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	- Contributions to / (from) Capital Reserves:	-100	THE POOR OF CENTICE	400		(00-1)	(1)	(101)
- 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 - COTTAL APPROPRIATIONS - COTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to other services to reflect reduced staffing costs	- Contributions to / (from) Capital Reserves:		Contributions to / (from) Formarked Boson to	1				
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  433 TOTAL NET EXPENDITURE 490 7 (504) (7) (10  COTHER VARIATIONS IN LEVEL OF EXPENDITURE Pategic budget - agreed pressures / service demands  Frategic budget - agreed additional income / savings eduction in historic pension payments  (5)  The resource changes lettion of posts from staffing structure under voluntary severance scheme salignment of staffing budgets grease fees and charges to other services to reflect reduced staffing costs grease in corporate support services bought in  (6)  (6)  (6)  (6)  (6)  (6)  (6)  (6	-		-	-	-	-	n/a
- Contribution to / (from) General Balances	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE  433 TOTAL NET EXPENDITURE  490 7 (504) (7) (100  DIFFER VARIATIONS IN LEVEL OF EXPENDITURE  rategic budget - agreed pressures / service demands  rategic budget - agreed pressures / service demands  rategic budget - agreed additional income / savings reduction in historic pension payments  (5)  her resource changes leition of posts from staffing structure under voluntary severance scheme alignment of staffing budgets rease fees and charges to other services to reflect reduced staffing costs rease in corporate support services bought in  (4)	-		-	-	-	-	n/a
- Contribution to / (from) General Balances	- Contribution to / (from) General Balances	_ '	l Financing of Capital Expenditure		_	_	-	n/a
TOTAL APPROPRIATIONS	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  Tategic budget - agreed pressures / service demands  Tategic budget - agreed additional income / savings eduction in historic pension payments  The resource changes leletion of posts from staffing structure under voluntary severance scheme realignment of staffing budgets rease fees and charges to schools diduction in recharges to other services to reflect reduced staffing costs  Total NET EXPENDITURE  £000's  £000's  £000's  £000's  £000's  £000's			_	=			
A33 TOTAL NET EXPENDITURE  * OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	TOTAL NET EXPENDITURE  490 7 (504) (7) (100  THER VARIATIONS IN LEVEL OF EXPENDITURE rategic budget - agreed pressures / service demands  Trategic budget - agreed additional income / savings reduction in historic pension payments  (500)'s  Therefore the resource changes resource changes relating structure under voluntary severance scheme realignment of staffing budgets rease fees and charges to schools rechanges to other services to reflect reduced staffing costs rease in corporate support services bought in (41)	-	Provision for Repayment of External Loans	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	DTHER VARIATIONS IN LEVEL OF EXPENDITURE  rategic budget - agreed pressures / service demands.  rategic budget - agreed additional income / savings aduction in historic pension payments  (S  ther resource changes lettion of posts from staffing structure under voluntary severance scheme alignment of staffing budgets prease fees and charges to schools aduction in recharges to other services to reflect reduced staffing costs  rease in corporate support services bought in  (41)	-	Provision for Repayment of External Loans		-		-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	DTHER VARIATIONS IN LEVEL OF EXPENDITURE  rategic budget - agreed pressures / service demands.  rategic budget - agreed additional income / savings aduction in historic pension payments  (S  ther resource changes lettion of posts from staffing structure under voluntary severance scheme alignment of staffing budgets prease fees and charges to schools aduction in recharges to other services to reflect reduced staffing costs  rease in corporate support services bought in  (41)	-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	- - -	-	n/a n/a n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	DTHER VARIATIONS IN LEVEL OF EXPENDITURE  rategic budget - agreed pressures / service demands.  rategic budget - agreed additional income / savings aduction in historic pension payments  (S  ther resource changes lettion of posts from staffing structure under voluntary severance scheme alignment of staffing budgets prease fees and charges to schools aduction in recharges to other services to reflect reduced staffing costs  rease in corporate support services bought in  (41)	-	Provision for Repayment of External Loans Contribution to / (from) General Balances		-	- - -		n/a n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	rategic budget - agreed additional income / savings eduction in historic pension payments  (S  ther resource changes election of posts from staffing structure under voluntary severance scheme lalignment of staffing budgets rease fees and charges to schools duction in recharges to other services to reflect reduced staffing costs rease in corporate support services bought in  (41)	-	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	- 490	- - - 7	_	(7)	n/a n/a
Strategic budget - agreed additional income / savings Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	rategic budget - agreed additional income / savings eduction in historic pension payments  (S  ther resource changes election of posts from staffing structure under voluntary severance scheme lalignment of staffing budgets rease fees and charges to schools duction in recharges to other services to reflect reduced staffing costs rease in corporate support services bought in  (41)	-	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS	490	7	_	(7)	n/a n/a
Strategic budget - agreed additional income / savings  Reduction in historic pension payments  Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	rategic budget - agreed additional income / savings rduction in historic pension payments  (some of posts from staffing structure under voluntary severance scheme alignment of staffing budgets (some of posts from staffing budgets (so	433	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	490	- - - 7	_	(7)	n/a n/a n/a (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	n/a n/a n/a (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	n/a n/a n/a (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	n/s n/s (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	n/s n/s (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	n/s n/s (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	ther resource changes Seletion of posts from staffing structure under voluntary severance scheme Seletion of staffing budgets Serease fees and charges to schools Seduction in recharges to other services to reflect reduced staffing costs Serease in corporate support services bought in	433 COTHER VA	Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	490	7	_	(7)	1/2 1/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme salignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in	433 OTHER VA	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	490	7	_	(7)	n/s n/s (101
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	1/2 n/2 n/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	1/2 1/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	1/2 1/2 1/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	1/2 1/2 1/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	1/2 1/2 1/2 (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	n/, n/ (101 £000's
Other resource changes Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets ncrease fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	her resource changes eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	n/, n/ (101 £000's
Deletion of posts from staffing structure under voluntary severance scheme Realignment of staffing budgets ncrease fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	eletion of posts from staffing structure under voluntary severance scheme ealignment of staffing budgets crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)	433 OTHER VA Strategic bud	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	490	7	_	(7)	n/, n/ (101 £000's
Realignment of staffing budgets ncrease fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	realignment of staffing budgets crease fees and charges to schools duction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)  (41)	433 OTHER VA Strategic bud Reduction in	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 historic pension payments	490	7	_	(7)	n/ n/ (101 £000's
Increase fees and charges to schools Reduction in recharges to other services to reflect reduced staffing costs	crease fees and charges to schools eduction in recharges to other services to reflect reduced staffing costs crease in corporate support services bought in  (36)  (41)	433 COTHER VA Strategic bud Reduction in	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 historic pension payments		7	_	(7)	n/, n/ (101 £000's
Reduction in recharges to other services to reflect reduced staffing costs	eduction in recharges to other services to reflect reduced staffing costs  crease in corporate support services bought in  (41	433 COTHER VA Strategic bud Reduction in Comments Deletion of po	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 historic pension payments  see changes ests from staffing structure under voluntary severance		7	_	(7)	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2
	crease in corporate support services bought in  (36)	433 COTHER VA Strategic bud Reduction in Collection of portaleging	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets		7	_	(7)	1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2
Increase in cornorate support services bought in	(41	A33  COTHER VA  Strategic bud  Reduction in the control of portal properties of portal proper	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools	ce scheme	7	_	(7)	n/, n/ n/ (101 £000's - - - - (91 - - - (91 (50 (45 (30
(in order in contract authorit contract pording in		Additional and the second of t	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	(91 (91 (92 (93 (945 (30) (95 (45) (30) (75
		A33  COTHER VA  Strategic bud  Reduction in Collection of port  Realignment oncrease fees  Reduction in Collection in Collection of port  Realignment oncrease fees  Reduction in Collec	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	(91 (91 (95) (945 (30) (75)
		Additional and the second of t	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	(91 (91 (95) (945 (30) (75)
		Additional and the second of t	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	n/, n/, n/, n/, (101  £000's
	TAL OTHER VARIATIONS IN DESCRIPCE	Additional and the second of t	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	(101 £000's 
TOTAL OTHER VARIATIONS IN DESCRIPCE	TAL OTHER VARIATIONS IN RESOURCE	Additional and the second of t	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 historic pension payments  see changes ests from staffing structure under voluntary severance of staffing budgets and charges to schools recharges to other services to reflect reduced staffing	ce scheme	7	_	(7)	1/2 n/2 n/2 (101 £000's

# RESOURCES FINANCE, INVESTMENT AND RISK ASSET MANAGEMENT

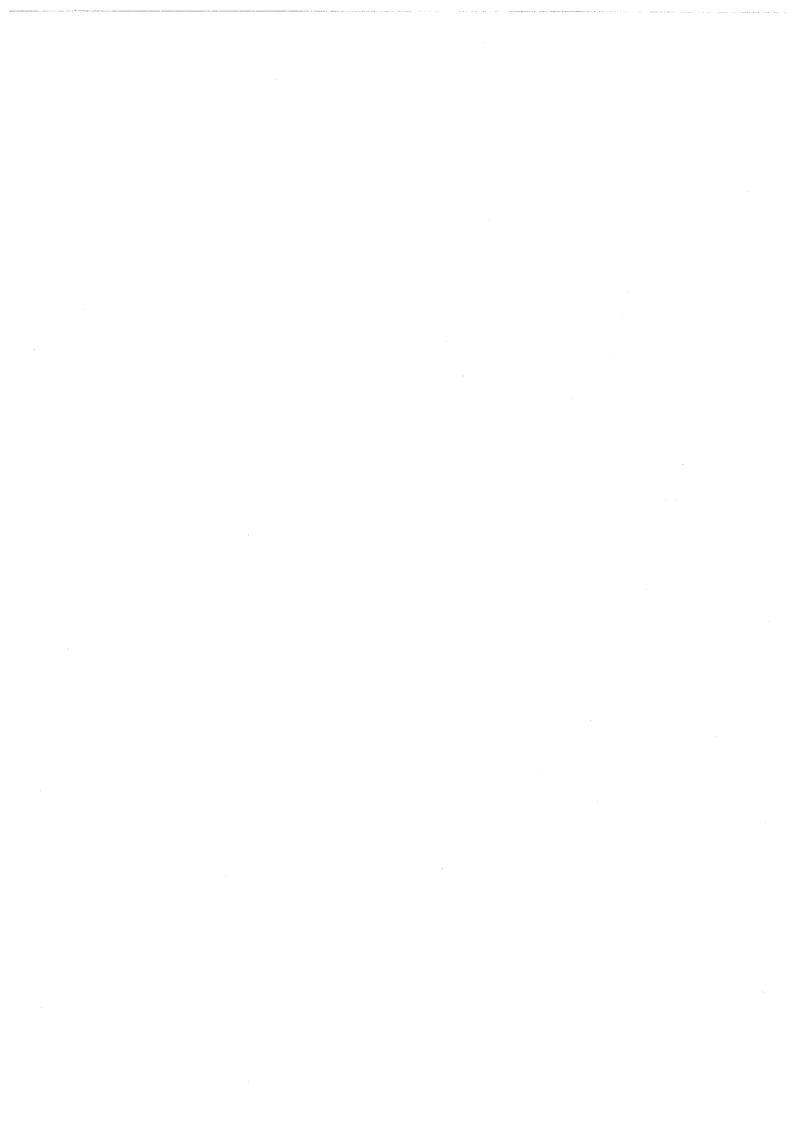
**COST CENTRE: C1610Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	l e e e e e e e e e e e e e e e e e e e	BUDGET	Expenditu		BUDGET	% 
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E)
	Employees	337	3	28	368	%
	Premises related expenditure	5,102	-	(312)		(1
	Supplies and Services	228		(46)	182	(20
	Third Party Payments	124	_	(94)	30	(7)
(1)	Transfer Payments	'27	_ [	(34)		n,
_	Transport related expenditure	1	_	(1)		(10
61	Recharges from other services	278	_	(278)		(10)
	TOTAL EXPENDITURE	6,070	3		5 270	
		0,070	<u> </u>	(703)	5,370	(1:
	Government Grants	-	-	-	-	n,
	Other Grants, reimbursements and contributions	(224)	-	224		(100
	Customer and Client Receipts	(3,453)	(2)	(45)	(3,500)	•
	Interest Receivable	- (05)	-		-	n,
	Recharges to other services	(35)	-	5	(30)	(14
(1,920)	TOTAL INCOME	(3,712)	(2)	184	(3,530)	( !
		TI				
3,418	NET CONTROLLABLE COST	2,358	1	(519)	1,840	(22
492	Capital Charges	561	-	(174)	387	(31
	Deferred/Intangible Charges	99	_	`(94)	5	(95
	REFCUS	_	-	-	-	n/
	Corporate support services bought in	844	-	(2,330)	(1,486)	(276
	TOTAL UNCONTROLLABLE COST	1,504	_	(2,598)	(1,094)	(173
1,100	TOTAL STOCKTING LEGISLE	1,001		(2,000)	(1,004)	
4,853	NET COST OF SERVICE	3,862	1	(3,117)	746	(81
	Contributions to / (from) Earmarked Reserves	1				
	Contributions to / (from) Capital Reserves:	- 1	- 1	-	-	n/
	Financing of Capital Expenditure	- 1	-	. <del>-</del>	-	ņ/
-	Provision for Repayment of External Loans	-	-		-	n/
-	Contribution to / (from) General Balances	-	-	-	-	n/
	TOTAL APPROPRIATIONS	<del></del>				n/ n/
<u></u>	TOTALATTROTRIATIONS					
4,853	TOTAL NET EXPENDITURE	3,862	1	(3,117)	746	(0.
OTHER VA						(8)
	RIATIONS IN LEVEL OF EXPENDITURE				<u> </u>	(81 £000's
trategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands		***			£000's
trategic bud						
trategic bud						
strategic bud						
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	etion in DW///				£000's
strategic bud	get - agreed pressures / service demands	ation in BWH a	nd other offic			£000's
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	ation in BWH a	nd other offic			£000's
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	ation in BWH a	nd other offic			£000's
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	ation in BWH a	nd other offic			£000's
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	ation in BWH a	nd other offic			£000's
strategic bud	get - agreed pressures / service demands get - agreed additional income / savings	ation in BWH a	nd other offic			£000's
strategic bud sset Manag Other resource	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisa	·	nd other offic			£000's
etrategic bud sset Manag Other resource	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisa ce changes n of Business Rates from People and Place departm	·	nd other offic			£000's
etrategic bud esset Manag Other resource centralisation centralisation	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate ce changes n of Business Rates from People and Place department of insurance budgets (see RED 1.4)	·	nd other offic			£000's (1,000
etrategic bud esset Manag Other resource centralisation centralisation centralisation	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate ce changes n of Business Rates from People and Place department of insurance budgets (see RED 1.4) n of utilities budgets (see RED 2.3)	·	nd other offic			£000's (1,000 (1,000
etrategic bud asset Manag Other resource centralisation centralisation centralisation centralisation	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate  ce changes n of Business Rates from People and Place department of insurance budgets (see RED 1.4) n of utilities budgets (see RED 2.3) masts	·	nd other offic			£000's (1,000) (1,000) 873 (60) (120)
etrategic bud esset Manag other resource centralisation centralisation centralisation come from other Minor \	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts //ariations	·	nd other offic			£000's (1,000) (1,000) 873 (60) (123) (200)
etrategic bud esset Manag other resource centralisation centralisation centralisation come from other Minor N	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts //ariations capital charges	·	nd other offic			£000's  (1,000  (1,000  873  (66) (128) (200  (4
etrategic bud esset Manag other resource centralisation centralisation centralisation come from other Minor \ deduction in	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts /ariations capital charges deferred/intangible charges	·	nd other offic			(1,000 s (1,
etrategic bud esset Manag Other resource centralisation centralisation centralisation come from other Minor \ deduction in	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts //ariations capital charges	·	nd other offic			(1,000's
etrategic bud esset Manag Other resource centralisation centralisation centralisation come from other Minor \ deduction in	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts /ariations capital charges deferred/intangible charges	·	nd other offic			£000's  (1,000's  (1,000's  (1,000's  (1,000's  (1,000's)
etrategic bud esset Manag Other resource centralisation centralisation centralisation come from other Minor \ deduction in	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts /ariations capital charges deferred/intangible charges	·	nd other offic			
Other resource Centralisation Centralisation Centralisation Centralisation Centralisation Come from Other Minor Neduction in Ceduction	get - agreed pressures / service demands  get - agreed additional income / savings ement - Increased income for improved space utilisate the changes to of Business Rates from People and Place department of insurance budgets (see RED 1.4) to of utilities budgets (see RED 2.3) masts /ariations capital charges deferred/intangible charges	·	nd other offic			£000's  (1,000's  (1,000's  (1,000's  (1,000's  (1,000's)

# RESOURCES FINANCE, INVESTMENT AND RISK CORONERS

**COST CENTRE: C1642Q** 

DESCRIPTION   DESCRIPTION		<b>I</b>	ORIGINAL	Maniationa	in Laval of	ODICINAL	
2016/17   DESCRIPTION	EODECAST						0/_
Capital Charges   Capital Ch		<b>.</b>					
Employees   E000's   E000's   E000's   E000's   F000's	2010/17	DESCRIPTION					
Employees	£000's						
Premises related expenditure   -   -   -   (1)		Employees		20003	20003	2000 5	
- Supplies and Services (1) (1) 381 8 8 1 81 1 160 381 8 1 17 17 160 17 160 381 8 1 17 17 160 17 17 160			-	-	_	-	
180   351   8   8   180   351   8   8   180   180   351   8   8   180			1	-	-	(4)	
Transfer Payments				-	160		-
- Transport related expenditure			191	-	160	351	84
- Recharges from other services			-	-	-	-	n/
396   TOTAL EXPENDITURE			- 1	-	-	-	n/
- Government Grants - Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable - Recharges to other services - TOTAL INCOME  - TOTAL INCOME  - Capital Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Corporate support services bought in - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - 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 - TOTAL APPROPRIATIONS -	-	Recharges from other services	-	-	-	-	n/.
- Government Grants - Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable - Recharges to other services - TOTAL INCOME  - TOTAL INCOME  - Capital Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - Corporate support services bought in - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - 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 - TOTAL APPROPRIATIONS -	396	TOTAL EXPENDITURE	l 190 l	-	160	350	84
- Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable - Recharges to their services - TOTAL INCOME							
Customer and Client Receipts				-	-	-	
Interest Receivable			-	-	-	-	n/
Recharges to other services			-	-	-	-	n/a
TOTAL INCOME			-	-	-	-	n/
190   -   160   350   8	-	Recharges to other services		<u>.</u>			n/
190   -   160   350   8	_	TOTAL INCOME	_	_	_	_	n/
Capital Charges	l	101712111001112					
Capital Charges	396	NET CONTROLLABLE COST	190	-	160	350	84
- Deferred/Intangible Charges			1				
REFCUS			-	-	-	-	n/a
- Corporate support services bought in 88 - (45) 43 (5 - TOTAL UNCONTROLLABLE COST 88 - (45) 43 (5  396 NET COST OF SERVICE 278 - 115 393 4  - Contributions to / (from) Earmarked Reserves	-	Deferred/Intangible Charges	-	-	-	-	n/a
TOTAL UNCONTROLLABLE COST  88 - (45) 43 (5)  396 NET COST OF SERVICE  278 - 115 393 4  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Earmarked Reserves:	-	REFCUS	- 1	-	-	-	n/a
TOTAL UNCONTROLLABLE COST    10	-	Corporate support services bought in	88	-	(45)	43	(51
396 NET COST OF SERVICE  - Contributions to / (from) Earmarked Reserves - Contributions to / (from) Capital Reserves: - 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			88	_	(45)	/13	
- Contributions to / (from) Capital Reserves		TOTAL GROON TROLLABLE GOOT	00		(40)	43	(51
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	396	NET COST OF SERVICE	278	-	115	393	41
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances		Contributions to //frame) Formanded Bosonia					
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances			-	-	-	-	n/a
- Provision for Repayment of External Loans	-		-	-	-	-	n/a
- Contribution to / (from) General Balances	-		-	-	-	-	n/a
TOTAL APPROPRIATIONS	-		-	-	-	-	n/a
396 TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  160  171			-	-	-		n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Increase in coroners Consortium contribution  Decrease in Corporate support services brought in  11:	-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Increase in coroners Consortium contribution  Increase in Corporate support services brought in  Increase in Corporate support services brought in	396	TOTAL NET EXPENDITURE	278	-	115	393	41
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Increase in coroners Consortium contribution  Decrease in Corporate support services brought in  111	<u> </u>		<u> </u>				
Strategic budget - agreed additional income / savings  Other resource changes  Increase in coroners Consortium contribution  Decrease in Corporate support services brought in  (4:	OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:	Strategic budg	get - agreed pressures / service demands					
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:							-
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:							-
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:							-
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:							
Dither resource changes Increase in coroners Consortium contribution Decrease in Corporate support services brought in  (4:						ľ	
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)	Strategic bude	get - agreed additional income / savings				İ	
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)		_				ļ	
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)							-
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)							_
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)						ľ	_
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)							_
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)							-
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)							
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)						-	
ncrease in coroners Consortium contribution  Decrease in Corporate support services brought in  (4)	Other reserves	en changes				-	
Decrease in Corporate support services brought in  (4:	Julei TesoufC	e crianges					
Decrease in Corporate support services brought in  (4:	norocco != :-	oronoro Concortium contribution					400
11!							
	Jecrease in C	corporate support services prought in				ł	(45
							-
							-
						I	
OTAL OTHER VARIATIONS IN RESOURCE							115
							115



# RESOURCES CUSTOMER AND CORPORATE SERVICES

### SERVICE DESCRIPTION

### Divisional Overview of Services

The division is made up the service areas as below;

#### ICT and transformation

Responsible for the strategy, management and delivery of an ICT and data management service to enable the organisation to function effectively.
Managing our ICT Outsource partners, including Capita to ensure VFM for contracted services and by leveraging the relationship enhancing the value
to the council of this arrangement.

#### **Business Support and customer contact**

A service which provides a single customer point of contact, wherever possible resolving enquiries at the first point of contact and assisting the move to digital and self-serve. Also providing administrative, business, and management support functions across the Council in order to improve both efficiency and quality.

#### Facilities Management

Managing a mixed economy of in-house and outsourced facilities management service, including the performance management of daily operations within the Civic Office accommodation; Managing the Council's Corporate Accommodation; Energy and Sustainability

#### Finance Service Centre

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

### MOVEMENT IN NET EXPENDITURE

MOAFMER	IN NET EXPENDITURE					
		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	ıre on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
1000		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
©160000	Facilities Management	(4,388)	101	4,249	(38)	(99)
C1(6f)(2(0)	Finance Service Centre	(44)	20	61	37	(184)
C1614(0)	Revenue and Benefits	4,502	32	(2,424)	2,110	(53)
C1(618Q)	Contact Centre	43	22	317	382	788
C16200	Transformation	(31)	4	88	61	(297)
C16220	Information Communication Technology	(1,403)	37	2,400	1,034	(174)
C1624(Q)	Business Support	(1,695)	59	2,136	500	(129)
@167/0@	Customer Service	1,163	2	(1,321)	(156)	(113)
C1686Q	Housing Benefits	-	-	<b>-</b>	- 1	n/a
	TOTAL NET SPEND	(1,853)	277	5,506	3,930	(312)

### STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FIE STAFF
Facilities Management	18.0	76.4	58.4
Finance Service Centre	56.2	55.2	(1.0)
Revenue and Benefits	172.2	144.9	(27.3)
Contact Centre	77.1	85.5	8.4
Transformation	5.0	7.0	2.0
Information Communication Technology	50.5	41.5	(9.0)
Business Support	195.0	198.4	3.4
Customer Service	1.0	1.0	_
Housing Benefits	-	-	-
TOTAL FTE STAFF	575.0	609.9	34.9

# RESOURCES CUSTOMER AND CORPORATE SERVICES

**COST CENTRE: C1410P** 

r		ORIGINAL	Variations	in I evel of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
18,543	Employees	20,195	203	1,640	22,038	9
3,896	Premises related expenditure	3,927	-	1,466	5,393	37
11,703	Supplies and Services	8,916	105	(1,738)	7,283	(18)
5,845	Third Party Payments	10,068	-	(2,435)	7,633	(24)
277,476	Transfer Payments	277,476	-	_	277,476	`-
	Transport related expenditure	211	-	74	285	35
3,774	Recharges from other services	141		(122)	19	(87)
321,440	TOTAL EXPENDITURE	320,934	308	(1,115)	320,127	(0)
(276,691)	Government Grants	(276,804)	_	113	(276,691)	(0)
(5,656)	Other Grants, reimbursements and contributions	(5,730)	-	539	(5,191)	(9)
(5,260)	Customer and Client Receipts	(6,222)	(31)	2,311	(3,942)	(37)
- 1	Interest Receivable	- 1	`- '	-	•	n/a
(6,075)	Recharges to other services	(5,897)	-	(125)	(6,022)	2
(293,682)	TOTAL INCOME	(294,653)	(31)	2,838	(291,846)	(1)
27,758	NET CONTROLLABLE COST	26,281	277	1,723	28,281	8
2 575	Capital Charges	2,575	1	28	2,603	
	Deferred/Intangible Charges	3,552	-	983	4,535	1 28
	REFCUS	3,552	-	903	4,555	
	Corporate support services bought in	(34,261)	_	2,772	(31,489)	n/a
						(8)
(28,223)	TOTAL UNCONTROLLABLE COST	(28,134)	-	3,783	(24,351)	(13)
(465)	NET COST OF SERVICE	(1,853)	277	5,506	3,930	(312)
	A second			-		
	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	-	-	-	-	n/a
	Contribution to / (from) General Balances			<u>-</u>		n/a
(1,425)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
,,						
(1,890)	TOTAL NET EXPENDITURE	(1,853)	277	5,506	3,930	(312)

# RESOURCES CUSTOMER AND CORPORATE SERVICES FACILITIES MANAGEMENT

**COST CENTRE: C1600Q** 

2016/17   DESCRIPTION			ORIGINAL	Variations	in Level of	ORIGINAL	
Court   Cour		· [	BUDGET			BUDGET	%
E000's   E000's   E000's   E000's   E000's   880   3,879   Premises related expenditure   3,925   - 1,466   5,391   1,443   Third Party Payments   1,443   - (1,443)   8.2   1,445   Third Party Payments   1,443   - (1,443)   - (1,443	2016/17	DESCRIPTION	1		i .	I	CHANGE
880	C0001=						(E)
3,876   Premises related expenditure   3,925   - 1,466   5,391     2,307   Supplies and Services   2,307   92   (1,537)     382   1,443   Trind Party Payments   1,443   - (1,449)       199   Transport related expenditure   199   - 74   273     122   Recharges from other services   122   - (122)   -     8,830   TOTAL EXPENDITURE   8,876   101   468   9,445     Government Grants         Other Grants, reimboursements and contributions     -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements and contributions     -   -     Other Grants, reimboursements     -   -     Other Grants, reimboursements     -   -     Other Grants     -   -   -     Other Grants     -   -   -     Other Grants     -   -   -     Other Service     -   -   -     Other resource changes     -   -   -     Other resource changes     -   -   -     Other resource changes     -   -   -     Other resource changes     -   -   -     Other resource changes     -   -   -   -     Other resource changes     -   -   -   -     Other resource changes     -   -   -   -     Other resource changes     -   -   -   -   -     Other resource changes     -   -   -   -   -   -   -   -		Employees	_				% 232
2,307   Supplies and Services   2,307   92 (1,537)   862     1,443   Tint Party Payments   1,443   - (1,443)     1,443   Transfer Payments   1,443   - (1,443)     1,443   Transport related expenditure   199   - 74   273     1,22   Recharges from other services   122   - (122)     8,830   TOTAL EXPENDITURE   8,876   101   468   9,445     Government Grants     -   -     Government Grants     -   -     Gustomer and Cleint Receipts   (118)   - 30   (88)     Interest Receivable   (1,567)   -   (1,567)     (1,449)   Recharges to other services   (1,449)   -   (30)   (1,479)     (1,567)   TOTAL INCOME   (1,567)   -   (1,567)     7,263   NET CONTROLLABLE COST   7,309   101   468   7,878     2,564   Capital Charges   2,564   -   39   2,603				-	1 '		37
1,443   Trind Party Payments				92			(63
199   Transport related expenditure   199   - 74   273     122   - (122)	1,443		1,443	-		-	(100
122   Recharges from other services   122   - (122)   -	-		-	-	-	-	n/
8,830 TOTAL EXPENDITURE			1	-		273	37
- Government Grants - Other Grants, reimbursements and contributions (118) - 30 (88) - 1 (118) - 30 (88) - 1 (118) - 30 (88) - 1 (118) - 30 (88) - 1 (118) - 30 (88) - 30 (88) - 30 (118) - 30 (88) - 30 (118) -				-		•	(100
Other Crants, reimbursements and contributions	8,830		8,876	101	468	9,445	6
(118)   Customer and Client Receipts   (1149)   -   30   (88)   Interest Receivable   (1.449)   Recharges to other services   (1.449)   -   (30)   (1.479)   (1.567)   (1.567)   TOTAL INCOME   (1.567)   -   -   (1.567)     (1.567)	-		-	-	-	-	n/
Interest Receivable	/110		/118\	<del>-</del>	30	(00)	n/:
(1,449) Recharges to other services (1,449) - (30) (1,479) (1,567) TOTAL INCOME (1,567) (1,567) TOTAL INCOME (1,567) (1,567) TOTAL INCOME (1,567) (1,567) TOTAL INCOME (1,567) (1,567) TOTAL INCOME (1,567) TOTAL INCOME (1,567) TOTAL Charges (2,564 - 39 2,603 - Deferred/Intangible Charges (2,564 - 39 2,603 - Deferred/Intangible Charges (1,4261) - 3,742 (10,519) TOTAL UNCONTROLLABLE COST (1,697) T	(110		(110)	_	] 50	(66)	(25 n/a
(1,567)   TOTAL INCOME	(1,449		(1,449)	_	(30)	(1,479)	2
7,263   NET CONTROLLABLE COST   7,309   101   468   7,878    2,564   Capital Charges   2,564   - 39   2,603   - Deferred/Intangible Charges			<del>                                     </del>	_			_
2,564	(.,,00.	/  · · · · · · · · · · · · · · · · · · ·	(1,00.7)	***	<u> </u>	(1,001)	· · · · · · · · · · · · · · · · · · ·
- Deferred/Intangible Charges	7,263	NET CONTROLLABLE COST	7,309	101	468	7,878	8
- Deferred/Intangible Charges							
REFCUS	2,564		2,564	-	39	2,603	2
(14,261) Corporate support services bought in (14,261) - 3,742 (10,519)  (11,697) TOTAL UNCONTROLLABLE COST (11,697) - 3,781 (7,916)  (4,434) NET COST OF SERVICE (4,388) 101 4,249 (38)  - Contributions to / (from) Earmarked Reserves	-		-	-	-	-	n/a
(11,697) TOTAL UNCONTROLLABLE COST (11,697) - 3,781 (7,916)  (4,434) NET COST OF SERVICE (4,388) 101 4,249 (38)  - Contributions to / (from) Earmarked Reserves	(14 261)		(14 261)	_	3 742	(10 519)	n/a (26
(4,434) NET COST OF SERVICE  (4,388) 101 4,249 (38)  - 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							(32
- 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	(11,007	TOTAL OROSKI ROLLADEL GOOT	(11,007)		0,701	(1,510)	(32
- Contributions to / (from) Earmarked Reserves	(4,434)	NET COST OF SERVICE	(4,388)	101	4,249	(38)	(99
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	• • • • • • • • • • • • • • • • • • • •		1 \ \ \ /1		· · · · · · · · · · · · · · · · · · ·	`'!	
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS	-		-	-	_	-	n/a
- Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS			-	-	-	-	n/a
Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  (4,434) TOTAL NET EXPENDITURE  **OTHER VARIATIONS IN LEVEL OF EXPENDITURE Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets			-	-	-	-	n/a
- TOTAL APPROPRIATIONS	-			_			n/a n/a
(4,434) TOTAL NET EXPENDITURE  * OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets			_	_		_	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets		TOTAL ATTICK					
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets	(4,434)	TOTAL NET EXPENDITURE	(4,388)	101	4,249	(38)	(99
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets	OTUED W	ADIATIONS IN LEVEL OF EXPENDITURE				-	00001
Strategic budget - agreed additional income / savings Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							£000's
Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							-
Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							-
Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							-
Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							
Facilities Management - Reprocurement of the Contract Managing Demand - Building costs savings  Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets	Strategic bu	dget - agreed additional income / savings				}	
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							(500
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							(500
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets	- <del>-</del>	-					` -
Other resource changes nsurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							-
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							
Other resource changes Insurance Centralisation (see RED 1.4) Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets						ŀ	(1,000
Transfer of LATC budget from People (see PED 6.11) Centralisation of facilities management budgets							
Centralisation of facilities management budgets							(122
							99
Centralisation of utility budgets							840 650
Increase in capital charges							39
Decrease in corporate support services bought in	Decrease in	corporate support services bought in					3,742
Minor Variations							
						Į.	!
TOTAL OTHER VARIATIONS IN RESOURCE							5,249
	TOTAL OT	ons			-		5,249 <b>4,249</b>

# RESOURCES CUSTOMER AND CORPORATE SERVICES FINANCE SERVICE CENTRE

**COST CENTRE: C1612Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST	[	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
COOO!a		(A)	(B)	(C)	(D)	(E)
£000's 2,163	Employees	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	2,210	22	53	2,285	3
	Supplies and Services	678	-	- (75)	604	n/a
	Third Party Payments	2,189	1	(75)	604	(11
	Transfer Payments	2,109	-	(481)	1,708	(22
	Transport related expenditure	-	-	-	-	n/a
		- (2)	-	-	- (2)	n/a
	Recharges from other services	(3)	-	-	(3)	
4,538	TOTAL EXPENDITURE	5,074	23	(503)	4,594	(9
-	Government Grants	-	-	-		n/a
(1,117)	Other Grants, reimbursements and contributions	(1,320)	_	233	(1,087)	(18
	Customer and Client Receipts	(555)	(3)	232	(326)	(41
	Interest Receivable		-	_	-	n/a
(352)	Recharges to other services	(289)	_	24	(265)	(8
	TOTAL INCOME	(2,164)	(3)	489		
(1,509)	TOTAL INCOME	(2,104)	(3)	469	(1,678)	(22)
2,969	NET CONTROLLABLE COST	2,910	20	(14)	2,916	0
2,000		2,010	20	(1-1)	2,010	
- 1	Capital Charges	1	-	_		
	Deferred/Intangible Charges	_	_	_	_	n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	(2,954)	_	75	(2,879)	(3)
	TOTAL UNCONTROLLABLE COST	(2,954)		75	(2,879)	
(2,010)	TOTAL GROONTROLLABLE GOOT	(2,954)		73	(2,019)	(3)
(4)	NET COST OF SERVICE	(44)	20	61	37	(184)
( '/				0.	<u> </u>	(104)
(54)	Contributions to / (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
- 1	Contribution to / (from) General Balances	_	_	_	_	n/a
	TOTAL APPROPRIATIONS	_	_	_	_	n/a
		I				
(58)	TOTAL NET EXPENDITURE	(44)	20	61	37	(184)
(00)		(,,)				(104)
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					
						_
						_
						_
						-
					ļ	
Strategic budo	get - agreed additional income / savings				<u> </u>	
Staff Savings					•	(48)
						(=0)
						_
						_
					ļ	-
						-
					ŀ	<u>-</u>
					, <b> </b>	(48)
Other resource	e changes				ŀ	(-10)
	of pension administration recharge budget					54
	lary budget to HR (see RED 4.5)				ļ	(20)
	Corporate support services bought in				1	75
_ 50,5005 11 0	S. P. S. C. Capport Continue Dought III					10
						-
						-
					ı	
					-	109
						109
TOTAL OTHE	ER VARIATIONS IN RESOURCE					109

# RESOURCES CUSTOMER AND CORPORATE SERVICES REVENUE AND BENEFITS

**COST CENTRE: C1614Q** 

FORECAST		ORIGINAL BUDGET	Variations	in Level of are on (A)	ORIGINAL BUDGET	 %
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
;_,,,		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
5,187	Employees	5,702	56	(1,230)	4,528	(21
1 803	Premises related expenditure Supplies and Services	1,366	-	(32)	1,334	n/a
	Third Party Payments	653	-	(6)	647	(2 (1
-	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	2	-	-	2	-
	Recharges from other services	22	-		22	
7,667	TOTAL EXPENDITURE	7,745	56	(1,268)	6,533	(16
- (0.400)	Government Grants	(0.050)	-	-	-	n/a
	Other Grants, reimbursements and contributions Customer and Client Receipts	(2,353) (2,686)	- (24)	306 (817)	(2,047) (3,527)	(13
(2,001)	Interest Receivable	(2,000)	(24)	(017)	(3,321)	31 n/a
-	Recharges to other services	-	-	-		n/a
(4,983)	TOTAL INCOME	(5,039)	(24)	(511)	(5,574)	11
2.694	NET CONTROLLABLE COST	2 706	22	(4.770)	050	(05
2,684	INET CONTROLLABLE COST	2,706	32	(1,779)	959	(65)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
- 1,796	REFCUS Corporate support services bought in	1,796	-	- (645)	- 1,151	n/a
	TOTAL UNCONTROLLABLE COST	1,796		(645)	1,151	(36)
1,790	TOTAL UNCONTROLLABLE COST	1,790	-	(043)	1,151	(36)
4,480	NET COST OF SERVICE	4,502	32	(2,424)	2,110	(53)
				·	*	-
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	<u> </u>	_			n/a n/a
· -	Provision for Repayment of External Loans	-	-	-	- 1	n/a
-	Contribution to / (from) General Balances	-	<u>-</u>	-		n/a
- 1	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,480	TOTAL NET EXPENDITURE	4,502	32	(2,424)	2,110	(53)
4,400	TOTAL NET EXICEDITORE	4,302	32	(2,424)	2,110	(55)
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					
						-
Decrease in L	and Charges Income					250
	ant parend additional income / anythra					250
Ctratagia bud						
	get - agreed additional income / savings				I	(15)
Process revie	w and introduction of automation technology					
Process revie Bailiff Team D Bailiff Team i	ew and introduction of automation technology Demand Management ncreased income					(300)
Process revie Bailiff Team D Bailiff Team i	w and introduction of automation technology Demand Management					(300) (200)
Process revie Bailiff Team D Bailiff Team i	ew and introduction of automation technology Demand Management ncreased income					(300) (200)
Process revie Bailiff Team D Bailiff Team i	ew and introduction of automation technology Demand Management ncreased income				·	(300) (200)
Process revie Bailiff Team I Bailiff Team ii Increase in Te	ew and introduction of automation technology Demand Management ncreased income enancy/Parking Arrears income					(300) (200) (20)
Process revie Bailiff Team D Bailiff Team i	ew and introduction of automation technology Demand Management ncreased income enancy/Parking Arrears income					(300) (200) (20)
Process revie  Bailiff Team D  Bailiff Team in  ncrease in Te	ew and introduction of automation technology Demand Management Increased income Benancy/Parking Arrears income Benancy/Parking Arrears income					(300) (200) (20) (20)
Process revies  Bailiff Team D  Bailiff Team in  ncrease in To  Other resources  Staffing budge	ew and introduction of automation technology Demand Management ncreased income enancy/Parking Arrears income	e RED 2.6)				(300) (200) (20) (20) (535)
Process revies  Bailiff Team D  Bailiff Team in  ncrease in To  Other resource  Staffing budg  Fransfer betwo  Other minor v	ew and introduction of automation technology Demand Management Increased income Renancy/Parking Arrears income Rece changes Ret decrease due to Digital & Enabling savings Reen Revenue and Benefits and Contact Centre (sec	e RED 2.6)				(300) (200) (20) (20) (535) (856) (637)
Process revies  Bailiff Team D  Bailiff Team in  ncrease in To  Other resource  Staffing budge  Fransfer betwo  Other minor v	ew and introduction of automation technology Demand Management Increased income Benancy/Parking Arrears income  See changes Bet decrease due to Digital & Enabling savings Ween Revenue and Benefits and Contact Centre (see	e RED 2.6)				(300) (200) (201) (535) (856) (637) (1)
Process revies Bailiff Team D Bailiff Team in Increase in To Other resource Staffing budg Transfer betwood	ew and introduction of automation technology Demand Management Increased income Renancy/Parking Arrears income Rece changes Ret decrease due to Digital & Enabling savings Reen Revenue and Benefits and Contact Centre (sec	e RED 2.6)		•		(300) (200) (201) (535) (856) (637) (1)
Process revies Bailiff Team D Bailiff Team in Increase in To Other resource Staffing budg Transfer betwood	ew and introduction of automation technology Demand Management Increased income Renancy/Parking Arrears income Rece changes Ret decrease due to Digital & Enabling savings Reen Revenue and Benefits and Contact Centre (sec	e RED 2.6)				(15) (300) (200) (200) (200) (535) (856) (637) (1) (645)
Process revies ailiff Team I Bailiff Team I Bailiff Team in ncrease in Team I Bailiff Team I Bailiff Team I Bailiff Team I Bailiff Teamsfer betwo Ther minor valuation in the second sec	ew and introduction of automation technology Demand Management Increased income Renancy/Parking Arrears income Rece changes Ret decrease due to Digital & Enabling savings Reen Revenue and Benefits and Contact Centre (sec	e RED 2.6)				(300) (200) (20) (20) (535) (856) (637) (1) (645)

# RESOURCES CUSTOMER AND CORPORATE SERVICES CONTACT CENTRE

**COST CENTRE: C1618Q** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu	re on (A)	ORIGINAL BUDGET	%
2016/17 £000's	DESCRIPTION	2016/17 (A) £000's	Inflation (B) £000's	* Other (C) £000's	2017/18 (D) £000's	CHANGE (E) %
1,663	Employees	2,251	22	608	2,881	28
	Premises related expenditure Supplies and Services	102	-	- 2	2   104	-
-	Third Party Payments	- 102	-	-		n/
=	Transfer Payments	-	-	-	-	n/
	Transport related expenditure Recharges from other services		-	-	-	n/ n/
	TOTAL EXPENDITURE	2,355	22	610	2,987	27
	Government Grants	-	-	-		n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
-	Customer and Client Receipts Interest Receivable	<u> </u>	-	-		n/ n/
	Recharges to other services	(147)	=	(312)	(459)	212
(147)	TOTAL INCOME	(147)	-	(312)	(459)	212
2 209	NET CONTROLLABLE COST	2,208	22	298	2,528	14
2,209	NET CONTROLLABLE COST	2,200	22	290	2,526	
	Capital Charges	-	-	-	-	n/
	Deferred/Intangible Charges REFCUS	- 1	-		-	n/
	Corporate support services bought in	(2,165)	-	19	(2,146)	n/ (1
	TOTAL UNCONTROLLABLE COST	(2,165)	-	19	(2,146)	(*
44	NET COST OF SERVICE	43	22	317	382	788
	Contributions to / (from) Earmarked Reserves	1				
	Contributions to / (from) Capital Reserves:			· -		n/: n/:
-	Financing of Capital Expenditure	-	-	-	-	n/:
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/
	TOTAL APPROPRIATIONS	-	-	-	-	n/ n/
44	TOTAL NET EXPENDITURE	43	22	317	382	788
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands				· ·	£000's
	<u>g</u>					-
						-
						-
trategic bud	get - agreed additional income / savings					- - -
•	get - agreed additional income / savings ew Efficiency Savings (2 fte's)				-	
•					-	(84
•						(84
•						(84
						- - - -
rocess Revi	ew Efficiency Savings (2 fte's)					- - - -
rocess Revi	ew Efficiency Savings (2 fte's)  ee changes et decrease due to Digital & Enabling savings					- - - - (84
ther resource	ew Efficiency Savings (2 fte's)  ce changes et decrease due to Digital & Enabling savings veen Revenue and Benefits and Contact Centre (se					(193 637
ther resource taffing budgeransfer between	ew Efficiency Savings (2 fte's)  ce changes et decrease due to Digital & Enabling savings veen Revenue and Benefits and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (severage)					(84 (193 637 (63
Other resource staffing budger transfer between	ew Efficiency Savings (2 fte's)  ce changes et decrease due to Digital & Enabling savings veen Revenue and Benefits and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (seveen Information Technology and Contact Centre (severage)					(193 637 (63
rocess Revi	ew Efficiency Savings (2 fte's)  be changes et decrease due to Digital & Enabling savings veen Revenue and Benefits and Contact Centre (seveen Information Technology and Contact Centre (severariations					(193 637 (63 1
ther resource taffing budgeransfer between	ew Efficiency Savings (2 fte's)  be changes et decrease due to Digital & Enabling savings veen Revenue and Benefits and Contact Centre (seveen Information Technology and Contact Centre (severariations					(84 - - - (84 (193 637 (63 1 19

# RESOURCES CUSTOMER AND CORPORATE SERVICES TRANSFORMATION

**COST CENTRE: C1620Q** 

FORECAST		ORIGINAL BUDGET	Expendit	in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	%
425	Employees Premises related expenditure	330	4	142	476	44 n/a
	Supplies and Services	1	-	_	1	-
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments Transport related expenditure	-	-	<u>-</u>	-	n/a
1,353	Recharges from other services		-	-		n/a n/a
1,781	TOTAL EXPENDITURE	331	4	142	477	44
-	Government Grants	-	-	-		n/a
-	Other Grants, reimbursements and contributions Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	_		n/a n/a
(79)	Recharges to other services	-	-	(81)	(81)	n/a
(79)	TOTAL INCOME	-	÷	(81)	(81)	n/a
1,702	NET CONTROLLABLE COST	331	4	61	396	20
	Capital Charges	-	-	_	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
(362)	REFCUS Corporate support services bought in	(362)	-	- 27	(335)	n/a
	TOTAL UNCONTROLLABLE COST	(362)		27	(335)	<u>(7</u> (7
(002)	TOTAL STOCKTOCLASTIC GOOT	(002)		21	(000)	
1,340	NET COST OF SERVICE	(31)	4	88	61	(297
(1,371)	Contributions to / (from) Earmarked Reserves	- 1	-	-	_	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans Contribution to / (from) General Balances	] - ]	-		-	n/a n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(31)	TOTAL NET EXPENDITURE	(31)	4	88	61	(297
`		(5.7)	•			
* OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
	<del>ga. ag. ag. ga. ga. ga. ga. ga. ga. ga. </del>					-
						·
						-
Strategic bud	get - agreed additional income / savings					
						_
						-
						-
						-
Other resource	ce changes					
					l	_
Budget Trans Other minor v	fer (1fte) from Cl variations					54 7
	porate services bought in					27
						88
						በሽ

# RESOURCES CUSTOMER AND CORPORATE SERVICES INFORMATION COMMUNICATION TECHNOLOGY

**COST CENTRE: C1622Q** 

	***************************************	T				
		ORIGINAL		in Level of	ORIGINAL	0.4
FORECAST	DECORIDATION	BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
COOOL		(A)	(B)	(C)	(D)	(E)
£000's	Employage	£000's	£000's	£000's	£000's	%
	Employees	2,373	25	(55)	2,343	(*
	Premises related expenditure		- 40		0.740	n/
	Supplies and Services	2,632	12	74	2,718	
	Third Party Payments	5,783	-	(505)	5,278	(9
	Transfer Payments	-	-	-	-	n/
	Transport related expenditure	-	-	-	-	n/
	Recharges from other services	- 1		-	-	n
10,679	TOTAL EXPENDITURE	10,788	37	(486)	10,339	(4
_	Government Grants	(113)	_	113		(100
_	Other Grants, reimbursements and contributions	(1.1.7)	· _	_	_	(.o.
	Customer and Client Receipts	(71)	_	71	_	(100
	Interest Receivable	``_''	_	_	_	n/
	Recharges to other services	(773)	_	229	(544)	(30
		1 '1				
(854)	TOTAL INCOME	(957)	-	413	(544)	(43
9,825	NET CONTROLLABLE COST	9,831	37	(73)	9,795	(0
0,020		0,00.		(, 0)	5,.00	
11	Capital Charges	11	-	(11)	.	(100
	Deferred/Intangible Charges	3,552	_	983	4,535	28
	REFCUS	-	_	_	.,	n/
	Corporate support services bought in	(14,797)	-	1,501	(13,296)	(10
	TOTAL UNCONTROLLABLE COST	(11,234)		2,473	(8,761)	(22
(11,254)	TOTAL UNCONTROLLABLE COST	(11,254)		2,413	(6,701)	(22
(1,409)	NET COST OF SERVICE	(1,403)	37	2,400	1,034	(174
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/s
-	Contributions to / (from) Capital Reserves:	- i	-	-	-	n/s
-	Financing of Capital Expenditure	-	-	-	-	n/s
-	Provision for Repayment of External Loans	-	-	-	-	n/s
	Contribution to / (from) General Balances	-	-	_		n/:
<u> </u>	TOTAL APPROPRIATIONS		-	-	-	n/:
(1,409)	TOTAL NET EXPENDITURE	(1,403)	37	2,400	1,034	(174
, · /				·		(117
• • •	RIATIONS IN LEVEL OF EXPENDITURE			·		
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands			,		£000's
* OTHER VAF	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands			,		
* OTHER VAR Strategic budg	get - agreed pressures / service demands					£000's
* OTHER VAR Strategic budg						
* OTHER VAR Strategic budg	get - agreed pressures / service demands					£000's
* OTHER VAR Strategic budg	get - agreed pressures / service demands					£000's - 250
* OTHER VAR Strategic budo Capita Contra	get - agreed pressures / service demands ct increase in running cost budget					£000's - 250
* OTHER VAR Strategic budo Capita Contra	get - agreed pressures / service demands					£000's - 250 -
* OTHER VAR Strategic budg Capita Contra	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's - 250 250
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budo Capita Contra Strategic budo	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings					£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings					£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings					£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings	ee RED 2.6)				£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (se	ee RED 2.6)				£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other resource Transfer between	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (se	ee RED 2.6)				£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other resource Transfer betwo Other minor va	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (se	ee RED 2.6)				£000's  - 250 - 250 (373 (373
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other ICT Sav Other minor var Decrease in cal Increase in De	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (seariations apital charges eferred/Intangible Charges	ee RED 2.6)				£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other ICT Sav Other minor var Decrease in cal Increase in De	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (so	ee RED 2.6)				£000's
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other resource Transfer between Other minor van Decrease in cal Increase in De	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (seariations apital charges eferred/Intangible Charges	ee RED 2.6)				£000's  - 250 250 (373 (373 63 (11 983 1,501
* OTHER VAR Strategic budg Capita Contra Strategic budg Other ICT Sav Other ICT Sav Other minor va Decrease in Calincrease in	get - agreed pressures / service demands ct increase in running cost budget get - agreed additional income / savings vings e changes een Information Technology and Contact Centre (seariations apital charges eferred/Intangible Charges	ee RED 2.6)				£000's

# RESOURCES CUSTOMER AND CORPORATE SERVICES BUSINESS SUPPORT

**COST CENTRE: C1624Q** 

Triansfer Payments			Logioniai			0.00000	<del>r </del>
DESCRIPTION	FORECAST						n/
Company   Comp		<u> </u>				-	
5000°s   6,019   5000°s   6,000°s   6,000°s   6,000°s   6,019	2010/17	DESCRIPTION					
6,019   Employees   6,297   63   83   6,443   Permisses related expenditure	£000'e						
Premises related expenditure   -     -		Employees					70
409   Supplies and Services			0,291	03	63	0,443	
Transport related expenditure 10 - 10 - 10 - 10 - 10 - 10 - 10 - 10			5/6	-	(161)	205	n/
Transfer Payments Transport related expenditure Transport related expenditure Transport related expenditure 10 - 10 250 Recharges from other services 6,878 TOTAL EXPENDITURE 6,863 63 (78) 6,838 Government Grants Other Grants, reimbursements and contributions (142) Customer and Citer Receipts (142) Customer and Citer Receipts (142) Customer and Citer Receipts (142) Customer and Citer Receipts (143) (2,936) (3,939) (4) 295 (102) (102) (103) (			346	_	(101)	300	(29
- Transport related expenditure			-	-	-	-	n/
250 Recharges from other services				-	-		n/
Government Grants			10	-	-	10	-
Government Grants	250	Recharges from other services	-	-	-	-	n/
Government Grants	6,678	TOTAL EXPENDITURE	6,853	63	(78)	6,838	((
Other Grants, reimbursements and contributions   1,42   295   (102)   1,42   1,42   1,42   1,43   1,44	_	Government Grants	_				n/
(142) Customer and Client Receipts (393) (4) 255 (102)					_	· .	
Interest Receivable   (3,194) Recharges to other services   (3,239)   - 303   (2,936)     (3,336)   TOTAL INCOME   (3,632)   (4)   598   (3,038)     (3,336)   TOTAL INCOME   (3,632)   (4)   598   (3,038)     (3,342   NET CONTROLLABLE COST   3,221   59   520   3,800     - Capital Charges			(202)	(4)	205	(402)	n/
(3,194) Recharges to other services (3,239) - 303 (2,936) (3,338) TOTAL INCOME (3,632) (4) 598 (3,038)			(383)	(4)		(102)	(74
(3,336)   TOTAL INCOME   (3,632)   (4)   598   (3,038)			(2.220)	-		(0.000)	n/
3,342   NET CONTROLLABLE COST   3,221   59   520   3,800			(3,239)	-	303		(9
- Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS - REFCUS - REFCUS - REFCUS	(3,336)	TOTAL INCOME	(3,632)	(4)	598	(3,038)	(16
- Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS - REFCUS - REFCUS - REFCUS	2 2 4 2	NET CONTROL LABLE COST	2 224	F0.	500	2.000	4.5
- Deferred/Intangible Charges	3,342	NET CONTROLLABLE COST	3,221	59	520	3,800	18
- Deferred/Intangible Charges		Canital Charges		_	_		n/a
REFCUS	-	Deferred/Intensible Charges	_	_	_	- I	
(4,986) Corporate support services bought in (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (4,986) TOTAL UNCONTROLLABLE COST (4,916) - 59 (2,136	-	DEECHO	- I	-	-	- I	n/a
(4,986) TOTAL UNCONTROLLABLE COST (4,916) - 1,616 (3,300) (1,1644) NET COST OF SERVICE (1,695) 59 2,136 500 (1,1644) NET COST OF SERVICE (1,695) 59 2,136 500 (1,1644) NET COST OF SERVICE (1,695) 59 2,136 500 (1,1644) Contributions to / (from) Earmarked Reserves			(4.046)	-	1 010	(2.200)	n/a
(1,644) NET COST OF SERVICE (1,695) 59 2,136 500 (1  - Contributions to / (from) Earmarked Reserves							(33
- 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 - 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) Capital Expenditure - Contribution to / (	(4,986)	TOTAL UNCONTROLLABLE COST	(4,916)	-	1,616	(3,300)	(33
- 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 - 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) Capital Expenditure - Contribution to / (	1		1 1				
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 (1,644) TOTAL NET EXPENDITURE (1,644) TOTAL NET EXPENDITURE  (1,644) TOTAL NET EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands ealignment of staffing costs  crease in Scanning Income  (1,644) Total net expenditure  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (2,000)  (1,694) TOTAL APPROPRIATIONS  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (2,000)  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS I	(1,644)	NET COST OF SERVICE	(1,695)	59	2,136	500	(129
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 (1,644) TOTAL NET EXPENDITURE (1,644) TOTAL NET EXPENDITURE  (1,644) TOTAL NET EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands ealignment of staffing costs  crease in Scanning Income  (1,644) Total net expenditure  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (2,000)  (1,694) TOTAL APPROPRIATIONS  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (2,000)  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  (1,695) 59 2,136 500 (1  COTHER VARIATIONS I	1	Contributions to / (from) Formarked Posentos	<del></del> .				
Financing of Capital Expenditure Provision for Repayment of External Loans Contribution to //from/ General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE (1,644) TOTAL NET EXPENDITURE (1,645) 59 2,136 500 (1  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands ealignment of staffing costs  trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  2.1			-	-	-	-	n/a
- Provision for Repayment of External Loans	-		-	-	-	-	n/a
- Contribution to / (from) General Balances	-		-	-	,-	-	n/a
TOTAL APPROPRIATIONS	-		-	-	-	-	n/a
(1,644) TOTAL NET EXPENDITURE  (1,695) 59 2,136 500 (1  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands ealignment of staffing costs  trategic budget - agreed additional income / savings  crease in Scanning Income  (1,695) 59 2,136 500 (1  E000's  E000's  trategic budget - agreed pressures / service demands  ealignment of staffing costs  (1,695) 59 2,136 500 (1  E000's  E000's  (1,695) 59 2,136 500 (1  E000's	1		-		-	-	n/a
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands ealignment of staffing costs  trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1		TOTAL APPROPRIATIONS	-	-	-	<u> </u>	n/a
trategic budget - agreed pressures / service demands ealignment of staffing costs  trategic budget - agreed additional income / savings  crease in Scanning Income  ( ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1	(1,644)	TOTAL NET EXPENDITURE	(1,695)	59	2,136	500	(129
trategic budget - agreed pressures / service demands ealignment of staffing costs  trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1							
trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1							£000's
trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1	Strategic budg	get - agreed pressures / service demands					
trategic budget - agreed additional income / savings  crease in Scanning Income  (ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1							-
trategic budget - agreed additional income / savings  crease in Scanning Income  ( ther resource changes  eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  ( 2,1	Realignment o	of staffing costs					80
trategic budget - agreed additional income / savings  crease in Scanning Income  ( ther resource changes  eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  ( 2,1							-
trategic budget - agreed additional income / savings  crease in Scanning Income  ( ther resource changes  eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  ( 2,1							-
ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  ()  ()  ()  ()  ()  ()  ()  ()  ()  (							80
ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations   (2,1)	Strategic budg	get - agreed additional income / savings					
ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations   (2,1)							-
ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations   (2,1)							
ther resource changes eduction in recharges to other services eduction in Corporate support services bought in ther minor variations  (2,1)	ncrease in So	canning Income					(63
ther resource changes  eduction in recharges to other services  eduction in Corporate support services bought in  ther minor variations  2,1							· -
ther resource changes  eduction in recharges to other services  eduction in Corporate support services bought in  ther minor variations  2,1							_
ther resource changes  eduction in recharges to other services  eduction in Corporate support services bought in  ther minor variations  2,1							_
ther resource changes  eduction in recharges to other services  eduction in Corporate support services bought in  ther minor variations  2,1							-
ther resource changes  eduction in recharges to other services  eduction in Corporate support services bought in  ther minor variations  2,1							(63
eduction in Corporate support services bought in ther minor variations  2,1	Other resourc	e changes					
eduction in Corporate support services bought in ther minor variations  2,1							
ther minor variations  2,1	Reduction in r	echarges to other services					500
ther minor variations  2,1							1,616
2,1							3
						1	_
						l	_
						l	٠.
						l	2,119
OTAL OTHER MARIATIONS IN PERCUIPOE							-,
OTAL OTHER VARIATIONS IN RESOURCE 2,1	OTAL OTHE	ER VARIATIONS IN RESOURCE					2,136

# RESOURCES CUSTOMER AND CORPORATE SERVICES CUSTOMER SERVICES

**COST CENTRE: C1670Q** 

FORECAST		ORIGINAL   BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
20.07.11	DECORUM THOM	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(L) %
	Employees	152	2	9	163	7
	Premises related expenditure		_			n/a
	Supplies and Services	12		(9)	3	(75
	Third Party Payments	'-	_	(5)		
	Transfer Payments	1 1	<del>-</del>	_	-	n/a
	Transport related expenditure	-	-	-	-	n/a
		- 1	-	- 1	-	n/a
	Recharges from other services	-	<u>-</u>		-	n/a
163	TOTAL EXPENDITURE	164	2	-	166	1
-	Government Grants	- 1	_	-		n/a
· _	Other Grants, reimbursements and contributions	_	_	_	_	n/a
	Customer and Client Receipts	(2,399)	_	2,500	101	(104
	Interest Receivable	(2,000)	_	2,000	'0'	n/a
	Recharges to other services	_	_	(258)	(258)	
			<del></del> -	, ,		n/a
(2,399)	TOTAL INCOME	(2,399)	-	2,242	(157)	(93
(2,236)	NET CONTROLLABLE COST	(2,235)	2	2,242	9	(100
-	Capital Charges	- 1		-	-	n/a
	Deferred/Intangible Charges	_	-	_	_	n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	3,398	-	(3,563)	(165)	(105
	TOTAL UNCONTROLLABLE COST	<del>                                     </del>				
3,390	TOTAL UNCONTROLLABLE COST	3,398	<b>-</b> .	(3,563)	(165)	(105
1,162	NET COST OF SERVICE	1,163	2	(1,321)	(156)	(113
	Contributions to / (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	_	_	_ I	n/a
-		- 1	-	- 1	- 1	11/2
- -	Contribution to / (from) General Balances	-	-	_	-	n/a
			-	-	-	n/a
- ,	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	1 162	-	-	-	n/a n/a
-	Contribution to / (from) General Balances	1,163	- 2	(1,321)	(156)	n/a
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a
1,162 * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI Strategic bude	Contribution to / (from) General Balances  TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI Strategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI Strategic bude	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162 * OTHER VAI	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI Strategic bude	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	1,163	2	-	-	n/a n/a (113
1,162  * OTHER VAI Strategic budg	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	1,163	2	-	-	n/s n/s n/s (113 £000's
1,162  * OTHER VAI Strategic budg  Strategic budg  Other resourc Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  * OTHER VAI Strategic budg  Strategic budg  Other resourc Digital & Enab	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	1,163	2	-	-	n/a n/a (113 £000's
1,162  * OTHER VAI Strategic bude  Strategic bude  Other resourc  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  * OTHER VAI Strategic bude  Strategic bude  Other resourc  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  * OTHER VAI Strategic bude  Strategic bude  Other resourc  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  * OTHER VAI Strategic bude  Strategic bude  Other resourc  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  TOTHER VAI  Strategic budg  Strategic budg  Other resourc  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's
1,162  OTHER VAI  Strategic bude  Other resource  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s n/s (113 £000's
1,162  OTHER VAI  Strategic bude  Other resource  Digital & Enab	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  get - agreed additional income / savings	1,163	2	-	-	n/s n/s (113 £000's

# RESOURCES CUSTOMER AND CORPORATE SERVICES HOUSING BENEFITS

**COST CENTRE: C1670Q** 

DESCRIPTION							
2016/17   DESCRIPTION			1			ORIGINAL	
Cooperation	<b>FORECAST</b>		BUDGET			BUDGET	
Employees	2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
Employees			(A)	(B)	(C)	(D)	(E)
Employees   -   -	£000's						
Premises related expenditure   1,272   1,272   1,272   1,272   1,272   1,176   247   Payments   277,476   1,274   1,		Employees	1				n,
1,272   Supplies and Services   1,277   - 1,272   - 1,272   - 1,272   - 1,273   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 1,274   - 2,274,46   - 2,274,46   - 2,274,46   - 2,274,46   - 2,274,48   - 2,274,			_	_	_		n,
Third Party Payments 277.476 1 Transport related expenditure Recharges from other services 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.748 278.749 278			1 272	-	_	4 272	111
277,476   Transfer Payments	1,212		1,2/2	-	-	1,212	
- Transport related expenditure - Recharges from other services - 278,748 -	<del>-</del>			-	-	<del>-</del>	n.
- Recharges from other services			277,476	-	-	277,476	-
278,748   TOTAL EXPENDITURE   278,748   - 278,748   (276,691)   Government Grants   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,748)   (278			-	-	-	-	n.
278,748   TOTAL EXPENDITURE   278,748   - 278,748   (276,691)   Government Grants   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,691)   (276,748)   (278	_	Recharges from other services	-	-	-	-	n.
(276,691) Government Grants (276,691) (2,057) Other Grants, reimbursements and contributions (2,057) Other Grants, reimbursements and contributions (2,057) (2			270 740			279 749	
(2,057) Other Grants, reimbursements and contributions Customer and Client Receipts Interest Receivable Recharges to other services (278,748) TOTAL INCOME (278,748) TOTAL INCOME (278,748) - (278,748)  - NET CONTROLLABLE COST						·	
- Customer and Client Receipts				-	-	(276,691)	
- Customer and Client Receipts	(2,057)	Other Grants, reimbursements and contributions	(2,057)	_	-	(2,057)	
Interest Receivable			` _ '		_	`´ _′	n.
Recharges to other services			_	_	_	<u> </u>	n
(278,748)   TOTAL INCOME			1	_	_	-	
- NET CONTROLLABLE COST  - Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST					-		n
- Capital Charges - Deferred/Intangible Charges - REFCUS	(278,748)	TOTAL INCOME	(278,748)	-	-	(278,748)	
- Capital Charges - Deferred/Intangible Charges - REFCUS						l	
- Capital Charges - Deferred/Intangible Charges - REFCUS	_	NET CONTROLLABLE COST	_ [		_		n
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 APPROPRIATIONS  TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed additional income / savings	_	MET CONTROLLABLE COST	<u> </u>		_	-	11
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 APPROPRIATIONS  TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed additional income / savings		10	· · · · · · · · · · · · · · · · · · ·			· · · · · ·	
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  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands			-	-	-	-	n
- 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 APPROPRIATIONS - TOTAL NET EXPENDITURE			ļ <del>-</del>	-	-	-	n
- TOTAL UNCONTROLLABLE COST	-	REFCUS	-	-	-	-	n
- TOTAL UNCONTROLLABLE COST	-	Corporate support services bought in	-	-	-	-	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 - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE			_			_	n
- 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 - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings		TOTAL GROOM TROLLABLE 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 - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - TOTAL NET EXPENDITURE  COTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings	1		1				
- 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	-	NET COST OF SERVICE	-	-	-	-	n
- 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						<del>'''</del>	
- 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	-	Contributions to / (from) Earmarked Reserves	- 1	-	_	- 1	n/
Financing of Capital Expenditure 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  trategic budget - agreed additional income / savings			- 1	_	_	_	n/
- Provision for Repayment of External Loans			- I	_		<u> </u>	
- Contribution to / (from) General Balances	-		·		-	-	n,
TOTAL NET EXPENDITURE  TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings	-		- 1	-	-	-	n.
TOTAL NET EXPENDITURE  OTHER VARIATIONS IN LEVEL OF EXPENDITURE  trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  other resource changes		Contribution to / (from) General Balances	-		-		n
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings	-	TOTAL APPROPRIATIONS	-	-	-	-	n
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings			11				
OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings	_	TOTAL NET EXPENDITURE		_	_		n
trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings  ther resource changes		TOTAL NET EXITENSITORE	<u> </u>				- 11
trategic budget - agreed pressures / service demands  trategic budget - agreed additional income / savings  trategic budget - agreed additional income / savings  ther resource changes	OTHER VA	DIATIONS IN LEVEL OF EXPENDITURE				Г	EUUUla
trategic budget - agreed additional income / savings  Wher resource changes	Strategic bud	get agreed pressures / service demands					20008
other resource changes	strategic bud	get - agreed pressures / service demands					
other resource changes							•
other resource changes							•
other resource changes						•	
other resource changes							
other resource changes							
other resource changes	Strategic bude	get - agreed additional income / savings					
					,		,
							•
							,
	Other recours	ce changes				ľ	
OTAL OTHER VARIATIONS IN RESOURCE	Julier resourc						
OTAL OTHER VARIATIONS IN RESOURCE	Julei Jesoulo						
OTAL OTHER VARIATIONS IN RESOURCE	otrier resourc						
OTAL OTHER VARIATIONS IN RESOURCE	Julei resourc						
OTAL OTHER VARIATIONS IN RESOURCE	Julier resourc					ļ	
OTAL OTHER VARIATIONS IN RESOURCE	Arier resourc						•
OTAL OTHER VARIATIONS IN RESOURCE	orner resource						
OTAL OTHER VARIATIONS IN RESOURCE	one resourc						•
OTAL OTHER VARIATIONS IN RESOURCE	orinei resourc						-
OTAL OTHER VARIATIONS IN RESOURCE	orner resourc						
-	Julie resourc						

## RESOURCES COMMISSIONING AND IMPROVEMENT

#### SERVICE DESCRIPTION

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

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

MOVEMENT IN NET EXPENDITURE

		ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE 2 S	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1245Q T	Transport Provision	7,729	63	355	8,147	5
C1626Q N	Non CI Projects	(3,437)	2	3,521	86	(103)
C1630Q E	Equalities and Social Inclusion	743	11	(604)	150	(80)
C1632Q * C	Corporate Planning	357	-	(576)	(219)	(161)
C1672Q S	Strategy and Performance	(849)	2	769	(78)	(91)
C1674Q F	Procurement and Commissioning	137	8	(166)	(21)	(115)
C1676Q F	Place Support	(103)	4	111	12	(112)
C1678Q	Croydon Transport Service (CTS) Summary	7	6	11	24	243
C1680Q C	CI Services Children Families and Learning	(44)	7	101	64	(245)
C1682Q	CI Services Adult Services Health and Housing	593	12	(566)	39	(93)
T	TOTAL NET SPEND	5,133	115	2,956	8,204	60

-	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Transport Provision	-	18.7	18.7
Non CI Projects	2.0	1.0	(1.0)
Equalities and Social Inclusion	21.0	21.0	-
Corporate Planning	-	-	-
Strategy and Performance	4.0	4.0	-
Procurement and Commissioning	14.0	14.0	-
Place Support	6.0	7.0	1.0
Croydon Transport Service (CTS) Summary	9.0	12.0	3.0
CI Services Children Families and Learning	10.9	8.4	(2.5)
CI Services Adult Services Health and Housing	22.0	22.5	0.5
TOTAL FTE STAFF	88.9	108.6	19.7

# RESOURCES COMMISSIONING AND IMPROVEMENT

**COST CENTRE: C1610P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
<b>FORECAST</b>		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
5,942	Employees	4,751	55	696	5,502	16
-	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	(3,704)	-	405	(3,299)	(11
	Third Party Payments	604	-	804	1,408	133
	Transfer Payments	102	-	169	271	166
	Transport related expenditure	7,724	60	(2,124)	5,660	(27
(2,881)	Recharges from other services	(228)		(1)	(229)	0
11,496	TOTAL EXPENDITURE	9,249	115	(51)	9,313	1
(18)	Government Grants	-	_	_	-	n/a
(220)	Other Grants, reimbursements and contributions	-	-	(229)	(229)	n/a
	Customer and Client Receipts	-	-	-	· - /	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,586)	Recharges to other services	(1,010)	_	(4)	(1,014)	
(1,824)	TOTAL INCOME	(1,010)	-	(233)	(1,243)	23
9,672	NET CONTROLLABLE COST	8,239	115	(284)	8,070	(2
_	Capital Charges					n/a
	Deferred/Intangible Charges	] [ ]		-	-	
	REFCUS	l	-	-	-	n/a
	Corporate support services bought in	(3,106)	_	3,240	134	n/a (104
	TOTAL UNCONTROLLABLE COST	(3,106)	-	3,240	134	(104
· · · · · · · · · · · · · · · · · · ·		<u> </u>				
6,535	NET COST OF SERVICE	5,133	115	2,956	8,204	60
(76)	Contributions to / (from) Earmarked Reserves	· · · · · · · · · · · · · · · · · · ·	·			
(70)	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	· [	-	- 1	-	n/a
			-			n/a
(76)	TOTAL APPROPRIATIONS		-	-	-	n/a
0.450	TOTAL NET EXPENDITURE	5.133	115	2.956	8,204	60

### RESOURCES COMMISSIONING AND IMPROVEMENT TRANSPORT PROVISION

**COST CENTRE: C1245Q** 

Premises related expenditure	2016/17	DESCRIPTION	ORIGINAL BUDGET 2016/17	Variations Expenditu Inflation		ORIGINAL BUDGET 2017/18	% CHANGE
678   Employees							
Premises related expenditure		Employees	£000's				% n
937 Third Party Payments 73 - 800 873 1,0 271 Transfer Payments 102 - 169 271 1 6,668 Transport related expenditure 7,725 60 (2,126) 5,659 ( (219) Rechanges from other services (2/43) - (1) (2/44) 8,463 TOTAL EXPENDITURE 7,657 63 (566) 7,154 (18) Government Grants - 2,29 (229) (229) (229) (229) (229) (239	-		_ [	-	-	-	n,
271   Transfer Payments		Supplies and Services	- [	-			n
6,868 Transport related expenditure (249) - (11) (244) (249) (219) Recharges from other services (243) - (11) (244) (249) (249) (249) (249) (249) (249) (249) (220) Other Grants, reimbursements and contributions (229) (		1		-			1,09
(249)   Recharges from other services   (243)   - (11)   (244)   (243)   (24			1	- 60			16
8,453   TOTAL EXPENDITURE				-			(2
(18) Overmment Grants (220) Other Grants, reimbursements and contributions			7,657	63	(566)	7,154	(
(229)   (229)	(18)	Government Grants	-	_	-	-	
Interest Receivable   -   -   -	(220)		-	-	(229)	(229)	n
(65) Recharges to other services (303) TOTAL INCOME (229) (229)  8,150 NET CONTROLLABLE COST 7,657 63 (795) 6,925 (  - Capital Charges - Deferred/intangible Charges - REFCUS - REFCUS	-	•	-	-	-	-	n,
(303)   TOTAL INCOME	- (65)		-	_	-		n. · n.
8,150   NET CONTROLLABLE COST   7,657   63   (795)   6,925   (795)			- 1	_ :	(229)	(229)	n
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - REFCUS - 1,150 - 1,222 - 1	(000)		1		(===7)	()	
- Deferred/Intangible Charges	8,150	NET CONTROLLABLE COST	7,657	63	(795)	6,925	(1
- Deferred/Intangible Charges	-	Capital Charges	- 1	-	- 1	-	n.
41 Corporate support services bought in 72 - 1,150 1,222 1,51 41 TOTAL UNCONTROLLABLE COST 72 - 1,150 1,222 1,51 1,51 1,51 1,522 1,51 1,51 1,	-		-	-	-	-	n
41 TOTAL UNCONTROLLABLE COST 72 - 1,150 1,222 1,59  8,191 NET COST OF SERVICE 7,729 63 355 8,147  - Contributions to / (from) Earmarked Reserves			-	-	1 150	4 222	n,
8,191 NET COST OF SERVICE 7,729 63 355 8,147  - Contributions to / (from) Earmarked Reserves			[		,		
- Contributions to / (from) Earmarked Reserves	41	TOTAL UNCONTROLLABLE COST	12	-	1,150	1,222	1,59
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 APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE Trategic budget - agreed pressures / service demands Trategic budget - agreed pressures / service demands Trategic budget - agreed additional income / savings Trategic budget - agreed addit	8,191	NET COST OF SERVICE	7,729	63	355	8,147	
Financing of Capital Expenditure	-	Contributions to / (from) Earmarked Reserves	- [	-	-	- [	n/
Provision for Repayment of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS TOTAL APPROPRIATIONS TOTAL NET EXPENDITURE Trategic budget - agreed pressures / service demands Towth in transport service for Adults Trategic budget - agreed additional income / savings Trate	-		-	-	-	-	n,
- Contribution to / (from) General Balances	-		-	-	-	-	n
8,191 TOTAL NET EXPENDITURE 7,729 63 355 8,147  OTHER VARIATIONS IN LEVEL OF EXPENDITURE trategic budget - agreed pressures / service demands rowth in transport service for Adults 56  trategic budget - agreed additional income / savings anaging Demand Transport - SEN (1,58 tegration of adults and children transport services diditional income from trading travel training model (2,5 tegration of adults and children transport services diditional income from trading travel training model (2,5 tegration of adults and children transport services (11,78 tegration of adult	-		] []	-			n/ n/
Trategic budget - agreed pressures / service demands  rowth in transport service for Adults  frategic budget - agreed additional income / savings  anaging Demand Transport - SEN  tegration of adults and children transport services  diditional income from trading travel training model  (2)  ther resource changes  taffing changes as a result of restructure within Cl division (see RED 3.10)  overment of Budgets for Transport to Cl from People department (see PED 6.8)  ansier of Budgets from LATC being brought in-house crease in Corporate support services brought in  1,15	_						
rategic budget - agreed pressures / service demands  rowth in transport service for Adults  50  51  52  53  54  55  55  65  65  65  65  65  65  65			-	-	-		n/
rategic budget - agreed pressures / service demands  rowth in transport service for Adults  50  51  52  53  54  55  55  65  65  65  65  65  65  65	•	TOTAL APPROPRIATIONS	<u> </u>	63		8,147	
trategic budget - agreed additional income / savings  anaging Demand Transport - SEN  tegration of adults and children transport services diditional income from trading travel training model  ther resource changes  affing changes as a result of restructure within Cl division (see RED 3.10)  overent of Budgets for Transport to Cl from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,16	8,191	TOTAL NET EXPENDITURE	<u> </u>	63		8,147	
trategic budget - agreed additional income / savings  anaging Demand Transport - SEN  tegration of adults and children transport services diditional income from trading travel training model  ther resource changes  affing changes as a result of restructure within Cl division (see RED 3.10)  overent of Budgets for Transport to Cl from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,16	8,191 OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  ARIATIONS IN LEVEL OF EXPENDITURE	<u> </u>	63		8,147	
anaging Demand Transport - SEN tegration of adults and children transport services diditional income from trading travel training model  ther resource changes taffing changes as a result of restructure within CI division (see RED 3.10) overment of Budgets for Transport to CI from People department (see PED 6.8) ransfer of Budgets from LATC being brought in-house crease in Corporate support services brought in  1,61	8,191  OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	<u> </u>	63		8,147	£000's
anaging Demand Transport - SEN tegration of adults and children transport services diditional income from trading travel training model  ther resource changes taffing changes as a result of restructure within CI division (see RED 3.10) overment of Budgets for Transport to CI from People department (see PED 6.8) ransfer of Budgets from LATC being brought in-house crease in Corporate support services brought in  1,61	8,191  OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	<u> </u>	63		8,147	£000's
anaging Demand Transport - SEN  tegration of adults and children transport services  dditional income from trading travel training model  ther resource changes  affing changes as a result of restructure within CI division (see RED 3.10)  overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,16	8,191  OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands	<u> </u>	63		8,147	
tegration of adults and children transport services  diditional income from trading travel training model  (2  ther resource changes  taffing changes as a result of restructure within CI division (see RED 3.10)  ovement of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,161	8,191  OTHER VA  Strategic bud  Growth in train	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands  INSPORT Service for Adults	<u> </u>	63		8,147	£000's
tegration of adults and children transport services  diditional income from trading travel training model  (2  ther resource changes  taffing changes as a result of restructure within CI division (see RED 3.10)  ovement of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,161	8,191  OTHER VA  Strategic bud  Growth in train	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands  INSPORT Service for Adults	<u> </u>	63		8,147	£000's
ther resource changes  affing changes as a result of restructure within Cl division (see RED 3.10) ovement of Budgets for Transport to Cl from People department (see PED 6.8) ansfer of Budgets from LATC being brought in-house crease in Corporate support services brought in  1,161	8,191  OTHER VA  strategic bud  Growth in tra	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings	<u> </u>	63		8,147	£000's
ther resource changes  affing changes as a result of restructure within CI division (see RED 3.10)  overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15	8,191  OTHER VA  trategic bud  trowth in trategic bud  trategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN	<u> </u>	63		8,147	£000's 50 50 (1,58
ther resource changes  affing changes as a result of restructure within CI division (see RED 3.10)  overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15	8,191  OTHER VA  trategic bud  trategic bud  trategic bud  anaging De	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  fadults and children transport services	<u> </u>	63		8,147	£000's 50 (1,58
ther resource changes  affing changes as a result of restructure within CI division (see RED 3.10)  overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15	8,191  OTHER VA  trategic bud  trategic bud  trategic bud  anaging De	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  fadults and children transport services	<u> </u>	63		8,147	£000's 50 50 (1,58
caffing changes as a result of restructure within CI division (see RED 3.10)  overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15	8,191  OTHER VA  trategic bud  trategic bud  trategic bud  anaging De	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  fadults and children transport services	<u> </u>	63		8,147	£000's
overment of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15  1,61	8,191  OTHER VA  trategic bud  trategic bud  trategic bud  anaging De  tegration of dditional inc	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model	<u> </u>	63		8,147	£000's 50 (1,58 (15) (2
overnent of Budgets for Transport to CI from People department (see PED 6.8)  ansfer of Budgets from LATC being brought in-house  crease in Corporate support services brought in  1,15  1,61	8,191  OTHER VA  Strategic bud  Strategic bud  Anaging De  Iterategic of  Anaging De  Iterategic of  Anaging De  Iterategic of  Anaging De	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model	<u> </u>	63		8,147	£000's 50 (1,58 (15) (2
crease in Corporate support services brought in  1,15  1,61	8,191  OTHER VA trategic bud  frowth in traiterategic bud lanaging De ntegration of dditional incompletes	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model  ce changes	7,729	63		8,147	£000's 50 (1,58 (15 (2
1,61	8,191  OTHER VA  trategic bud  frowth in traitering bud  anaging Dentegration of dditional incomplete in the control of the co	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  Igget - agreed pressures / service demands  Insport service for Adults  Igget - agreed additional income / savings  Igget - additional income / savings  Igget - additional income / savings  Igget - agreed additional income / savi	7,729 RED 3.10)			8,147	£000's  50  (1,58 (15 (2)  (1,75
	8,191  OTHER VA  Strategic bud  Srowth in transtrategic bud  danaging Dentegration of dditional incomplete the strategic bud  other resource taffing chan dovement of ransfer of B	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model  dges as a result of restructure within CI division (see  Budgets for Transport to CI from People department  dudgets from LATC being brought in-house	7,729 RED 3.10)			8,147	£000's  50  (1,58 (15 (2)  (1,75 (21) 30 37
	8,191  OTHER VA  Strategic bud  Strategic bud  Anaging Dentegration of additional incomplete in the strategic bud  Other resource staffing chan dovement of gransfer of B	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model  dges as a result of restructure within CI division (see  Budgets for Transport to CI from People department  dudgets from LATC being brought in-house	7,729 RED 3.10)			8,147	£000's  50  (1,58 (15 (2)  (1,75 (21) 30 37
	8,191  OTHER VA trategic bud  trategic bud  trategic bud  anaging De ategration of dditional incomplete incomp	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model  dges as a result of restructure within CI division (see  Budgets for Transport to CI from People department  dudgets from LATC being brought in-house	7,729 RED 3.10)			8,147	£000's  50  (1,58 (15 (2)  (1,75 (21) 30 37
	8,191  OTHER VA trategic bud rowth in trai trategic bud lanaging De tegration of dditional inc ther resource taffing chan ovement of ransfer of B	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  dget - agreed pressures / service demands  Insport service for Adults  dget - agreed additional income / savings  emand Transport - SEN  f adults and children transport services  come from trading travel training model  dges as a result of restructure within CI division (see  Budgets for Transport to CI from People department  dudgets from LATC being brought in-house	7,729 RED 3.10)			8,147	£000's 50 50 (1,58

#### RESOURCES COMMISSIONING AND IMPROVEMENT NON CI PROJECTS

**COST CENTRE: C1626Q** 

FORESTA		ORIGINAL		in Level of	ORIGINAL	<u>.</u>
FORECAST 2016/17	DESCRIPTION	BUDGET 2016/17	Expendite Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/11	SECONII FICIA	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	338	2	(38)	302	(11
	Supplies and Services	(3,777)		238	(3,539)	n/a (6)
т -	Third Party Payments	-	-	-	(0,000)	n/a
	Transfer Payments	-	-	-	-	n/a
	Fransport related expenditure Recharges from other services	15	-	-	- 15	n/a
	TOTAL EXPENDITURE	(3,424)	2	200	(3,222)	(6)
	Government Grants	-	_	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts nterest Receivable	-	-	-	-	n/a
	Recharges to other services	(71)	- -	71	-	n/a (100
	OTAL INCOME	(71)	_	71	_	(100)
		( /				(.00,
(3,008) N	NET CONTROLLABLE COST	(3,495)	2	271	(3,222)	(8)
-  C	Capital Charges	- 1	-	- 1	-	n/a
- D	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS Corporate support services bought in	- 58	-	2 250	2 200	n/a
	TOTAL UNCONTROLLABLE COST	58	<u>-</u>	3,250 3,250	3,308 3,308	<u>5,603</u> 5,603
00   1	OTAL GROOM TROPLABLE GOOT		-	3,230	3,300	3,003
(2,950) <b>N</b>	IET COST OF SERVICE	(3,437)	2	3,521	86	(103)
Ic	Contributions to / (from) Earmarked Reserves	<u> </u>				
	Contributions to / (from) Capital Reserves:	-		_	-	n/a
	Financing of Capital Expenditure	· -	-	-	-	n/a
را	Provision for Repayment of External Loans Contribution to / (from) General Balances	-	-	-	-	n/a
	OTAL APPROPRIATIONS	_	<u> </u>	-		n/a n/a
(Ó 0 m o)   T		(0.407)		0 =04		
(2,950) 11	OTAL NET EXPENDITURE	(3,437)	2	3,521	86	(103)
	IATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budge	et - agreed pressures / service demands					
						-
						-
Strategic budge	et - agreed additional income / savings				ŀ	
a.cgio buage						_
۸	-t:					<b>-</b>
Agency Contrac	ct savings					(300)
						-
Other resource	changes				-	(300)
	ment between Strategy and Performance and Non	CI Projects (se	ee RED 3.7)			(168)
Budget realignn	ment between Procurement and Commissioning ar			)		(100)
	Transformation (see RED 2.7) ralisation (see RED 1.4)					(54)
	rocurement Taskforce - Contract Management Re	view Virement				(78) 514
Budget realignn	ment within CI division					458
	porate support services brought in					3,250
Other minor var	nations				-	(1) 3,821
						3,021
TOTAL OTHER	R VARIATIONS IN RESOURCE					3,521

# RESOURCES COMMISSIONING AND IMPROVEMENT EQUALITIES AND SOCIAL INCLUSION

**COST CENTRE: C1630Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	1,114	11	(78)	1,047	(6
	Supplies and Services	1 1	-	_	1	n/
	Third Party Payments	270	_	261	531	97
	Transfer Payments	2,0	_	201	] 33.	n/
	Transport related expenditure	_	_	_		n/
	Recharges from other services	_	_	_	_	n/
	TOTAL EXPENDITURE	1,385	11	183	1,579	14
	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	-	-	-	-	n/
	Customer and Client Receipts	-	-	-	-	n/
	Interest Receivable	-	-	- ,	- 1	n/
(94)	Recharges to other services	(59)	-	(46)	(105)	78
(94)	TOTAL INCOME	(59)	-	(46)	(105)	78
1,340	NET CONTROLLABLE COST	1,326	11	137	1,474	11
	Capital Charges					
	Deferred/Intangible Charges	-	-	-	-	n/:
	REFCUS	1 [1	-	·	-	n/
	Corporate support services bought in	(583)	-	- (741)	(1,324)	n/: 127
		1		, ,		
(583)	TOTAL UNCONTROLLABLE COST	(583)	<del>-</del> _	(741)	(1,324)	127
757	NET COST OF SERVICE	743	11	(604)	150	(80
(39)	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
(39)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
718	TOTAL NET EXPENDITURE	743	11	(604)	150	(80
OTUED VAL	DIATIONS IN LEVEL OF EVDENDITURE					*.
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
						-
						-
						-
trategic bude	get - agreed additional income / savings					
						-
						-
						-
					ļ	-
						-
						-
					į.	
ther resourc	<u>e changes</u>					
	<del></del>		<b></b>			-
ransfer of bu	idget from Corporate Planning to Equalities and So	cial Inclusion (s	ee RED 3.6)			
ransfer of bu	dget from Corporate Planning to Equalities and Soges as a result of restructure within CI division		ee RED 3.6)			(278
ransfer of bu taffing chang ransfer of po	adget from Corporate Planning to Equalities and Soc ges as a result of restructure within Cl division ost from Adult Social Care and All-Age Disability (se	e PED 6.8)	·			(278 48
ransfer of bu taffing chang ransfer of po ransfer of 2.9	adget from Corporate Planning to Equalities and Sorges as a result of restructure within CI division set from Adult Social Care and All-Age Disability (se	e PED 6.8)	·			(278 46 107
ransfer of bu taffing chang ransfer of po ransfer of 2.9	adget from Corporate Planning to Equalities and Soc ges as a result of restructure within Cl division ost from Adult Social Care and All-Age Disability (se	e PED 6.8)	·			(278 46 107
taffing chang ransfer of po ransfer of 2.5	adget from Corporate Planning to Equalities and Sorges as a result of restructure within CI division set from Adult Social Care and All-Age Disability (se	e PED 6.8)	·			262 (278 46 107 (741
ransfer of bu taffing chang ransfer of po ransfer of 2.9 ranse in Co	adget from Corporate Planning to Equalities and Sorges as a result of restructure within CI division set from Adult Social Care and All-Age Disability (se	e PED 6.8)	·			(278 46 107 (741

# RESOURCES COMMISSIONING AND IMPROVEMENT CORPORATE PLANNING

**COST CENTRE: C1632Q** 

FORECAST		UDICINIAL I	\/ariatia==	in Level of	ODICINIAL	
		ORIGINAL BUDGET		in Level of ire on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
1	Employees Premises related expenditure	1 1	-	(1)	-	(100
-	Supplies and Services	[ ]	_	_	-	n. n.
261	Third Party Payments	261	_	(261)	_	(100
-	Transfer Payments		-	-		] (100)
-	Transport related expenditure	-	-	-	- 1	n/
	Recharges from other services	-	· ·	-		n/
262	TOTAL EXPENDITURE	262	•	(262)	-	(100
-	Government Grants	-	-	-	-	n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
-	Customer and Client Receipts Interest Receivable	-	-	-	-	] n/
_	Recharges to other services	_	_	_		n/ n/
_	TOTAL INCOME	_				n/
	TOTAL MOOME	·	_	_		
262	NET CONTROLLABLE COST	262	-	(262)	-	(100
		· · · · · · · · · · · · · · · · · · ·				
	Capital Charges	-	-	-	-	n/:
	Deferred/Intangible Charges REFCUS	-	-	-	-	n/a
	Corporate support services bought in	95	_	(314)	(219)	n/a (331
	TOTAL UNCONTROLLABLE COST	95	_	(314)	(219)	(331
	TOTAL ONG STATE OF THE STATE OF	00		(014)	(213)	(331
357	NET COST OF SERVICE	357	-	(576)	(219)	(161
		<u> </u>		` /		(
-	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
i				- 1	- 1	n/a
-		_ [	_	_	_	
-	Contribution to / (from) General Balances	-		_		n/a
-		-	-		-	
-	Contribution to / (from) General Balances	357	-		(219)	n/
357	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	357	-	-	(219)	n/: n/: (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	357	-	-	(219)	n/
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	357	-	-	(219)	n/ n/ (161
357	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	357	-	-	(219)	n/ n/ (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	357	-	-	(219)	n/ n/ (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	357	-	-	(219)	n/ n/ (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n/ n/ (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE	357	-	-	(219)	n/ n/ (161
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n/ n/ (16 <sup>2</sup>
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n/ n/ (16 <sup>-</sup>
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n/ n/ (16 <sup>-</sup>
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n, n, (16
357 OTHER VA	Contribution to / (from) General Balances TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	357	-	-	(219)	n. n. (16
357 OTHER VA	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	357	-	-	(219)	n, n, (16
357 OTHER VA	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	357	-	-	(219)	n, n, (16
357 OTHER VA Strategic bud	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		- -	-	(219)	£000's
357 OTHER VA Strategic bud	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  se changes  udget from Corporate Planning to Equalities and Social		- - - see RED 3.5)	-	(219)	(16° £000's
357 OTHER VA Strategic bud	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		- - - see RED 3.5)	-	(219)	(16° £000's
357 OTHER VA Strategic bud	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  se changes  udget from Corporate Planning to Equalities and Social		- - see RED 3.5)	-	(219)	(16° £000's
357 OTHER VA Strategic bud	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  se changes  udget from Corporate Planning to Equalities and Social		- - see RED 3.5)	-	(219)	£000's
357 OTHER VA Strategic bud	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  se changes  udget from Corporate Planning to Equalities and Social		- - see RED 3.5)	-	(219)	(262 (314
357 OTHER VA Strategic bud Strategic bud	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  se changes  udget from Corporate Planning to Equalities and Social		- - - see RED 3.5)	-	(219)	n/ n/ (161

### RESOURCES COMMISSIONING AND IMPROVEMENT STRATEGY AND PERFORMANCE

**COST CENTRE: C1672Q** 

ORIGINAL   Variations in Level of   BUDGET   Expenditure on (A)   BUDGET   2016/17   DESCRIPTION   2016/17   (A)   (B)   (C)   (D)   £000's   £000's   £000's   £000's   £000's   £000's		
2016/17 DESCRIPTION 2016/17 Inflation * Other (A) (B) (C) (D)		
(A) (B) (C) (D)	1	%
	- 1	CHANGE
£000		(E)
	_	<u> %</u>
264   Employees	237	243
68 Supplies and Services 76 - (55)	21	n/a
- Third Party Payments (35)	21	(72
- Transfer Payments	- 1	n/a
- Transport related expenditure	- 1	n/a n/a
- Recharges from other services	_	n/a
	258	
	256	78
- Government Grants	-	n/a
- Other Grants, reimbursements and contributions	-	n/a
- Customer and Client Receipts	-	n/a
- Interest Receivable (400)	400	n/a
	162)	1
(160) <b>TOTAL INCOME</b> (160) - (2)	162)	1
	r	
172   NET CONTROLLABLE COST (15) 2 109	96	(740)
- Capital Charges	_	n/a
- Deferred/Intangible Charges	_ ]	n/a
- REFCUS	-	n/a
	174)	(79)
	174)	(79)
(66.1)	••••	(10)
(662) <b>NET COST OF SERVICE</b> (849) 2 769	(78)	(91)
-   Contributions to / (from) Earmarked Reserves		
- Contributions to / (from) Capital Reserves:	•	n/a
- Financing of Capital Expenditure	-	n/a
- Provision for Repayment of External Loans	- 1	n/a n/a
- Contribution to / (from) General Balances	-	n/a
- TOTAL APPROPRIATIONS	-	n/a
	l.	
(662) <b>TOTAL NET EXPENDITURE</b> (849) 2 769	(78)	(91)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	Г	£000's
Strategic budget - agreed pressures / service demands		20003
		_
		_
		_
		_
Strategic budget - agreed additional income / savings		
	- 1	-
		-
		-
	1	
Other resource changes	-	
Other resource changes	-	_
		168
Other resource changes  Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4)  Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12)		
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division		(32)
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division Other minor variations	-	(32)
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division	-	(32) (29)
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division Other minor variations		(32) (29) 2 660
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division Other minor variations		(32) (29) 2
Budget realignment - Strategy & Performance and Non CI Projects (see RED 3.4) Budget realignment - Strategy & Performance and CI Services Adult Services Health & Housing (see RED 3.12) 1% pension allowance distributed across CI division Other minor variations		(32) (29) 2 660

# RESOURCES COMMISSIONING AND IMPROVEMENT PROCUREMENT AND COMMISSIONING SUMMARY

**COST CENTRE: C1674Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
£000's		(A) £000's	(B) £000's	(C)	(D)	(E)
	Employees	783	8	£000's (62)	£000's 729	<u>%</u> (7
-	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	(12)	-	100	88	(833
	Third Party Payments Transfer Payments	-		-	•	n/a
	Transport related expenditure	_	-		-	n/a n/a
	Recharges from other services	_	-	-		n/a
924	TOTAL EXPENDITURE	771	8	38	817	6
	Government Grants	-	_	-		n/a
	Other Grants, reimbursements and contributions Customer and Client Receipts	- 1	-	-	-	n/a
	Interest Receivable		_	-	-	n/a
	Recharges to other services	_	_	-	-	n/a n/a
	TOTAL INCOME	_	-	_		n/a
		<u>.                                    </u>				
854	NET CONTROLLABLE COST	771	8	38	817	6
	0	7				
	Capital Charges Deferred/Intangible Charges	-	-	-	- ]	n/a
	REFCUS		-	-	-	n/a n/a
	Corporate support services bought in	(634)	-	(204)	(838)	32
(634)	TOTAL UNCONTROLLABLE COST	(634)	-	(204)	(838)	32
220	NET COST OF SERVICE	137	8	(166)	(21)	(115)
(0.1)			***			
	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	-		<b>-</b>		n/a
(24)	TOTAL APPROPRIATIONS	-		-	-	n/a
r		· ·				
196	TOTAL NET EXPENDITURE	137	8	(166)	(21)	(115)
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20003
						-
						-
						-
	•				ŀ	
Strategic budg	<u>let - agreed additional income / savings</u>					
						_
						-
						-
					F	
Other resource	e changes				ŀ	
Otaffina: -h	and a second of market and the second of the					
ວເສກາກg cnang Budget realion	es as a result of restructure within CI division ment between Procurement & Commissioning and	Non Cl Project	c (cae 3 1)			(41)
Other minor va	ariations	THOSE OF THOSE OF	(355 J.4)			100 (21)
	rporate support services brought in					(204)
						,
						(400)
					<u> </u>	(166)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(166)
						(100)

### RESOURCES COMMISSIONING AND IMPROVEMENT PLACE SUPPORT

**COST CENTRE: C1676Q** 

1						
FORECAST		ORIGINAL   BUDGET		in Level of	ORIGINAL	0/
	DESCRIPTION	2016/17	Expendite Inflation	re on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/17	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	348	4	63	415	19
-	Premises related expenditure	-	-	-	-	n/a
1	Supplies and Services	1	-	8	9	800
-	Third Party Payments	-	-	-	-	n/a
	Transfer Payments Transport related expenditure	(1)	-	2	1	n/a (200
	Recharges from other services	('/	_	-		(200 n/a
	TOTAL EXPENDITURE	348	4	73	425	22
	Government Grants	-			725	
	Other Grants, reimbursements and contributions	_		[. <u>-</u>	- -	n/a n/a
	Customer and Client Receipts	_	-	_	_	n/a
	Interest Receivable	_	_	-	-	n/a
(132)	Recharges to other services	(200)	-	71	(129)	(36
(132)	TOTAL INCOME	(200)	-	71	(129)	(36
	<u> </u>	1				`
293	NET CONTROLLABLE COST	148	4	144	296	100
_	Capital Charges		_			n/a
	Deferred/Intangible Charges	_ [	-	_		n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	(251)	-	(33)	(284)	13
	TOTAL UNCONTROLLABLE COST	(251)	-	(33)	(284)	13
/		1` 1		, ,		
42	NET COST OF SERVICE	(103)	4	111	12	(112
(13)	Contributions to / (from) Earmarked Reserves	г				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
(13)	TOTAL APPROPRIATIONS	-	_	-	-	n/a
29	TOTAL NET EXPENDITURE	(103)	4	111	12	(112)
* OTHER VA	PIATIONS IN LEVEL OF EXPENDITURE				[	£000's
	get - agreed pressures / service demands					£000 S
Otracogre baa	got agreed processes of the rest agreed					
						-
						-
1						- - -
						- - - -
Stratagia bud	ant parcoal additional income / covings					- - - -
Strategic bud	get - agreed additional income / savings					- - - -
Strategic bud	get - agreed additional income / savings					- - -
Strategic bud	get - agreed additional income / savings				,	-
Strategic bud	get - agreed additional income / savings				,	- - - - -
Strategic bud	get - agreed additional income / savings					- - - - - -
Strategic bud	get - agreed additional income / savings					- - - - -
<u>Strategic bud</u>	get - agreed additional income / savings					- - - - - -
						- - - - - - -
						- - - - - - -
Other resourc	<u>ce changes</u> echarge to capital					100
Other resourc Removal of re Staffing chang	ce changes echarge to capital ges as a result of restructure within CI division					34
Other resource Removal of re Staffing chang Other minor v	ce changes echarge to capital ges as a result of restructure within CI division variations					34 10
Other resourc Removal of re Staffing chang Other minor v	ce changes echarge to capital ges as a result of restructure within CI division					34 10
Other resource Removal of re Staffing chang Other minor v	ce changes echarge to capital ges as a result of restructure within CI division variations					34 10
Other resource Removal of re Staffing chang Other minor v	ce changes echarge to capital ges as a result of restructure within CI division variations					34 10 (33)
Other resource Removal of re Staffing chang Other minor v	ce changes echarge to capital ges as a result of restructure within CI division variations					- - - - - - 100 34 10 (33)

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

**COST CENTRE: C1678Q** 

FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL BUDGET	0/
2016/17	DESCRIPTION	2016/17	Inflation	ure on (A)  * Other	2017/18	% CHANGE
2010/17	BESSKII TISIV	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	348	6	182	536	54
-	Premises related expenditure	] [	-	-	-	n/a
	Supplies and Services Third Party Payments	'	-	2	3 4	200
(30)	Transfer Payments		-	-		n/a n/a
241	Transport related expenditure	-	_	_	-	n/a
	Recharges from other services	-		•	-	n/a
842	TOTAL EXPENDITURE	349	6	188	543	56
-	Government Grants	-	-	-	-	n/a
_	Other Grants, reimbursements and contributions Customer and Client Receipts	-	-	-	-	n/a
_	Interest Receivable		-	-	_ [	n/a n/a
(329)	Recharges to other services	(46)	-	46	_	1778 (100)
	TOTAL INCOME	(46)	-	46	-	(100)
540	NET CONTROLL ARL F COST	000		00.1		
513	NET CONTROLLABLE COST	303	6	234	543	79
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
ı	REFCUS	- (206)	-	(222)	- (540)	n/a
	Corporate support services bought in TOTAL UNCONTROLLABLE COST	(296) (296)	_	(223)	(519)	7 <u>5</u>
(290)	TOTAL UNCONTROLLABLE COST	(290)	-	(223)	(519)	75
217	NET COST OF SERVICE	7	6	11	24	243
	Contributions to / (from) Formanical Bosonics					
-	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	_	_	_	<u>-</u>	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	-	-	-		n/a
217	TOTAL NET EXPENDITURE	7	6	11	24	243
		<u> </u>				
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
Strategic bud	get - agreed pressures / service demands					-
						_
						-
						-
C44						
Strategic bud	get - agreed additional income / savings					
						-
						_
						-
					}	
Other resource	e changes					
	ges as a result of restructure within CI division (see	RED 3.3)				210
Other minor v						24
increase in Co	orporate support services brought in					(223)
					}	11
TOTAL OTH	ER VARIATIONS IN RESOURCE					11
						- 11

# RESOURCES COMMISSIONING AND IMPROVEMENT CI SERVICES CHILDREN FAMILES AND LEARNING

**COST CENTRE: C1680Q** 

FORFOACT		ORIGINAL BUDGET		in Level of	ORIGINAL	0/
FORECAST 2016/17	DESCRIPTION	2016/17	Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2016/17	DESCRIPTION					
£000's		(A) £000's	(B) £000's	(C) £000's	(D) £000's	(E) %
	Employees	665	7	(117)	555	
	Premises related expenditure	005	<u>'</u>	(117)	333	(17
	Supplies and Services	6	_	_	6	n/a
	Third Party Payments	"		l _	"	- n/a
	Transfer Payments	<u> </u>	_	<u> </u>	l	n/a
	Transport related expenditure	] []	_	l <u> </u>	l <u> </u>	n/a
	Recharges from other services	]	_	<u> </u>	_	n/a
		-		/ / / ***		
	TOTAL EXPENDITURE	671	7	(117)	561	(16
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
(315)	Recharges to other services	(307)		116	(191)	(38
(315)	TOTAL INCOME	(307)	_	116	(191)	(38
(0.0)				]	(3.7)	(55)
364	NET CONTROLLABLE COST	364	7	(1)	370	2
					I	
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	(400)	-	-	-	n/a
	Corporate support services bought in	(408)	-	102	(306)	(25)
(408)	TOTAL UNCONTROLLABLE COST	(408)		102	(306)	(25)
(44)	NET COST OF SERVICE	(44)	7	101	64	(245)
(44)	NET COST OF SERVICE	(44)		101	04	(245)
- 1	Contributions to / (from) Earmarked Reserves	_	_	-	_	n/a
_	Contributions to / (from) Capital Reserves:	_ ]	_	_	_	n/a
_	Financing of Capital Expenditure	_	_	_	<u>-</u>	n/a
_	Provision for Repayment of External Loans	_	_	_	i <u> </u>	n/a
_	Contribution to / (from) General Balances	_	_	_	_	n/a
	TOTAL APPROPRIATIONS	-	_	_	_	n/a
		1			i	
(44)	TOTAL NET EXPENDITURE	(44)	7	101	64	(245)
OTUED WA						00001
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
Strategic budg	get - agreed pressures / service demands					
						-
						-
						-
Stratogic bud	get - agreed additional income / savings					
Strategic budg	get - agreed additional income / savings					
						_
						_
						-
		1				
Other resource	e changes					
Other minor v	rariations					(1)
	Corporate support services brought in					102
						101
					·	
TOTAL OTHE	ER VARIATIONS IN RESOURCE					101

# RESOURCES COMMISSIONING AND IMPROVEMENT CI SERVICES ADULT SERVICES HEALTH AND HOUSING

**COST CENTRE: C1682Q** 

<b>FOR TO</b>		ORIGINAL		in Level of	ORIGINAL	
FORECAST 2016/17	DESCRIPTION	BUDGET   2016/17	Expendite Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/17	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	( <u>-</u> ) %
	Employees	1,085	12	68	1,165	7
	Premises related expenditure Supplies and Services		-	33	33	n/a n/a
	Third Party Payments	-	-	-	-	n/a
	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure Recharges from other services	-	-	-	-	n/a
	TOTAL EXPENDITURE	1,085	12	101	1,198	<u>n/a</u> 10
	Government Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts Interest Receivable	-   -	-	_	_	n/a n/a
	Recharges to other services	(167)	-	(260)	(427)	156
(421)	TOTAL INCOME	(167)	-	(260)	(427)	156
732	NET CONTROLLABLE COST	918	12	(159)	771	(16
732	NET CONTROLLABLE COST	910	12	(109)		(16)
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges REFCUS	-	-	- i	<u> </u>	n/a n/a
	Corporate support services bought in	(325)	-	(407)	(732)	125
(325)	TOTAL UNCONTROLLABLE COST	(325)	-	(407)	(732)	125
407	NET COST OF SERVICE	593	12	(566)	39	(93)
- (	Contributions to / (from) Earmarked Reserves	_	_	-	- 1	n/a
-  0	Contributions to / (from) Capital Reserves:	-	-	-	<b>,-</b>	n/a
-	Financing of Capital Expenditure Provision for Repayment of External Loans	-	-	-	-	n/a
- lc	Contribution to / (from) General Balances	-	-	-	-	n/a n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
407 <b>T</b>	TOTAL NET EXPENDITURE	593	12	(566)	39	(93)
				(000)		
	RIATIONS IN LEVEL OF EXPENDITURE et - agreed pressures / service demands					£000's
						_
						-
						-
Strategic budge	et - agreed additional income / savings					
						-
						-
						-
Other resource	a changes				ļ	-
Outer resource	<u>, Granges</u>					
	ment - Strategy & Performance and CI Services Ac	lult Services H	ealth & Housi	ing (see RED	3.7)	32
	es as a result of restructure within CI division agement Restructure (see PED 6.4)					(257)
Other minor va						64 2
	rporate support services brought in					(407)
					ŀ	(566)
						(500)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(566)

### 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 Finance Service Centre.

**MOVEMENT IN NET EXPENDITURE** 

	IN NET EXI ENDITORE	ORIGINAL	Variations	in Level of	ORIGINAL	
COST		BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE	SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	·	(A)	(B)	(C)	(D)	(E)
		£000's	£000's	£000's	£000's	%
C1648Q	HR Consultancy	21	11	(72)	(40)	(290)
C1650Q	Health and Wellbeing	105	1	(103)	3	(97)
C1652Q	Director of Human Resources	124	1	(125)	-	(100)
	TOTAL NET SPEND	250	13	(300)	(37)	(115)

STAFF ESTABLISHMENT NUMBERS			
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
HR Consultancy	22.9	20.4	(2.5)
Health and Wellbeing	4.0	3.0	(1.0)
Director of Human Resources	1.0	1.0	-
		·	
TOTAL FTE STAFF	27.9	24.4	(3.5)

### RESOURCES HUMAN RESOURCES

**COST CENTRE: C1620P** 

FORECAST		ORIGINAL BUDGET	Variations Expenditu	in Level of ure on (A)	ORIGINAL BUDGET	- %
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
	•	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
1,468	Employees	1,498	14	(60)	1,452	(3)
-	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	179	-	(50)	129	(28)
	Third Party Payments	14	- 1	(3)	11	(21)
18	Transfer Payments	-	-	-	-	`n/a
-	Transport related expenditure	-	-	-	-	n/a
178	Recharges from other services	-	- ,	_	-	n/a
1,862	TOTAL EXPENDITURE	1,691	14	(113)	1,592	(6)
	Government Grants	-		-	-	n/a
	Other Grants, reimbursements and contributions	-	-	-	-	n/a
	Customer and Client Receipts	(124)	(1)	-	(125)	1
	Interest Receivable	-	-	-	-	n/a
(49)	Recharges to other services	(49)		-	(49)	
(337)	TOTAL INCOME	(173)	(1)	ı	(174)	1
1,525	NET CONTROLLABLE COST	1,518	13	(442)	4 440	(***)
1,020	NET CONTROLLABLE COST	1,316	13	(113)	1,418	(7)
	Capital Charges	1				<del></del>
	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	(1,268)	-	- (407)	(6.455)	n/a
	****			(187)	(1,455)	15_
(1,268)	TOTAL UNCONTROLLABLE COST	(1,268)	-	(187)	(1,455)	15
257	NET COST OF SERVICE	250	13	(300)	(37)	(115)
	Contributions to / (from) Earmarked Reserves	[ - T	_	-	- 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
257	TOTAL NET EXPENDITURE	250	13	(200)	(27)	(445)
257	TOTAL NET EXPENDITURE	250	13	(300)	(37)	(115

RESOURCES HUMAN RESOURCES HR CONSULTANCY

**COST CENTRE: C1648Q** 

FORECAST 2016/17	DESCRIPTION	ORIGINAL BUDGET 2016/17		in Level of ure on (A) * Other	ORIGINAL BUDGET 2017/18	% CHANGE
	DESCRIPTION	(A)	(B)	(C)	(D)	(E)
£000's 435	Employees	£000's	£000's	£000's 744	£000's 1,149	%
	Premises related expenditure	-	-	-	1,145	192 n/a
	Supplies and Services	40	-	5	45	13
	Third Party Payments Transfer Payments	-	<del>-</del>	-	-	n/a n/a
- 1	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-	-		-	n/a
	TOTAL EXPENDITURE	433	12	749	1,194	176
1	Government Grants Other Grants, reimbursements and contributions	-	-	-	-	n/a n/a
(164)	Customer and Client Receipts	(27)	(1)	-	(28)	4
I I	Interest Receivable	- (5)	-	- (44)	(40)	n/a
	Recharges to other services  TOTAL INCOME	(32)	(1)	(44) (44)	(49) (77)	880 141
(190)	TOTAL INCOME	(32)	(1)	(44)	(11)	141
412	NET CONTROLLABLE COST	401	11	705	1,117	179
	Capital Charges	- [	-	- 1	-	n/a
	Deferred/Intangible Charges	-	-	-	- 1	n/a
	REFCUS Corporate support services bought in	(380)	-	- (777)	- (1,157)	n/a 204
	TOTAL UNCONTROLLABLE COST	(380)	_	(777)	(1,157)	204
		(/		(,	(1,111)	
32	NET COST OF SERVICE	21	11	(72)	(40)	(290)
- [	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	<u>-</u>		-	-   -	n/a
-	Contribution to / (from) General Balances		-	-		n/a n/a
	TOTAL APPROPRIATIONS	-	-		-	n/a
32	TOTAL NET EXPENDITURE	21	11	(72)	(40)	(290)
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	get - agreed pressures / service demands					
						-
						-
					,	
Strategic bude	get - agreed additional income / savings	4			}	
	of staffing structure and Trade Union Facility time					(10)
						-
						-
		•				
						(10)
Other resource		no DED 45\				
	f HR Consultancy budget - previously in C1652Q (so sts from staffing structure under voluntary severand					771 (80)
Funding for 0	.5 HR Advisor post	-				23
Other Minor V	ariations rporate support services bought in					1 (777)
micrease in CO	riporate support services bought in					(777) -
ı						
					-	(62)
TOTAL OTHE	ER VARIATIONS IN RESOURCE			<del></del>		(72)
. 5 01111						(12)

#### RESOURCES HUMAN RESOURCES HEALTH AND WELLBEING

**COST CENTRE: C1650Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST	i e e e e e e e e e e e e e e e e e e e	BUDGET	Expendit	ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17 (A)	Inflation (B)	* Other (C)	2017/18 (D)	CHANGE (E)
£000's		£000's	£000's	£000's	£000's	(E) %
	Employees	164	1	(36)	129	(21)
110	Premises related expenditure Supplies and Services	122		(50)	- 02	n/a
- 119	Third Party Payments	133	_	(50) -	83 -	(38) n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	- i	-	-	-	n/a
	Recharges from other services  TOTAL EXPENDITURE	207		(00)	- 040	n/a
	Government Grants	297	1	(86)	212	(29)
-	Other Grants, reimbursements and contributions	-	-	- -		n/a n/a
(97)	Customer and Client Receipts	(97)	-	-	(97)	-
-	Interest Receivable	_	-	-	•	n/a
- (0=)	Recharges to other services	- (0-)	-	- :	-	n/a
(97)	TOTAL INCOME	(97)	-	-	(97)	
162	NET CONTROLLABLE COST	200	1	(86)	115	(43)
		200	•	(00)		(40)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges REFCUS	-	-	-		n/a
(95)	Corporate support services bought in	(95)	-	- (17)	- (112)	n/a 18
	TOTAL UNCONTROLLABLE COST	(95)	_	(17)	(112)	18
		. (55)		\''/	(***/	
67	NET COST OF SERVICE	105	1	(103)	3	(97)
-	Contributions to / (from) Earmarked Reserves	-	-		-	n/a
	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	- 1	-	- -	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a n/a
-	Contribution to / (from) General Balances	-	-			n/a
-	TOTAL APPROPRIATIONS	_	-	-	-	n/a
		1				
67	TOTAL NET EXPENDITURE	105	1	(103)	3	(97)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				ſ	£000's
	get - agreed pressures / service demands		· · · · · · · · · · · · · · · · · · ·			
					•	-
						<u> </u>
Chunt! · !	and paned additional increase /					_
	<u>get - agreed additional income / savings</u> Dccupational Health Service					(50)
, toucongriou						-
						-
						-
					-	
Other reserve	changes					(50)
Other resource	<u>се спануев</u>					
	osts from staffing structure under voluntary severand	e scheme				(38)
Increase in C	orporate support services bought in					(17)
Other Minor V	variations					2
						(53)
TOTAL OTH	ED VADIATIONS IN DESCRIBE					(400)
TOTAL OTH	ER VARIATIONS IN RESOURCE				<u>_</u>	(103)

### RESOURCES HUMAN RESOURCES DIRECTOR OF HUMAN RESOURCES

**COST CENTRE: C1652Q** 

	· · · · · · · · · · · · · · · · · · ·					
		ORIGINAL		in Level of	ORIGINAL	
FORECAST		BUDGET		ire on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
924	Employees	941	1	(768)	174	(8:
-	Premises related expenditure	-	-	- (*)		n.
	Supplies and Services	6	-	(5)	1 1	(8:
	Third Party Payments	14	-	(3)	11	(2
	Transfer Payments	-	-	-	-	n.
	Transport related expenditure	- I	-	-	-	n.
45	Recharges from other services	-	-	-	-	<u>n</u>
995	TOTAL EXPENDITURE	961	1	(776)	186	(8
_	Government Grants	_		-	_	n.
_	Other Grants, reimbursements and contributions	_	_	_	_	n.
	Customer and Client Receipts	_ ]	_	-	_	n,
_	Interest Receivable	_	_	_	_	n.
(44)	Recharges to other services	(44)	_	44	_	(100
	TOTAL INCOME	· · · · · · · · · · · · · · · · · · ·		44		
(44)	TOTAL INCOME	(44)	-	44	<u>-</u>	(10
951	NET CONTROLLABLE COST	917	1	(732)	186	(8)
	Capital Charges	I .				
	Deferred/Intangible Charges	"	-	_	-	n/
	REFCUS	-	-	-		n/
	Corporate support services bought in	(793)	_	607	(186)	n/
		` '1	-			(7)
(793)	TOTAL UNCONTROLLABLE COST	(793)	-	607	(186)	(77
158	NET COST OF SERVICE	124	1	(125)	-	(100
	Contributions to / (from) Earmarked 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/
_		I I				
	TOTAL NET EXPENDITURE	124	1	(125)	-	(100
158		124	1	(125)	-	
158 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	124	. 1	(125)	-	(100 £000's
158 OTHER VA		124	. 1	(125)	-	
158 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	124	1	(125)	-	
158	RIATIONS IN LEVEL OF EXPENDITURE	124	1	(125)	-	
158	RIATIONS IN LEVEL OF EXPENDITURE	124	1	(125)	-	
158 OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	-
158 OTHER VA Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	124	1	(125)	-	
0THER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	124	1	(125)	-	
0THER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands get - agreed additional income / savings	124	1	(125)	-	
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings		1	(125)	-	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  ce changes  f HR Consultancy budget - moved to C1648Q (see		1	(125)	-	£000's
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  the changes  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post	RED 4.3)	1	(125)	-	£000's
OTHER VA Strategic bude Strategic bude Strategic bude Other resource Remapping of a year virement Transfer of sa	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  get - agreed additional income / savings  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post alary budget from HR and Finance Service Centre (see lent to increase FTE)	RED 4.3)	1	(125)	-	£000's
OTHER VA Strategic bude Strategic bude Strategic bude Can year virement Transfer of sa Other minor v	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  get - agreed additional income / savings  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post latary budget from HR and Finance Service Centre (stariations	RED 4.3)	1	(125)		£000's
OTHER VA Strategic bude Strategic bude Strategic bude Can year virement Transfer of sa Other minor v	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  get - agreed additional income / savings  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post alary budget from HR and Finance Service Centre (see lent to increase FTE)	RED 4.3)	1	(125)		£000's
OTHER VA Strategic bude Strategic bude Strategic bude Can year virement Transfer of sa Other minor v	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  get - agreed additional income / savings  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post latary budget from HR and Finance Service Centre (stariations	RED 4.3)	1	(125)		£000's
OTHER VA Strategic bude Strategic bude Strategic bude Can year virement Transfer of sa Other minor v	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  get - agreed additional income / savings  f HR Consultancy budget - moved to C1648Q (see lent to increase FTE by 0.5 - HR Advisor post latary budget from HR and Finance Service Centre (stariations	RED 4.3)	1	(125)	-	(100 £000's

#### RESOURCES GOVERNANCE

#### **SERVICE DESCRIPTION**

This Division is made up of 3 areas:

#### 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.

#### **Democratic Services**

Democratic services staff provide services to the cabinet, elected members and advise on the councils constitution and co-ordinate the decision making process. The team supports the overview and scrutiny function and member learning and development, as well as faciliting a number of other meetings.

#### Electoral

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.

**MOVEMENT IN NET EXPENDITURE** 

MOVEMENT IN NET EXPENDITORE					
	ORIGINAL	Variations	Variations in Level of		
COST	BUDGET	Expenditι	ıre on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
©1604Q Governance Team	16	16	(27)	5	(69)
C1636Q Democratic	2,882	5	(448)	2,439	(15)
C1638Q Electoral	617	2	(168)	451	(27)
TOTAL NET SPEND	3,515	23	(643)	2,895	(18)

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	<b>FTE STAFF</b>	FTE STAFF
Governance Team	16.3	16.1	(0.2)
Democratic	10.8	9.5	(1.3)
Electoral	5.8	5.5	(0.3)
TOTAL FTE STAFF	32.9	31.2	(1.7)

## RESOURCES GOVERNANCE

## **COST CENTRE:**

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees .	1,525	14	(122)	1,417	$\overline{(7)}$
	Premises related expenditure	5	-	-	5	-
	Supplies and Services	2,598	9	(30)	2,577	(1)
11	Third Party Payments	10	-	-	10	-
· -	Transfer Payments	-	-	-	-	n/a
	Transport related expenditure	2	-	-	2	-
191	Recharges from other services	(22)	-	(36)	(58)	164
7,690	TOTAL EXPENDITURE	4,118	23	(188)	3,953	(4)
	Government Grants	(80)		(2)	(82)	3
	Other Grants, reimbursements and contributions	(128)	-	-	(128)	_
(3,226)	Customer and Client Receipts	(88)	-	-	(88)	_
-	Interest Receivable	-	-	-	-	n/a
(231)	Recharges to other services	(226)	-	-	(226)	
(3,666)	TOTAL INCOME	(522)	-	(2)	(524)	0
4,024	NET CONTROLLABLE COST	3,596	23	(190)	3,429	(5)
	Capital Charges					
_	Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	- 1	-	-	-	n/a
	Corporate support services bought in	(81)	-	(453)	(534)	n/a 559
		\/I	-	` '	· · · · · · · · · · · · · · · · · · ·	
91	TOTAL UNCONTROLLABLE COST	(81)	-	(453)	(534)	559
4,115	NET COST OF SERVICE	3,515	23	(643)	2,895	(18)
(0.0)						
(86)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances		-	-	-	n/a
(86)	TOTAL APPROPRIATIONS	-	-	-	<b>-</b>	n/a
4,029	TOTAL NET EXPENDITURE	3,515	23	(643)	2.895	(18)

RESOURCES GOVERNANCE GOVERNANCE TEAM

**COST CENTRE: C1604Q** 

FORECAST		L ODIONIAL I	\ /111	الماما	ODIONICI	F
	-	ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
2010/11	DEGGILLI FIGH	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	706	7	2	715	•
	Premises related expenditure	-	_	-		n/
	Supplies and Services Third Party Payments	803	9	(30)	782	(;
- -	Transfer Payments	_	-	-	_	n, n,
1		_	_	_	-	n,
-	Recharges from other services	_	_	-	-	n,
	TOTAL EXPENDITURE	1,509	16	(28)	1,497	(
	Government Grants	(80)	-	(2)	(82)	
	Other Grants, reimbursements and contributions	(110)	-	- 1	(110)	
(3,162)	Customer and Client Receipts	(88)	-	-	(88)	-
- (00	Interest Receivable	(04)	-	-	-	n,
	Recharges to other services	(94)	-	-	(94)	•
(3,455)	TOTAL INCOME	(372)	-	(2)	(374)	
1,587	NET CONTROLLABLE COST	1,137	16	(30)	1,123	(
	Control Charges					
-	Capital Charges Deferred/Intangible Charges	-	-	<u>-</u>	_	n/
_	REFCUS		-	_		n/ n/
(949)	Corporate support services bought in	(1,121)	_	3	(1,118)	((
	TOTAL UNCONTROLLABLE COST	(1,121)	_	3	(1,118)	((
(0.0)		( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( (		<u> </u>	(1,1.10)	
638	NET COST OF SERVICE	16	16	(27)	5	(69
(43)	Contributions to / (from) Earmarked Reserves			- 1		n/
`-	Contributions to / (from) Capital Reserves:	- 1	-	-	_	n/
-	Financing of Capital Expenditure	-	-	-	-	n/
-	Provision for Repayment of External Loans	-	-	-	-	n/
-	Contribution to / (from) General Balances	-	-		-	n/
(43)	TOTAL APPROPRIATIONS		-	-	-	n/
595	TOTAL NET EXPENDITURE	16	16	(27)	5	(69
				\ /		77.
	ARIATIONS IN LEVEL OF EXPENDITURE dget - agreed pressures / service demands		*			£000's
<u>strategic but</u>	iget - agreed pressures / service demailus					£000 S
						£000 S
						£000 S
						£000 s
						£000 s
						£000 S
	dget - agreed additional income / savings					-
	dget - agreed additional income / savings tternal audit fees					-
						-
						-
						-
						-
						(28
Saving on ex	ternal audit fees					(25
Saving on ex Other resour Other minor v	ce changes variations					(28
Saving on ex Other resour Other minor	ce changes					(28
Saving on ex Other resour Other minor	ce changes variations					(28
Saving on ex Other resour Other minor	ce changes variations					(28
Saving on ex Other resour Other minor v	ce changes variations					(28
Saving on ex Other resour Other minor	ce changes variations					(25
Saving on ex Other resour Other minor v	ce changes variations					(25
Saving on ex Other resour Other minor v	ce changes variations					(25 

RESOURCES GOVERNANCE DEMOCRATIC

**COST CENTRE: C1636Q** 

<u> </u>		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu		BUDGET	<b> </b> %
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	542	5	(78)	469	(13
	Premises related expenditure Supplies and Services	4 1,669	-	-	4 1,669	-
	Third Party Payments	1,009	_	_	1,009	-
	Transfer Payments		_	_	-	n/
	Transport related expenditure	2	_	-	2	
(38)	Recharges from other services	(58)	· <u>-</u>	-	(58)	<u>.</u>
2,128	TOTAL EXPENDITURE	2,164	5	(78)	2,091	(3
-	Government Grants	-	-	-	•	n/
	Other Grants, reimbursements and contributions	(18)	-	-	(18)	-
	Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable Recharges to other services	(132)	-		(422)	n/a
		1 - 1	-	•	(132)	
(147)	TOTAL INCOME	(150)	-		(150)	-
1,981	NET CONTROLLABLE COST	2,014	5	(78)	1,941	(4
	Capital Charges Deferred/Intangible Charges	-	-	-	-	n/a
	REFCUS	-	-	_	-	n/a n/a
	Corporate support services bought in	868	_	(370)	498	(43
	TOTAL UNCONTROLLABLE COST	868	-	(370)	498	(43
		1 1	<u> </u>	()		(,,
2,849	NET COST OF SERVICE	2,882	5	(448)	2,439	(15
	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	-	-	-	-	n/a
_	TOTAL APPROPRIATIONS	-	-	~	-	n/a
2 040	TOTAL NET EVDENDITURE	2 002	E	(440)	2.420	/45
2,849	TOTAL NET EXPENDITURE	2,882	5	(448)	2,439	(15
	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budg	get - agreed pressures / service demands					
						-
						-
						-
						-
Strategic bude	get - agreed additional income / savings					
N	a Madal					-
New Operatin	g Model					(50
						-
						_
Oth	h					(50
Other resourc	e changes					_
Decrease in C	Corporate support services bought in					(370
	st from staffing structure under voluntary severance	e scheme				`(32
Other minor v						` 4
						-
						-
						(398
	ER VARIATIONS IN RESOURCE	<u> </u>				
	-D VADIA I MAS IN DESCHIBME					(448)

RESOURCES GOVERNANCE ELECTORAL

**COST CENTRE: C1638Q** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	<u> </u>	£000's	£000's	£000's	£000's	%
	Employees	277	2	(46)	233	(16
	Premises related expenditure	1	-	-	1	-
	Supplies and Services	126	-	-	126	-
	Third Party Payments	5	-	-	5	<del>-</del>
	Transfer Payments Transport related expenditure	_	-	-	•	n/
	Recharges from other services	36	-	(36)	-	n/ (4.00
	· · · • · · · · · · · · · · · · · · · ·					(100
	TOTAL EXPENDITURE	445	2	(82)	365	(18
	Government Grants	-	-	-	-	n/
	Other Grants, reimbursements and contributions	-	-	-	-	n/
	Customer and Client Receipts	-	-	-	-	n/
	Interest Receivable	-	-	-	-	n/
	Recharges to other services	-	-	-	-	n/
(64)	TOTAL INCOME	-	-	-	-	n/
456	NET CONTROLLABLE COST	445	2	(82)	365	(18
-	Capital Charges					
	Deferred/Intangible Charges	_ [	<u>-</u>	_	_	n/s
	REFCUS		_	_		n/a n/a
	Corporate support services bought in	172	_	(86)	86	(50
	TOTAL UNCONTROLLABLE COST	172		(86)	86	(50
112	TOTAL DIGONTROLLABLE COST	172	<u>.                                      </u>	(00)	00	(30
628	NET COST OF SERVICE	617	2	(168)	451	(27
(42)	Contributions to / (from) Earmarked Reserves		i			
(43)	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	_	_	-	_	n/:
	TOTAL APPROPRIATIONS	-	-	•		n/
		1				
585	TOTAL NET EXPENDITURE	617	2	(168)	451	(27
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					20003
						-
						-
						-
Strategic bud	get - agreed additional income / savings					
						-
	antina anniara (A.S.)					- 
kesnaping el	ection services (1 fte)					(50
						-
						-
						-
						(50
Other resource	ce changes					_
	est from staffing structure under voluntary severance	e scheme				(32
Decrease in (	Corporate support services brought in					(86
						-
						-
						-
						(118
						(110
TOTAL OTH	ER VARIATIONS IN RESOURCE					(168
						_



## RESOURCES LEGAL

#### **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 People 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.

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

	ORIGINAL			ORIGINAL	
COST	BUDGET	Expenditu	re on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
©1634© Legal	(647)	13	(84)	(718)	11
TOTAL NET SPEND	(647)	13	(84)	(718)	11

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Legal	25.1	33.6	8.5
			•
TOTAL FTE STAFF	25.1	33.6	•

**COST CENTRE: C1634Q** 

		ORIGINAL		in Level of	ORIGINAL	
FORECAST 2016/17	DESCRIPTION	BUDGET 2016/17	Expendite Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/17	DEGGINF HON	(A)	intiation (B)	(C)	2017/18 (D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	1,410	13	421	1,844	31
	Premises related expenditure Supplies and Services	(140)	_	(300)	- (440)	n/a 214
	Third Party Payments	44	-	(300)	44	- 214
-	Transfer Payments	-	-	-	-	n/a
1 505	Transport related expenditure	- 5	-	-	-	n/a
	Recharges from other services  TOTAL EXPENDITURE			- 404	5 1,453	
	Government Grants	1,319	13	121	1,453	10
	Other Grants, reimbursements and contributions	(159)	-	-	- (159)	n/a
	Customer and Client Receipts	-	_	-	- (100)	n/a
I I	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(1,807)		(490)	(2,297)	27
(3,136)	TOTAL INCOME	(1,966)	-	(490)	(2,456)	25
(1.044)	NET CONTROLLABLE COST	(647)	13	(369)	(1,003)	55
(.,,		[ (• /[		(000)	(1,000)	
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges REFCUS	-	-	-	-	n/a
	Corporate support services bought in	_	-	- 285	- 285	n/a n/a
	TOTAL UNCONTROLLABLE COST	_	_	285	285	n/a
		<u> </u>				170
(1,044)	NET COST OF SERVICE	(647)	13	(84)	(718)	. 11
				, ,		
	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	- 1	- - i	-	-	n/a
-	Contribution to / (from) General Balances	-	_		-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		I				
(1,044)	TOTAL NET EXPENDITURE	(647)	13	(84)	(718)	11
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				i	£000's
	get - agreed pressures / service demands					
						-
					İ	_
						-
						<b>-</b>
Strategic budg	get - agreed additional income / savings					
Managing Der	mand - Legal Spend					(300)
						(/
						-
Othor	o changes					(300)
Other resource	<u>e cnanges</u>					
Deletion of po	st from staffing structure under voluntary severance	scheme				(64)
Increase in co	rporate support services bought in					285
Other minor va	ariations					(5)
						216
TOTAL OTHE	ED VADIATIONS IN DESCRIPCE	,,				(8.1)
TOTAL OTHE	R VARIATIONS IN RESOURCE					(84)

#### RESOURCES SUBSIDISED TRAVEL

#### **SERVICE DESCRIPTION**

The Housing Needs Service is made up of the following sections: The Housing Solutions service and Housing Renewals Service are mainly funded from General Fund.

Temporary Accommodation and Housing Solutions

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

#### Housing Renewal

Responsible for the Staying Put Home Improvement Agency enabling older people to stay in their own homes through repairs, adaptations, reablement and handyperson services. It provides loans for vulnerable home owners for repairs and together with the Major Adaptations Unit, provides the disabled adaptation service for all tenures, including processing of Disabled Facilities Grants. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice or enforcement.

#### Service Development

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

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

MOVEMENT IN NET EXPENDITURE

MOVEMENT IN NET EXILENDITORE					
	ORIGINAL	Variations	Variations in Level of		
COST	BUDGET	Expenditu	ıre on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1635P Subsidised Travel	16,151	-	(553)	15,598	(3)
TOTAL NET SPEND	16,151	-	(553)	15,598	(3)

STAFF ESTABLISHMENT NUMBERS			
	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Subsidised Travel	-	-	-
TOTAL FTE STAFF	-		-

### RESOURCES SUBSIDISED TRAVEL

**COST CENTRE: C1635P** 

FORECAST		ORIGINAL BUDGET		in Level of	ORIGINAL	0,
	DESCRIPTION	2016/17	Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
] 2010,11		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
-	Employees	-	-	-	-	n/a
	Premises related expenditure	-	-	- (40)	-	n/a
	1 1	48 16,103	-	(48) (505)	- 15 500	(100
10,103	Transfer Payments	10,103	_	(505)	15,598	(3 n/a
_	Transport related expenditure	-	_	_	-	n/a
	Recharges from other services	-	-	-	-	n/a
16,151	TOTAL EXPENDITURE	16,151	-	(553)	15,598	(3
-	Government Grants	_	_	-		n/a
-	Other Grants, reimbursements and contributions	-	_	-	-	n/a
-	Customer and Client Receipts	-	-	-	- 1	n/a
-	Interest Receivable	-	-		-	n/a
_	Recharges to other services	-	-	-	•	n/a
-	TOTAL INCOME	-		-	-	n/a
16,151	NET CONTROLLABLE COST	16,151	- ·	(553)	15,598	(3)
	Capital Charges					
	Capital Charges Deferred/Intangible Charges	<u> </u>	-	-	-	n/a
	REFCUS	_	-	_	-	n/a n/a
	Corporate support services bought in		-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
16,151	NET COST OF SERVICE	16,151	_	(553)	15,598	(3)
_	Contributions to / (from) Earmarked Reserves	_	-	_		n/a
	Contributions to / (from) Capital Reserves:	_	-	-	-	n/a
-	Financing of Capital Expenditure		=	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-		n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,151	TOTAL NET EXPENDITURE	16,151	-	(553)	15,598	(3)
* OTHER VA	DIATIONS IN LEVEL OF EVENDITURE			<u></u>		00001
Strategic bud	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
<u> </u>	got agrood processor out vice demande					_
						-
						-
						<u> </u>
Strategic hud	get - agreed additional income / savings				ŀ	
a.cogio bud	ge. agreed additional modifier advings					_
						-
						-
						-
Other resourc	ce changes					
Reduction in p	provision required for freedom passes					(553)
•						-
						-
						-
						(553)
	ER VARIATIONS IN RESOURCE					(553)

# RESOURCES DIRECTORATE SUMMARY

## **SERVICE DESCRIPTION**

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

**MOVEMENT IN NET EXPENDITURE** 

	ORIGINAL	Variations	Variations in Level of		
COST	BUDGET	Expenditu	re on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C1655P Resources Directorate Summary	-	-	77	77	n/a
TOTAL NET SPEND	-	-	77	77	n/a
MANAGEMENT OF ALTER OF LIND	1				

ORIGINAL	ORIGINAL	CHANGE
BUDGET	BUDGET	IN
2016/17	2017/18	FTE
FTE STAFF	FTE STAFF	FTE STAFF
_	1.0	1.0
_	1.0	1.0
	BUDGET 2016/17	BUDGET 2016/17 2017/18 FTE STAFF FTE STAFF 1.0

# RESOURCES DIRECTORATE SUMMARY

**COST CENTRE: C1655P** 

FORECAST 2016/17	DESCRIPTION	ORIGINAL BUDGET 2016/17		in Level of ure on (A) * Other	ORIGINAL BUDGET 2017/18	% CHANGE
C000'-		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's	£000's	£000's 156	£000's	% n/a
-	Premises related expenditure	_	_	-		n/a
-	Supplies and Services	-	-	-	-	n/a
1 -	Third Party Payments Transfer Payments	<u>-</u>	-	-	-	n/a
_	Transport related expenditure	_	_	_	_	n/a n/a
<u> </u>	Recharges from other services	-	-		-	n/a
	TOTAL EXPENDITURE	-	_	156	156	n/a
-	Government Grants Other Grants, reimbursements and contributions	-	-	(31)	(24)	n/a
	Customer and Client Receipts	_	-	(31)	(31)	n/a n/a
-	Interest Receivable	-	-	-	_	n/a
-	Recharges to other services	-	-	(48)	(48)	n/a
-	TOTAL INCOME	-	-	(79)	(79)	n/a
-	NET CONTROLLABLE COST	-	_	77	77	n/a
-	Control Charmes					
-	Capital Charges Deferred/Intangible Charges		-	-	-	n/a n/a
	REFCUS	· -	-	_		n/a n/a
-	Corporate support services bought in	-		-		n/a
-	TOTAL UNCONTROLLABLE COST	-		-	•	n/a
	NET COST OF SERVICE	<u> </u>		77	-	
-	NET COST OF SERVICE	-	-	77	77	n/a
- 1	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
-	TOTAL APPROPRIATIONS	-	-	•	-	n/a
- [	TOTAL NET EXPENDITURE	_	· <b>-</b>	77	77	n/a
* OTUED \/A!	DIATIONS IN LEVEL OF EXPENDITURE	<b>-</b>				
Strategic budg	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands					£000's
						-
						-
					ļ	-
Strategic budg	get - agreed additional income / savings					
						-
, i						-
	•					-
Other resourc	e changes					<u>-</u>
1 post moved	from Financial Services					156
Transfer of inc	come from Financial and Services to fund staffing c	osts				(79)
İ						-
						-
						77
TOTAL OTHE	ER VARIATIONS IN RESOURCE					77
					***	

## RESOURCES STRATEGY AND PARTNERSHIP

#### **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.

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 e.g. 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	ORIGINAL	
(COST)	BUDGET	Expenditu	ıre on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C16160 Communications and Engagement	(312)	13	296	(3)	(99)
C1640Q Mayoral	260	1	(71)	190	(27)
C1646Q Leaders Office	257	2	(3)	256	(0)
C1654Q Organisational Development	12	3	(15)	-	(100)
C1625P Chief Executives Office	(275)	2	272	(1)	(100)
C1656Q Corporate Learning and Development	(13)	3	301	291	(2,338)
©1684Q Voluntary Sector	936	-	972	1,908	104
©1690@ Civic Event Fund	43	-	(5)	38	(12)
					1
		÷	!		
TOTAL NET SPEND	908	24	1,747	2.679	195
THE PROPERTY OF THE PROPERTY O			.,, .,	2,010	

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Communications and Engagement	27.4	25.6	(1.8)
Mayoral	3.3	3.3	
Leaders Office	4	4	-
Organisational Development	5.0	5.0	-
Chief Executives Office	1.0	1.0	-
Corporate Learning and Development	5.0	5.0	-
Voluntary Sector	-	-	-
Civic Event Fund	-	-	-
TOTAL FTE STAFF	45.7	43.9	(1.8)

# RESOURCES STRATEGY AND PARTNERSHIP

**COST CENTRE: C1625P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
1		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	2,480	24	(79)	2,425	(2)
	Premises related expenditure	1	-	-	1	-
	Supplies and Services	337	-	43	380	13
	Third Party Payments	1,249	-	1,044	2,293	84
	Transfer Payments	122	-	-	122	-
	Transport related expenditure	23	-	(23)	-	(100)
383	Recharges from other services	75	_	-	75	
4,173	TOTAL EXPENDITURE	4,287	24	985	5,296	24
-	Government Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(217)	Customer and Client Receipts	(405)	- ,	(503)	(908)	124
1	Interest Receivable	-	-	-	-	n/a
(1,236)	Recharges to other services	(1,196)	-	(380)	(1,576)	32
(1,453)	TOTAL INCOME	(1,601)	1	(883)	(2,484)	55
2,720	NET CONTROLLABLE COST	2,686	24	102	2,812	5
	Capital Charges					
	Deferred/Intangible Charges	-	-	<u>-</u>	-	n/a
	REFCUS	-	-	-	-	n/a
1	Corporate support services bought in	(1,778)	-	1,645	(133)	n/a
	TOTAL UNCONTROLLABLE COST	(1,778)		1,645	(133)	(93) (93)
(1,7,0)	TOTAL GROOM MOLLABLE GOOT	(1,110)		1,040	(100)	(95)
945	NET COST OF SERVICE	908	24	1,747	2,679	195
//	0 11 2 7 7 7					
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-			-	n/a
(40)	TOTAL APPROPRIATIONS	-	-	-		n/a
905	TOTAL NET EXPENDITURE	908	24	1,747	2,679	195
905	TOTAL NET EXPENDITURE	906	24	1,747	2,019	195

#### RESOURCES STRATEGY AND PARTNERSHIP COMMUNICATIONS AND ENGAGEMENT

**COST CENTRE: C1616Q** 

- Premises related expenditure - 84 Supplies and Services - 115 - 81 - 334 Third Party Payments - Transfer Payments - Transport related expenditure - 154 Recharges from other services - 1,761 TOTAL EXPENDITURE - Other Grants, reimbursements and contributions - (217) Customer and Client Receipts - (423) Recharges to other services - (503) (1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	/18 ) ) )'s ,277 - 196 334 - - 54 ,861 - (908) - (423)	n/a - 1 n/a
CA   CD   E000'S	) )'s ,277 - 196 334 - - 54 ,861 - (908) - (423)	(E) % (5) n/a 70 - n/a n/a 1
£000's         £000's<	7's ,277 - 196 334 - 54 ,861 - (908) - (423)	% (5) n/a 70 - n/a n/a - 1
1,189       Employees       1,346       13       (82)       1,         - Premises related expenditure	,277 - 196 334 - - 54 ,861 - (908) - (423)	(5) n/a 70 - n/a n/a - 1
- Premises related expenditure  84 Supplies and Services 115 - 81 334 Third Party Payments 1334 17ansfer Payments 154 Recharges from other services 157 TOTAL EXPENDITURE 1,849 13 (1) 1, 1,000 Customer and Client Receipts 1,000 Recharges to other services 1,000 TOTAL INCOME 1	- 196 334 - - 54 ,861 - (908) - (423)	n/a 70 - n/a n/a - 1 n/a
84       Supplies and Services       115       -       81         334       Third Party Payments       334       -       -         -       Transfer Payments       -       -       -         -       Transport related expenditure       -       -       -         -       Recharges from other services       54       -       -         1,761       TOTAL EXPENDITURE       1,849       13       (1)       1,         -       Government Grants       -       -       -       -         -       Other Grants, reimbursements and contributions       -       -       -       -         (217)       Customer and Client Receipts       (405)       -       (503)       (         -       Interest Receivable       -       -       -       -         (640)       TOTAL INCOME       (828)       -       (503)       (1,         1,121       NET CONTROLLABLE COST       1,021       13       (504)	334 - 54 ,861 - (908) - (423)	70 - n/a n/a - 1 n/a
334       Third Party Payments       334       -       -         - Transfer Payments       -       -       -         - Transport related expenditure       -       -       -         154       Recharges from other services       54       -       -         1,761       TOTAL EXPENDITURE       1,849       13       (1)       1,         - Government Grants       -       -       -       -         - Other Grants, reimbursements and contributions       -       -       -       -         (217)       Customer and Client Receipts       (405)       -       (503)       (         - Interest Receivable       -       -       -       -       -       -         (640)       TOTAL INCOME       (828)       -       (503)       (1,         1,121       NET CONTROLLABLE COST       1,021       13       (504)	334 - 54 ,861 - (908) - (423)	- n/a n/a - 1 n/a
- Transfer Payments	- 54 ,861 - (908) - (423)	n/a
- Transport related expenditure Recharges from other services 54	,861 - (908) - (423)	n/a - 1 n/a
154       Recharges from other services       54       -       -         1,761       TOTAL EXPENDITURE       1,849       13       (1)       1,         -       Government Grants       -       -       -         -       Other Grants, reimbursements and contributions       -       -       -         (217)       Customer and Client Receipts       (405)       -       (503)       (         -       Interest Receivable       -       -       -       -         (423)       Recharges to other services       (423)       -       -       (         (640)       TOTAL INCOME       (828)       -       (503)       (1,         1,121       NET CONTROLLABLE COST       1,021       13       (504)	,861 - (908) - (423)	1 n/a
1,761       TOTAL EXPENDITURE       1,849       13       (1)       1,         - Government Grants - Other Grants, reimbursements and contributions - Other Grants, reimbursements and contributions - Customer and Client Receipts - Interest Receivable - Customer and Client Receipts - Customer and Client	,861 - (908) - (423)	n/a
- Government Grants - Other Grants, reimbursements and contributions - (217) - Customer and Client Receipts - (405) - Interest Receivable - (423) - (640) - (707AL INCOME - (828) - (503) - (1,121)	- (908) - (423)	
- Other Grants, reimbursements and contributions (503) (217) Customer and Client Receipts (405) - (503) (110 customer and Client Receipts (423) (423) Recharges to other services (423) (503) (110 customer and Client Receipts (423) (503) (110 customer and Client Receipts (423) (503) (110 customer and Client Receipts (423) (503) (110 customer and Client Receipts (405) - (503) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipts (405) (110 customer and Client Receipt	- (908) - (423)	
(217) Customer and Client Receipts       (405)       - (503)       (         Interest Receivable         -         (423) Recharges to other services       (423)        (         (640) TOTAL INCOME       (828)       - (503)       (1,         1,121 NET CONTROLLABLE COST       1,021       13       (504)	- (423)	n/a
-   Interest Receivable   -   -   -	- (423)	
(423) Recharges to other services       (423) (640)         (640) TOTAL INCOME       (828) - (503)       (1, 121)         1,121 NET CONTROLLABLE COST       1,021       13       (504)		124
(640) TOTAL INCOME     (828)     -     (503)     (1, 1, 1, 1, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2, 1, 1, 2,		n/a -
1,121 NET CONTROLLABLE COST 1,021 13 (504)		
	,331)	61
-   Capital Charges   -   -   -	530	(48)
- ICapital Charges		
	-	n/a
- Deferred/Intangible Charges REFCUS	-	n/a
	(522)	n/a
	(533)	(60)
(1,333) TOTAL UNCONTROLLABLE COST (1,333) - 800 (	(533)	(60)
(212) <b>NET COST OF SERVICE</b> (312) 13 296	(3)	(99)
- 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
(212) <b>TOTAL NET EXPENDITURE</b> (312) 13 296	(3)	(99)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE	Г	£000's
Strategic budget - agreed pressures / service demands		20000
· · · · · · · · · · · · · · · · · · ·	i	-
		_
		-
	L	-
Strategic budget - agreed additional income / savings		
District Advantation because		(500)
Digital Advertising Income		(500)
		-
		-
		(500)
Other resource changes		(000)
Other minor variations	Į.	(4)
Decrease in corporate services bought in		800
	- 1	796
		, 00

### RESOURCES STRATEGY AND PARTNERSHIP MAYORAL

**COST CENTRE: C1640Q** 

FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	139	1	(15)	125 1	(10
	Supplies and Services	10	-	(3)	'7	(30
	Third Party Payments	-	_	-		n/
-	Transfer Payments	-	-	-	-	n/
	Transport related expenditure	12	-	(12)	-	(100
	Recharges from other services	21	-	-	21	-
210	TOTAL EXPENDITURE	183	1	(30)	154	(16
	Government Grants	-	-	-	-	n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
	Customer and Client Receipts Interest Receivable	-	-	-	-	n/
	Recharges to other services	] [				n/ n/
	TOTAL INCOME		_			n/
	TOTAL INCOME	-	-	-		
210	NET CONTROLLABLE COST	183	1	(30)	154	(16
-	Capital Charges	1				
	Deferred/Intangible Charges	<u>-</u>	-	_		n/a n/a
	REFCUS	- ]	-	_	-	n/a
80	Corporate support services bought in	77	_	(41)	36	(53
80	TOTAL UNCONTROLLABLE COST	77		(41)	36	(53
290	NET COST OF SERVICE	260	1	(71)	190	(27
l				( - 7		\
	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	] []			_ [	n/a n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
260	TOTAL NET EXPENDITURE	260				
		. 200 1	1	l (71)I	190	(27
	<u>,                                     </u>	200	1	(71)	190	(27
	RIATIONS IN LEVEL OF EXPENDITURE	200	1	(71)	190	£000's
	RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	200	1	(71)	190	
		200	1	(71)	190	
		200	1	(71)	190	
		200	1	(71)	190	
Strategic bud	get - agreed pressures / service demands	200	1	(71)	190	
Strategic bud		200	1	(71)	190	
Strategic bud	get - agreed pressures / service demands	200	1	(71)	190	
Strategic budo	get - agreed pressures / service demands		1	(71)	190	£000's
Strategic budo	get - agreed pressures / service demands get - agreed additional income / savings	200	1	(71)	190	£000's
Strategic budo	get - agreed pressures / service demands get - agreed additional income / savings	200	1	(71)	190	£000's
Strategic budo	get - agreed pressures / service demands get - agreed additional income / savings		1	(71)	190	£000's
Strategic budo	get - agreed pressures / service demands get - agreed additional income / savings		1	(71)	190	£000's
Strategic budo	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service		1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service		1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service  se changes  ariations		1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service	200	1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service  se changes  ariations	200	1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service  se changes  ariations		1	(71)	190	£000's
etrategic budgetrategic budgetrategic budgeted b	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service  se changes  ariations		1	(71)	190	£000's
Strategic budg Strategic budg Redesign of n Other resource	get - agreed pressures / service demands  get - agreed additional income / savings  nayoral transport service  se changes  ariations		1	(71)	190	(27 £000's

#### RESOURCES STRATEGY AND PARTNERSHIP LEADER'S OFFICE

**COST CENTRE: C1646Q** 

		1				
FORFOACT		ORIGINAL		in Level of	ORIGINAL	0.4
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
00001-		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	189	2	3	194	3
	Premises related expenditure		-	-	-	n/
	Supplies and Services	19	-	(4)	15	(21
	Third Party Payments	-	·	-	-	n/
-	Transfer Payments	-		<b>-</b> 1	-	n/
-	Transport related expenditure	-	-	- 1	-	n/
113	Recharges from other services	_	_	- 1	-	n/
205	TOTAL EXPENDITURE	208	2	(1)	209	(
		200			203	
-	Government Grants	-	-	-	-	n/
-	Other Grants, reimbursements and contributions	-	-	-	-	n/
-	Customer and Client Receipts	-	-	-	-	n/
	Interest Receivable	-	-	-	-	n/
	Recharges to other services	-	_		-	n/
	TOTAL INCOME	_	_	_	_	n/
		<u> </u>				
205	NET CONTROLLABLE COST	208	. 2	(1)	209	C
	Capital Charges	1				
		-	-	-	- !	n/
	Deferred/Intangible Charges	-	-	-	-	n/
	REFCUS		-	- (0)	4==	n/
	Corporate support services bought in	49	-	(2)	47	(4
49	TOTAL UNCONTROLLABLE COST	49	-	(2)	47	(4
254	NET COST OF SERVICE	257	2	(3)	256	(0
		1 1		(-)		, , ,
(10)	Contributions to / (from) Earmarked Reserves	<b>-</b> [	_	-	-	n/a
	Contributions to / (from) Capital Reserves:	_	-	-	_	n/a
_	Financing of Capital Expenditure	_	_		_	n/:
_	Provision for Repayment of External Loans	<u> </u>	_	_	_	n/a
	Contribution to / (from) General Balances	_	<b>-</b> ·	-	_	n/
	TOTAL APPROPRIATIONS	-	-	-	-	
- 1						
244	TOTAL NET EXPENDITURE	257	2	(3)	256	(0
OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE				ı	£000's
trategic bud	get - agreed pressures / service demands				·	20003
trategie bud	get agreed pressures / service demands					
						-
						-
						-
44!	and annual additional foresays (					
trategic bud	get - agreed additional income / savings					
						-
						-
					ŀ	-
						-
						-
						_
ther resourc	ce changes					
	/aviations					•
						(1
					1	(2
	Corporate support services bought in					
	Corporate support services bought in				l	
	Corporate support services bought in					
	Corporate support services bought in					
	Corporate support services bought in					10
	Corporate support services bought in					(3
	Corporate support services bought in  ER VARIATIONS IN RESOURCE					(3

### RESOURCES STRATEGY AND PARTNERSHIP ORGANISATIONAL DEVELOPMENT SUMMARY

**COST CENTRE: C1654Q** 

		1 22.2				<del></del>
FORECAST		ORIGINAL BUDGET		in Level of ure on (A)	ORIGINAL BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	Faralassa	£000's	£000's	£000's	£000's	%
	Employees Premises related expenditure	319	3	6	328	3
	Supplies and Services	16	-	(6)	10	n/a (38
- ]1	Third Party Payments	-	-	-		n/a
	Transfer Payments	-	· -	-	-	n/a
	Transport related expenditure Recharges from other services	-	-	-	-	n/a
	TOTAL EXPENDITURE	335	3	-	220	n/a
	Government Grants	335	<u></u>	-	338	1
	Other Grants, reimbursements and contributions		-	-	-	n/a n/a
	Customer and Client Receipts	_	-	-	, <u> </u>	n/a
- [1	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	-	-	n/a
(40)	TOTAL INCOME	-	-	-	-	n/a
312	NET CONTROLLABLE COST	335	3		338	
312	NET CONTROLLABLE COST	333	<u> </u>	-	330	1
- 0	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	· =	n/a
	REFCUS Corporate support services bought in	(323)	-	- (15)	(338)	n/a
	TOTAL UNCONTROLLABLE COST	(323)	-	(15)	(338)	5 5
(020)	TOTAL GROON ROLLABLE GOOT	(323)		(10)	(336)	
(11)	NET COST OF SERVICE	12	3	(15)	-	(100)
	Market Control of the	1				
	Contributions to / (from) Earmarked Reserves	- [		-	-	n/a
- C	Contributions to / (from) Capital Reserves: Financing of Capital Expenditure	l - 1	-	-	-	n/a
] - ]	Provision for Repayment of External Loans	l 1	-	-	-	n/a n/a
C	Contribution to / (from) General Balances	-	-	-		n/a
-  т	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		T				
(11) T	TOTAL NET EXPENDITURE	12	3	(15)	-	(100)
* OTHER VAR	RIATIONS IN LEVEL OF EXPENDITURE				į	£000's
Strategic budge	et - agreed pressures / service demands					
						-
						-
						- -
						-
Strategic budge	et - agreed additional income / savings					<del></del>
						-
						-
						-
					ł	
Other resource	<u>s changes</u>					
Increase in Cor	rporate Support Services bought in					- (15)
	.ps.s.to support solvitoso bought in					(10)
						-
l						
					i i	
						(15)
	R VARIATIONS IN RESOURCE					(15) (15)

## RESOURCES STRATEGY AND PARTNERSHIP CHIEF EXECUTIVES OFFICE

**COST CENTRE: C1625P** 

FORECAST 2016/17 DESCRIPTION						
		ORIGINAL		in Level of	ORIGINAL	
2016/17 IDESCRIPTION		BUDGET		re on (A)	BUDGET	%
1 I		2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%_
215 Employees		229	2	9	240	5
<ul> <li>Premises related expendi</li> </ul>	iure	-	-	-	-	n/
35 Supplies and Services		101	-	(66)	35	(65
<ul> <li>Third Party Payments</li> </ul>		-	-	-	-	n/
<ul> <li>Transfer Payments</li> </ul>		-	-	-	-	n/
<ul> <li>Transport related expendi</li> </ul>	ture	11	-	(11)	-	(100
24 Recharges from other ser		_	-		-	` n/a
274 TOTAL EXPENDITURE		341	2	(68)	275	(19
		341	<u>-</u>	(00)	213	
- Government Grants		-	-	-	-	n/
- Other Grants, reimbursen		-	-	-	-	n/s
- Customer and Client Rece	∍ipts	-	-	-	-	n/s
<ul> <li>Interest Receivable</li> </ul>		-	-	-	-	n/s
(737) Recharges to other service	es	(737)	-	-	(737)	
(737) TOTAL INCOME		(737)	-	-	(737)	_
` '						
(463) NET CONTROLLABLE C	OST	(396)	2	(68)	(462)	17
		·				
- Capital Charges		-	-	-	-	n/a
- Deferred/Intangible Charg	es	-	-	-	-	n/a
- REFCUS		-	_	-	_	n/a
121 Corporate support service	s bought in	121	_	340	461	281
121 TOTAL UNCONTROLLA		121		340	461	281
121 TOTAL UNCONTROLLA		121	-	340	401	201
(342) NET COST OF SERVICE		(275)	2	272	(1)	(100
- Contributions to / (from) E		-	-	-	-	n/a
- Contributions to / (from) C		-	-	-	-	n/a
<ul> <li>Financing of Capital E</li> </ul>		-	-	-	-	n/a
<ul> <li>Provision for Repayment</li> </ul>	ent of External Loans	-	-	- 1	-	n/a
- Contribution to / (from) Ge	neral Balances	-	-	-	-	n/a
- TOTAL APPROPRIATION	NS	-	-	-	-	n/a
(342) TOTAL NET EXPENDITU	RE	(275)	2	272	(1)	(100
* OTHER VARIATIONS IN LEVEL OF	EADENDITUDE				Г	£000's
Strategic budget - agreed pressures / se					***	2000 5
Strategic budget - agreed pressures / st	i vice demands					
						-
						-
						-
						<del>-</del>
Otantania badanta angand additional inc	/i				-	
<u> Strategic budget - agreed additional inc</u>	me / savings					
						-
						-
						-
	•					
04						
Other resource changes						
	. DED 4.5)					(67
Centralisation of Insurance budgets (see						
Centralisation of Insurance budgets (see						
Centralisation of Insurance budgets (see						
Centralisation of Insurance budgets (see						
Centralisation of Insurance budgets (see						
Centralisation of Insurance budgets (see						339 - -
Other resource changes Centralisation of Insurance budgets (see						(67 339 - - 272
Centralisation of Insurance budgets (see	ought in					339 - -

ORIGINAL Variations in Level of ORIGINAL

## RESOURCES STRATEGY AND PARTNERSHIP CORPORATE LEARNING AND DEVELOPMENT SUMMARY

**COST CENTRE: C1656Q** 

FORECAST 2016/17		BUDGET	Expenditu	ure on (A)	BUDGET	%
	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's	Employees	£000's 258	£000's	£000's	£000's	%
200	Premises related expenditure	256	ა -	_	261	1   n/
46	Supplies and Services	46	-	41	87	89
-	Third Party Payments	-	-	-	-	n/
-	Transfer Payments	-	-	-	-	n/
- 5	Transport related expenditure Recharges from other services	_ [	_	_		n/ n/
	TOTAL EXPENDITURE	304	3	41	348	14
	Government Grants	-			-	n/
-	Other Grants, reimbursements and contributions		-	-		n/
-	Customer and Client Receipts	-	-	-	- ,	n/
- (00)	Interest Receivable	- (00)	-	-	-	n/
	Recharges to other services	(36)	-	-	(36)	
(36)	TOTAL INCOME	(36)	-		(36)	
268	NET CONTROLLABLE COST	268	3	41	312	16
	Capital Charges	_	_	_	_	n/
_	Deferred/Intangible Charges	-	-	-	_	n/
-	REFCUS	-	-	-	-	n/
	Corporate support services bought in	(281)	-	260	(21)	(93
(281)	TOTAL UNCONTROLLABLE COST	(281)	-	260	(21)	(93
(13)	NET COST OF SERVICE	(13)	. 3	301	291	(2,338
	Contributions to / (from) Earmarked Reserves					
-	Contributions to / (from) Capital Reserves:	<u>-</u>	_			n/: n/:
_	Financing of Capital Expenditure	-	-	_	-	n/
	Provision for Repayment of External Loans	-	-	-	-	n/
-						
	Contribution to / (from) General Balances	-	-	-	-	n/:
	Contribution to / (from) General Balances TOTAL APPROPRIATIONS	-	-	-	-	
-		(13)	3	301	291	n/a
- (13)	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	(13)	3	-	291	n/ (2,338
(13)	TOTAL APPROPRIATIONS	(13)	3	-	291	n/
(13) OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE			-	291	(2,338 £000's
(13) OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands			-	291	(2,338 £000's
(13) OTHER VA	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands			-	291	(2,338 £000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands			-	291	£000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13)  OTHER VA  Strategic bud  earning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13) OTHER VA Strategic bud Learning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  Organisational Development - Provision of funding			-	291	£000's
(13)  OTHER VA  Strategic bud  Earning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	£000's
(13)  OTHER VA  Strategic bud  Earning and	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	£000's
(13) OTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	1/2 (2,338 £000's 41 
(13)  OTHER VA  Strategic bud  Carning and  Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	1/2 (2,338 £000's 41 
(13) COTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	n/ (2,338 £000's 41 - - 41
(13) COTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	n/ (2,338 £000's 41 - - 41
(13) COTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	1/2 (2,338 £000's 41 
(13) OTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	1/2 (2,338 £000's 41 
(13) OTHER VA Strategic bud Learning and Strategic bud	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  Organisational Development - Provision of funding  get - agreed additional income / savings			-	291	

## RESOURCES STRATEGY AND PARTNERSHIP VOLUNTARY SECTOR

**COST CENTRE: C1684Q** 

F0DE0: 5-	I	00101111				
		ORIGINAL		in Level of	ORIGINAL	0/
FORECAST 2016/17	DESCRIPTION	BUDGET   2016/17		re on (A)	BUDGET	% CHANGE
2016/17	DESCRIPTION	1	Inflation	* Other	2017/18	
C0001-		(A)	(B)	(C) £000's	(D)	(E)
£000's	Employees	£000's	£000's	£000 S	£000's	%
		-	-	-	- I	n.
	Premises related expenditure	-	-	_		. n
	Supplies and Services			-		n,
	Third Party Payments	914	-	1,044	1,958	114
	Transfer Payments	122	-	-	122	-
	Transport related expenditure	-	-	-	-	n/
-	Recharges from other services	-	-	ı	-	n/
1,036	TOTAL EXPENDITURE	1,036	-	1,044	2,080	10
	Government Grants	_				n/
	Other Grants, reimbursements and contributions	_	_			
	Customer and Client Receipts	_	_	_	-	n/
	Interest Receivable	-	-	-	-	n/
-		-	-	(000)	(000)	n/
-	Recharges to other services	-	-	(380)	(380)	n/
-	TOTAL INCOME	-	- :	(380)	(380)	n/
		· · · · · · · · · · · · · · · · · · ·				
1,036	NET CONTROLLABLE COST	1,036	-	664	1,700	64
_	Capital Charges	_	_	_		n/:
	Deferred/Intangible Charges	_	_	_	_	n/:
	REFCUS	_ 1	_	_	_	n/:
	Corporate support services bought in	(100)	-	308	208	(308
		1 1				
(100)	TOTAL UNCONTROLLABLE COST	(100)	-	308	208	(308)
936	NET COST OF SERVICE	936	-	972	1,908	104
-	Contributions to / (from) Earmarked Reserves	- [	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	- [	-	_	-	n/a
-	Contribution to / (from) General Balances	_	-	- ,	-	n/a
				_	_	n/a
_	TOTAL APPROPRIATIONS	-	-	_		11/6
		-			<u></u>	
	TOTAL APPROPRIATIONS  TOTAL NET EXPENDITURE	936		972	1,908	-
936	TOTAL NET EXPENDITURE	936			1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936	- -		1,908	
936 OTHER VA	TOTAL NET EXPENDITURE	936	-		1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936			1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936			1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936			1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936			1,908	104
936 OTHER VA Strategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	936			1,908	104
936 OTHER VA Strategic bud	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	936			1,908	104
936 OTHER VA Strategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	£000's
936 OTHER VA Strategic bud	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands	936			1,908	£000's
936 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	£000's
936 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	104
936 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	£000's
936 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	£000's
936 OTHER VA	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings	936			1,908	£000's
936 OTHER VA Strategic budgeters Strategic budgeters Review of Vo	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding	936			1,908	£000's
936 OTHER VA Strategic budge Strategic budge Review of Vo	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding	936			1,908	£000's
936 OTHER VA Strategic budge Strategic budge Review of Vo	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding				1,908	£000's
936 OTHER VA Strategic budgeteriew of Vol	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED	6.9)			1,908	£000's
936  OTHER VA  Strategic budgeter budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED	6.9) 1.7)			1,908	£000's
936 OTHER VA Strategic budge Strategic budge Review of Vol Other resource Community For	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED	6.9) 1.7)			1,908	104 £000's
936  OTHER VA  Strategic budge  Strategic budge  Review of Vol  Other resource  Community File	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED	6.9) 1.7)			1,908	£000's
936 OTHER VA Strategic budge Strategic budge Review of Vol Other resource Community Formunity Fo	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED und centralisation - virement from Place (see PED und centralisation - virement from Place (see PL 4.3)	6.9) 1.7)			1,908	£000's
936 OTHER VA Strategic budge Strategic budge Review of Vol Other resource Community Formunity Fo	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED und centralisation - virement from Place (see PED und centralisation - virement from Place (see PL 4.3)	6.9) 1.7)			1,908	104 £000's
936  OTHER VA  Strategic budge  Strategic budge  Review of Vol  Other resource  Community Formun	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED und centralisation - virement from Place (see PED und centralisation - virement from Place (see PL 4.3)	6.9) 1.7)			1,908	104 £000's
936  OTHER VA trategic budy trategic budy trategic budy trategic budy trategic budy trategic budy trategic budy trategic budy	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE get - agreed pressures / service demands  get - agreed additional income / savings  luntary Sector Funding  se changes  und centralisation - virement from People (see PED und centralisation - virement from People (see PED und centralisation - virement from Place (see PED und centralisation - virement from Place (see PL 4.3)	6.9) 1.7)	-		1,908	1000's £000's

## RESOURCES STRATEGY AND PARTNERSHIP CIVIC EVENT FUND

**COST CENTRE: C1690Q** 

FORECAST		ORIGINAL		in Level of	ORIGINAL	0,
2016/17	  DESCRIPTION	BUDGET 2016/17	Inflation	ure on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/17	BEGORII HON	(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	(=)
-	Employees	-	_	-	-	n/a
	Premises related expenditure	-	-	-	-	n/a
	Supplies and Services	30	-		30	-
1	Third Party Payments	1	-	-	1	-
	Transfer Payments	-	-	_		n/a
-	Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	-	-	-	-	n/a
31	TOTAL EXPENDITURE	31	-	j -	31	-
-	Government Grants	-	-	-	_	n/a
-	Other Grants, reimbursements and contributions	- :	-	-	-	n/a
-	Customer and Client Receipts	- 1	-	-	-	n/a
_	Interest Receivable		-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
_	TOTAL INCOME	-	1	_	-	n/a
	<u> </u>			,		
31	NET CONTROLLABLE COST	31	_	-	31	-
	Capital Charges	-	·-	-	-	n/a
	Deferred/Intangible Charges	- 1	-	-	-	n/a
	REFCUS	-	-	-	-	n/a
	Corporate support services bought in	12	-	(5)	7	(42)
12	TOTAL UNCONTROLLABLE COST	12	-	(5)	7	(42)
43	NET COST OF SERVICE	43	-	(5)	38	(12)
:		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 Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	_		-	-	n/a n/a
43	TOTAL NET EXPENDITURE	43	_	(5)	38	(12)
* OTUED VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					£000 S
Otrategio bud	get agreed pressures / service demands					_
						_
						_
						_
						-
Strategic bud	get - agreed additional income / savings					
						:
						:
						-
						-
						-
Other resource	eo changes					-
Other resource	<u>e changes</u>					
Decrease in C	Corporate support services brought in					(E)
_00.0000 iii C	so, posato oupport ou vidos brought in					(5)
						•
						(5)
TOTAL OTHE	ER VARIATIONS IN RESOURCE					(5)
•						(3)

## **HOUSING REVENUE ACCOUNT**

## **CONTENTS**

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

#### **KEY SERVICE TARGETS / PRIORITIES FOR 2017/18**

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

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

#### FINANCIAL PERFORMANCE

## COST CENTRE: C2000M

DESCRIPTION	ACTUAL	ORIGINAL	FORECAST	BUDGET	%
	2015/16	2016/17	2016/17	2017/18	CHANGE
	£000	£000	£000	£000	%
Employees	13,478	14,868	13,652	14,628	7
Premises related expenditure	28,548	22,787	24,332	26,524	9
Supplies and Services	4,555	4,375	5,478	7,717	41
Third Party Payments	391	702	772	698	(10)
Transfer Payments	155	175	143	175	22
Transport related expenditure	72	225	145	149	3
Capital Charges	16,775	30,042	30,042	32,249	7
Deferred/Intangible Charges	34	-	-	49	n/a
REFCUS	-	8,523	8,523	992	(88)
Corporate support services bought in	10,210	6,705	6,705	6,705	-
Recharges (to) / from other services	(1,429)	3,012	3,750	3,602	(4)
TOTAL EXPENDITURE	72,789	91,414	93,543	93,488	(0)
Government Grants	(46)	-	-		n/a
Other Grants, reimbursements and contributions	-	(185)	241	(209)	(187)
Fees and Charges	(12,459)	-	(0)	- 1	(100)
Customer and Client Receipts	(80,874)	(91,229)	(92,649)	(93,259)	· 1]
Interest Receivable	-		(2,225)	(20)	(99)
TOTAL INCOME	(93,379)	(91,414)	(94,633)	(93,488)	(1)
NET EXPENDITURE	(20,590)	0	(1,091)	(0)	(100)
Contributions to / (from) Reserves	-	-	-		n/a
CURRENT BUDGET	-		-		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(20,590)		(1,091)		

#### **TOP FINANCIAL RISKS 2017/18**

- 1) 1% rent reduction Year 2 of the government's 4-year policy to reduce social rents
- 2) Risk of increased bad debt (owing partly to the implementation of universal credit)
- 3) On-going pay and cost inflation (particularly changes in National Insurance costs to employers)
- 4) Anticipated impact of the High Value Voids (HVV) government manifesto commitment

# HOUSING REVENUE ACCOUNT

## **DEPARTMENT SUMMARY**

**CABINET MEMBER** 

Councillor Butler	Cabinet Member for Homes and Regeneration

## **DEPARTMENT MANAGEMENT TEAM**

NAME	TITLE	TEL. EX.
Richard Simpson	Executive Director Of Resources and S151 Officer	61848
Shifa Mustafa	Executive Director of Place	47575
Stephen Tate	Director - District Centres and Regeneration	47446
Colm Lacey	Director - Development	47367
Andy Opie	Director - Safety	65686
Mark Meeham	Director - Housing Needs	65474
Mark Fowler	Director - Director of Gateway and Welfare	19503

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

## **MOVEMENT IN SERVICE NET EXPENDITURE**

FORECAST	ORI BU		Variations Expenditu		ORIGINAL BUDGET	%
2016/17	DIVISION	2016/17	Inflation	Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
(70,370)	People - HRA	(69,736)	70	1,635	(68,031)	(2)
17,391	Place - HRA	17,467	53	340	17,860	2
51,888	Directorate & Centralised Costs - HRA	52,269	7	(2,105)	50,171	(4)
-						
(1,091)	TOTAL NET SPEND	-	130	(130)	-	(4)

	ORIGIN	AL ORIGINA	L CHANGE
DIVISION	BUDGE	T BUDGE	T IN
	2016/1	7   2017/18	FTE
	FTE STA	FF FTE STA	FF FTE STAFF
People - HRA	20:	3.1 <b>197</b>	.2 (5.9)
Place - HRA	124	4.5 <b>128</b>	
Directorate & Centralised Costs - HRA	1:	2.0 2	.6 (9.4)
TOTAL FTE STAFF	33	9.6 328	.2 (11.4)

		ORIGINAL	Variations	in Level of	ORIGINAL	l
FORECAST		BUDGET		ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£0000's	£000's	£000's	£000's	%
13,652	Employees	14,868	130	(370)	14,628	(2)
24,332	Premises related expenditure	22,787	_	3,737	26,524	16
	Supplies and Services	4,375	-	3,342	7,717	76
772	Third Party Payments	702	_	(4)	698	(1)
	Transfer Payments	175	-		175	
145	Transport related expenditure	225	-	(76)	149	(34)
3,857	Recharges from other services	4,819	-	590	5,409	`12
48,380	TOTAL EXPENDITURE	47,951	130	7,219	55,300	15
-	Government Grants		-	-	-	n/a
241	Other Grants, reimbursements and contributions	(185)	-	(24)	(209)	13
(0)	Fees and Charges	` _ `	-	` - `	` - '	n/a
(92,649)	Customer and Client Receipts	(91,229)	_	(2,030)	(93,259)	2
	Interest Receivable			(20)	(20)	n/a
	Recharges to other services	(1,807)	-	`-'	(1,807)	-
	TOTAL INCOME	(93,221)	-	(2,074)	(95,295)	2
(46,361)	NET CONTROLLABLE COST	(45,270)	130	5,145	(39,995)	(12)
00.040	0	00.040		0.007	22.242	
	Capital Charges	30,042	-	2,207	32,249	7
0.500	Deferred/Intangible Charges	-	-	49	49	n/a
	REFCUS	8,523	-	(7,531)		(88)
	Corporate support services bought in	6,705	-	-	6,705	
45,270	TOTAL UNCONTROLLABLE COST	45,270	-	(5,275)	39,995	(12)
(1,091)	NET COST OF SERVICE	0	130	(130)	(0)	(164)
						-
	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
(1.001)	TOTAL NET EXPENDITURE	0	130	(130)	(0)	(164)
(1,091)	TOTAL REFERENCIAN	0	130	(130)	(0)	(104)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
Strategic bud	get - agreed pressures / service demands					2,313
Strategic bude	get - agreed additional income / savings					(1,198)
	5					(1,100)
Other resource	e changes					(1,245)
TOTAL OTH	ER VARIATIONS IN RESOURCE					(130)
						(130)

#### SERVICE DESCRIPTION

The HRA Housing Needs Service is made up of the following sections: The Service Development, Income and Lettings and Tenancy and Neighbourhood Services are mainly funded from HRA.

#### Income to the Housing Revenue Account

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

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

For 2017-18 there is a reduction of 1% on dwellings rents, a statutory requirement, which is estimated to be £1.370m.

#### Service Development

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

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

#### Income and Lettings

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

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

#### **Tenancy and Neighbourhood Services**

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

#### **Housing Solutions**

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

#### **Housing Renewal**

Responsible for the Major Adaptations Unit and for providing adaptations to council homes to enable older and disabled people to stay in their own homes. A Home Safety service is provided for council tenants with young children to prevent accidents in the home. Also includes the Empty Property Service which assists with returning vacant homes to use, where possible by the council for homeless persons, by providing grant assistance, advice or enforcement

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

GOST	ORIGINAL	Variations in Level of Expenditure on (A)		ORIGINAL	0/
1 Control of the Cont	BUDGET	<del>' '</del>		BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
G2420P Housing Need - HRA	(69,736)	70	1,635	(68,031)	(2)
TOTAL NET SPEND	(69,736)	70	1,635	(68,031)	(2)

	ORIGINAL ORIGINAL	CHANGE
SERVICE	BUDGET BUDGET	IN
	2016/17 <b>2017/18</b>	FTE
	FTE STAFF FTE STAFF	FTE STAFF
Housing Need - HRA	203.1 197.2	(5.9)
TOTAL FTE STAFF	203.1 197.2	(5.9)

## **COST CENTRE: C2200N**

		ORIGINAL	Variations	in Level of	ORIGINAL	<del> </del>
FORECAST		BUDGET	Expenditu	ıre on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
j		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
6,841	Employees	7,517	70	(226)	7,361	(2)
	Premises related expenditure	9,674	-	3,468	13,142	36
	Supplies and Services	852	-	498	1,350	58
	Third Party Payments	574	-	(4)	570	(1)
	Transfer Payments	175	-	-	175	-
	Transport related expenditure	143	-	(47)	96	(33)
1,284	Recharges from other services	2,807	-	-	2,807	<u> </u>
22,102	TOTAL EXPENDITURE	21,742	70	3,689	25,501	17
-	Government Grants	-	-		-	n/a
241	Other Grants, reimbursements and contributions	(185)	-	(24)	(209)	13
-	Fees and Charges	-	-	-	-	n/a
(92,649)	Customer and Client Receipts	(91,229)	-	(2,030)	(93,259)	2
-	Interest Receivable	-	-	-	-	n/a
(64)	Recharges to other services	(64)	-	-	(64)	
(92,472)	TOTAL INCOME	(91,478)	_	(2,054)	(93,532)	2
(70,370)	NET CONTROLLABLE COST	(69,736)	70	1,635	(68,031)	(2)
_	Capital Charges	·	_ 1	_		n/a
_	Deferred/Intangible Charges	_	_	_	_ 1	n/a
	REFCUS	_	_	_	_	n/a
	Corporate support services bought in	_	_	_	_	n/a
	TOTAL UNCONTROLLABLE COST	- 1	-	-	-	n/a
		I	· · · · · · · · · · · · · · · · · · ·			
(70,370)	NET COST OF SERVICE	(69,736)	70	1,635	(68,031)	(2)
-	Contributions to / (from) Earmarked Reserves	- 1	<u>- I</u>	_		n/a
_	Contributions to / (from) Capital Reserves:	-	_	_	_ 1	n/a
-	Financing of Capital Expenditure	_	_	_	_	n/a
<u>-</u>	Provision for Repayment of External Loans	_	-	_	_	n/a
_	Contribution to / (from) General Balances	-	_	_	_	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
		· · · · · · · · · · · · · · · · · · ·				
(70,370)	TOTAL NET EXPENDITURE	(69,736)	70	1,635	(68,031)	(2)

# HOUSING REVENUE ACCOUNT - PEOPLE HOUSING NEED

**COST CENTRE: C2420P** 

		ORIGINAL	Variations	in Level of	ORIGINAL	····
FORECAST		BUDGET		ire on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	7,517	70	(226)	7,361	(2
	Premises related expenditure	9,674	- 1	3,468	13,142	36
	Supplies and Services	852	-	498	1,350	58
	Third Party Payments Transfer Payments	574 175	-	(4)	570 175	(1
106	•	143	- 1	(47)	175 96	(22
	Recharges from other services	2,807	_	(47)	2,807	(33
	TOTAL EXPENDITURE	21,742	70	3,689	25,501	17
22,102	Government Grants	21,772		3,009	23,301	
241	Other Grants, reimbursements and contributions	(185)	-	(24)	(209)	n/a
	Fees and Charges	(100)	_	(24)	(209)	13 n/a
	Customer and Client Receipts	(91,229)	_	(2,030)	(93,259)	2
	Interest Receivable	(0.,	-	(=,000)	(00,200)	n/a
(64)	Recharges to other services	(64)	-	-	(64)	-
(92,472)	TOTAL INCOME	(91,478)	_	(2,054)	(93,532)	
		(* 1, 11 - 7)		(=,== .)	(,,	
(70.370)	NET CONTROLLABLE COST	(69,736)	70	1,635	(68,031)	(2
, , ,		(,,		.,	(,,	
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	_	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(70,370)	NET COST OF SERVICE	(69,736)	70	1,635	(68,031)	(2)
	0 (1) 5 (1) 10					
	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		_	_		n/a
	. o i i i i i i i i i i i i i i i i i i					
(70,370)	TOTAL NET EXPENDITURE	(69,736)	70	1,635	(68,031)	(2)
· · ·			-J.			
	TIONS IN LEVEL OF EXPENDITURE					£000's
Strategic budget -	agreed pressures / service demands					
Rent reduction of	1% (less voids)					1,370
	n - write-off increase due to introduction of Universa	al Credits				500
	y for NI cost increases	0,00,00				118
	•					
						1,988
Strategic budget -	agreed additional income / savings					
	oval of vacant posts)					(212)
Cost efficiency pro						(321)
	(traffic management initiatives) It service charges and heating charges					(180)
	increases (garages and parking spaces)			7		(127)
Swaming forth	22000 (garageo and panding spaces)					(38)
					ŀ	(878)
Other resource ch	<u>anges</u>				ļ	
	de, Sycamore and Windsor House HRA Temporary					450
	munity outreach officers to the Sustainable Commur	nities Team (s	ee HRA 2.4)			76
Minor variances						(1)
					-	525
						525
TOTAL OTHER V	ARIATIONS IN RESOURCE					1,635



## **SERVICE DESCRIPTION**

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

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

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

The Home and School Improvement service focuses on major capital improvements to HRA properties such as energy efficiency, kitchen and bathroom and security programmes

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

	ORIGINAL			ORIGINAL	
COST	BUDGET	Expenditu	ıre on (A)	BUDGET	%
CENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
C2125P District Centres & Regeneration - HRA	16,021	41	416	16,478	3
C2130P Safety - HRA	1,446	12	(76)	1,382	(4)
TOTAL NET SPEND	17,467	53	340	17,860	(2)

	ORIGINAL	ORIGINAL	CHANGE
SERVICE	BUDGET	BUDGET	IN
	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
District Centres & Regeneration - HRA	94.0	99.9	5.9
Safety - HRA	30.5	28.5	(2.0)
TOTAL FTE STAFF	124.5	128.4	3.9

**COST CENTRE: C2100N** 

		ORIGINAL	Variations	in Level of	ORIGINAL	
FORECAST		BUDGET	Expenditu	ure on (A)	BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£0000's	£000's	`% <sup>'</sup>
	Employees	5,377	53	428	5,858	9
12,317	Premises related expenditure	12,298	-	19	12,317	0
1,464	Supplies and Services	1,005		(89)	916	(9)
24	Third Party Payments	24	-	- 1	24	-
-	Transfer Payments	-		-	-	n/a
39	Transport related expenditure	82	- 1	(29)	53	(35)
863	Recharges from other services	381	-	31	412	`8ُ
19,616	TOTAL EXPENDITURE	19,167	53	360	19,580	2
_	Government Grants	_	-	-	-	n/a
(0)	Other Grants, reimbursements and contributions	-	-	_	-	n/a
(0)	Fees and Charges	-	-	-	_	n/a
-	Customer and Client Receipts	-	-	-	-	n/a
(2,225)	Interest Receivable	-	-	(20)	(20)	n/a
	Recharges to other services	(1,700)	-	- 1	(1,700)	_
	TOTAL INCOME	(1,700)	-	(20)	(1,720)	1
17,391	NET CONTROLLABLE COST	17,467	53	340	17,860	2
-	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
-	REFCUS	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	1	-	-	-	n/a
17,391	NET COST OF SERVICE	17,467	53	340	17,860	2
	Contributions to / (from) Earmarked Reserves	1		7	<u> </u>	i _
-	Contributions to / (from) Capital Reserves:		-	-	-	n/a
-	Financing of Capital Expenditure	_	-	-	-	n/a
-	Provision for Repayment of External Loans		-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
		-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	•	n/a
	TOTAL NET EXPENDITURE	17,467	53	340	17,860	2

# HOUSING REVENUE ACCOUNT - PLACE DISTRICT CENTRES & REGENERATION - HRA

**COST CENTRE: C2125P** 

FORECAST		ORIGINAL BUDGET	1	in Level of ure on (A)	ORIGINAL BUDGET	%
2016/17	DESCRIPTION	2016/17	Inflation	* Other	2017/18	CHANGE
		(A)	(B)	(C)	(D)	(E)
£000's		£000's	£000's	£000's	£000's	%
	Employees	4,108	41	553	4,701	14
	Premises related expenditure Supplies and Services	12,296 953	-	19	12,315	0 (40)
	Third Party Payments	953	_	(91)	862 24	(10)
	Transfer Payments	-		_		- n/a
	Transport related expenditure	63	_	(27)	36	(43)
	Recharges from other services	277	-	(18)	259	(6)
18,170	TOTAL EXPENDITURE	17,721	41	436	18,197	3
	Government Grants		_	_	_	n/a
(0)	Other Grants, reimbursements and contributions	_	_	_	_	n/a
(0)	Fees and Charges	_	-	-	-	n/a
-	Customer and Client Receipts	-	=	-	- ,	n/a
	Interest Receivable	-	-	(20)	(20)	n/a
	Recharges to other services	(1,700)	-		(1,700)	_
(2,225)	TOTAL INCOME	(1,700)	1	(20)	(1,720)	1
15,945	NET CONTROLLABLE COST	16,021	41	416	16,477	3
-	Capital Charges		_	_	_	
	Deferred/Intangible Charges	-	_	_	•	n/a
	REFCUS	-	_	- 1	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	_	-	-	-	n/a
15,945	NET COST OF SERVICE	16,021	41	416	16,477	3
	Contributions to / (from) Earmarked Reserves	1 1				
	Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
_	Financing of Capital Expenditure		-	_	_ [	n/a n/a
<u>-</u>	Provision for Repayment of External Loans	_	_	_	_	n/a
-	Contribution to / (from) General Balances	_	_	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,945	TOTAL NET EXPENDITURE	16,021	41	416	16,477	3
10,940	TOTAL NET EXPENDITORE	10,021	41	410	10,477	3
* OTHER VAI	RIATIONS IN LEVEL OF EXPENDITURE				ſ	£000's
Strategic bud	get - agreed pressures / service demands					
Additional cyc	clical repairs budget to meet increased demand					325
						325
Strategic budg	get - agreed additional income / savings					
	<del></del>					
•	sponsive repairs budget					(250)
	ement and engagement savings					(50)
variation in Ca	apital recharges					(20)
						(320)
Other resourc	e changes			,		,,
	eallignment (transferred from the HRA contingency	)				472
	staff restructure					(83)
Other minor v	สกลมบกร				j	22
						411
		,				
	R VARIATIONS IN RESOURCE	_ <del></del>				416
TOTAL OTHE	IN TANIA II ONO III NEGOCITOE					

# HOUSING REVENUE ACCOUNT - PLACE SAFETY - HRA

**COST CENTRE: C2130P** 

EVERTIFICAT   CONTROLLABLE COST   Contributions to /from Jerrorate Reserves   Contributions to /from Jerrorate Reserves   Contributions to /from Jerrorate Reserves   Contributions to /from Jerrorate Reserves   Contributions to /from Jerrared Reserves   Contributions to /from) Genales   Community outreach officers to the Sustainable Communities team (see 1.3)   Contributions to /from) Genales   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Communities team (see 1.3)   Community outreach officers to the Sustainable Comm	I .	I					
2016/17   DESCRIPTION			ORIGINAL			ORIGINAL	
E000  E000		· ·					
2000s	2016/17	DESCRIPTION					
1,269	£000's						
2   Premises related expenditure   2		Employees					(9
52   Supplies and Services   52   2   54			1 1	-			-
Transfer Payments			1 1	-	2	54	4
Transfer Payments   19	-	Third Party Payments	-	-	-	-	n/
104   Recharges from other services			-	-	· -	-	n/a
1,446   TOTAL EXPENDITURE			i i	-	(2)	17	(11
Government Grants Other Grants, reimbursements and contributions Fees and Charges Customer and Client Receipts Interest Receivable Recharges to other services TOTAL INCOME 1,446 NET CONTROLLABLE COST 1,446 NET CONTROLLABLE COST 1,446 NET CONTROLLABLE COST 1,446 NET CONTROLLABLE COST 1,446 NET CONTROLLABLE COST 1,446 NET COST OF SERVICE Corporate support services bought in TOTAL UNCONTROLLABLE COST 1,446 NET COST OF SERVICE 1,446 N	104	Recharges from other services	104	-	49	153	47
Other Grants, neimbursements and contributions	1,446	TOTAL EXPENDITURE	1,446	12	(76)	1,382	(4
- Other Grants, reimbursements and contributions - Feese and Charges - Customer and Client Receipts - Interest Receivable - Recharges to other services - TOTAL INCOME - TOTAL INCOME - Capital Charges - Deferred/Intangible Charges - Deferred/Intangible Charges - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - TOTAL UNCONTROLLABLE COST - 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 - TOTAL APPROPRIATIONS - TOTAL APPROPRIATIONS - TOTAL NET EXPENDITURE - OTHER VARIATIONS IN LEVEL OF EXPENDITURE - Strategic budget - agreed pressures / service demands  Other resource changes - Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()	_	Government Grants	-	-	_	-	n/a
Fees and Charges	-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
Interest Receivable Receivable Receivable Receivable Receivages to other services Receivages to other services Receivages	-	Fees and Charges	-	-	-	-	n/a
Recharges to other services			-	-	-	-	n/a
1,446   NET CONTROLLABLE COST	l l		- [	-	-	´ -	n/a
1,446 NET CONTROLLABLE COST  1,446 12 (76) 1,382  - Capital Charges - Deferred/Intangible Charges - REFCUS - Corporale support services bought in - TOTAL UNCONTROLLABLE COST	-	Recharges to other services	-	-	-	-	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  - 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  1,446 TOTAL NET EXPENDITURE  1,446 12 (76) 1,382  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()	-	TOTAL INCOME	-	-	-	-	n/a
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  - 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  1,446 TOTAL NET EXPENDITURE  1,446 12 (76) 1,382  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()							
- Capital Charges - Deferred/Intangible Charges - REFCUS - REFCUS - Corporate support services bought in - TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  - 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  1,446 TOTAL NET EXPENDITURE  1,446 12 (76) 1,382  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()	1,446	NET CONTROLLABLE COST	1,446	12	(76)	1.382	(4
Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  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  1,446 TOTAL NET EXPENDITURE  1,446 TOTAL NET EXPENDITURE  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()	.,		.,		(, 9)	-,	(1
Deferred/Intangible Charges REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  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  1,446 TOTAL NET EXPENDITURE  1,446 TOTAL NET EXPENDITURE  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (()	_	Capital Charges	<u> </u>	- 1	- 1	-	n/a
REFCUS Corporate support services bought in TOTAL UNCONTROLLABLE COST  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  Contributions to / (from) Earmarked Reserves Contributions to / (from) Capital Reserves: Financing of Capital Expenditure Provision for Respurent of External Loans Contribution to / (from) General Balances TOTAL APPROPRIATIONS  1,446 TOTAL NET EXPENDITURE  1,446 TOTAL NET EXPENDITURE  1,446 TOTAL NET EXPENDITURE  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)			-	_	_	_	n/a
- Corporate support services bought in			-	- 1	-	_	n/a
TOTAL UNCONTROLLABLE COST	-	Corporate support services bought in					n/a
1,446 NET COST OF SERVICE  1,446 12 (76) 1,382  - 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  1,446 TOTAL NET EXPENDITURE  1,446 12 (76) 1,382  *OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)			_	_	_		n/a
- 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 - 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) Center and			l				
- 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 - 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) Center and	1 116	NET COST OF SERVICE	1 116	40	(76)	4 202	/ 41
- Contributions to / (from) Capital Reserves: - Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances - TOTAL APPROPRIATIONS	1,440	INC. TOUS OF SERVICE	1,440	12	((0))	1,382	(4)
- 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) Formarked Bosonias	, r		<u>ı</u>		
- Financing of Capital Expenditure - Provision for Repayment of External Loans - Contribution to / (from) General Balances	-	Contributions to / (from) Capital Posserves	_	-	-	-	n/a
- Provision for Repayment of External Loans	_		[ _ [	_	_ [	_ [	n/a n/a
- Contribution to / (from) General Balances	_		_ [	_	· -	-	n/a n/a
TOTAL APPROPRIATIONS	- 1		_	_			n/a
*OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands.  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)			1		_	_	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  ((	_	I U I AL APPKUPKIA HUNS	- 1				
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE  Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  ((	-	TOTAL APPROPRIATIONS	-	-			
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (1)	I		1 116	10		4 202	-
Strategic budget - agreed pressures / service demands  Strategic budget - agreed additional income / savings  Other resource changes  Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (1)	I		1,446	12		1,382	(4)
Strategic budget - agreed additional income / savings  Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  ()	1,446	TOTAL NET EXPENDITURE	1,446	12		1,382	(4)
Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,446	12		1,382	-
Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,446	12		1,382	(4)
Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,446	12		1,382	(4
Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,446	12		1,382	(4
Other resource changes Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446 * OTHER VA	TOTAL NET EXPENDITURE RIATIONS IN LEVEL OF EXPENDITURE	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4)
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4)
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4)
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
Transfer of 2 community outreach officers to the Sustainable Communities team (see 1.3)  (	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands	1,446	12		1,382	(4
	1,446  * OTHER VAI Strategic bude	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings	1,446	12		1,382	(4
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
TOTAL OTHER VARIATIONS IN RESOURCE	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	£000's
TOTAL OTHER VARIATIONS IN RESOURCE	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	
TOTAL OTHER VARIATIONS IN RESOURCE	1,446  * OTHER VAI Strategic budge Strategic budge	TOTAL NET EXPENDITURE  RIATIONS IN LEVEL OF EXPENDITURE  get - agreed pressures / service demands  get - agreed additional income / savings				1,382	(4

## **DIVISION SUMMARY**

# HOUSING REVENUE ACCOUNT DIRECTORATE & CENTRALISED BUDGETS

## **SERVICE DESCRIPTION**

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

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

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

MOVEMENT IN NET EXPENDITURE					
	ORIGINAL	NAL Variations in Level of		ORIGINAL	
COST	BUDGET	Expenditu	ure on (A)	BUDGET	%
GENTRE SERVICE	2016/17	Inflation	Other	2017/18	CHANGE
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
©2400N Directorate & Centralised Costs	52,269	7	(2,105)	50,171	(4)
TOTAL NET SPEND	52,269	7	(2,105)	50,171	(4)

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
SERVICE	2016/17	2017/18	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Directorate & Centralised Costs	12.0	2.6	(9.4)
TOTAL FTE STAFF	12.0	2.6	(9.4)

# HOUSING REVENUE ACCOUNT DIRECTORATE & CENTRALISED BUDGETS

**COST CENTRE: C2400N** 

F0D50:55		ORIGINAL	Variations		ORIGINAL	٥,
FORECAST 2016/17	DESCRIPTION	BUDGET 2016/17	Expenditu Inflation	re on (A)  * Other	BUDGET 2017/18	% CHANGE
2010/1/	DESCRIF HON	(A)	Intlation (B)	(C)	2017/18 (D)	(E)
£000's		£000's	£000's	£000's	£000's	(L) %
1,902	Employees	1,974	7	(572)	1,409	(29)
	Premises related expenditure	815	-	250	1,065	31
	Supplies and Services	2,518	-	2,933	5,451	116
1	Third Party Payments	104	-	-	104	
-	Transfer Payments Transport related expenditure	-	-	-	-	n/a
	Recharges from other services	1,631		- 559	2,190	n/a 34
	TOTAL EXPENDITURE	7,042	7	3,170	10,219	45
		<del>                                     </del>			10,219	
-	Government Grants Other Grants, reimbursements and contributions	-	-	-	-	n/a n/a
_	Fees and Charges	1 [1	-	_		n/a n/a
-	Customer and Client Receipts	_	-	_	_	n/a
-	Interest Receivable	-	-	-	-	n/a
(43)	Recharges to other services	(43)	-	-	(43)	-
(43)	TOTAL INCOME	(43)	-	-	(43)	
` ′	L	` 1				
6,618	NET CONTROLLABLE COST	6,999	7	3,170	10,176	45
30,042	Capital Charges	30,042	_ 1	2,207	32,249	7
	Deferred/Intangible Charges	30,042	_	49	49	n/a
	REFCUS	8,523	-	(7,531)	992	(88)
	Corporate support services bought in	6,705	-	` - '	6,705	-
45,270	TOTAL UNCONTROLLABLE COST	45,270	-	(5,275)	39,995	(12)
			····			
51,888	NET COST OF SERVICE	52,269	7	(2,105)	50,171	(4)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	- [	-	-	- [	n/a
-	Provision for Repayment of External Loans	-	-	-		n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-		n/a
51,888	TOTAL NET EXPENDITURE	52,269	7	(2,105)	50,171	(4)
* OTHER VA	RIATIONS IN LEVEL OF EXPENDITURE					£000's
	get - agreed pressures / service demands					£000 S
						<del></del>
L						
Strategic bud	get - agreed additional income / savings					
					İ	
		-				
041					ļ.	
Other resource	<u>e changes</u> harges adjustment					/7 EOA\
	narges adjustment of intangible fixed assets					(7,531) <b>49</b>
	RA depreciation charge					2,207
	from responsive repairs (added back to contingenc	y - see 2.3)				250
Increase in HI	RA contingency budget					2,933
Other minor v	ariations				ļ	(13)
	•				ļ	/0 /0=
					}	(2,105)
TOTAL OTHE	ER VARIATIONS IN RESOURCE			•		(2,105)
						(ح.,۱۷۵)

## **CAPITAL PROGRAMME**

## **CONTENTS**

	Page
FUNDING DETAILED PROGRAMME	CP1 CP2

## Capital Programme Resourcing 2017/18 to 2019/20

Frincing	Budgai	Bullen	Birlelejai	TOELAMIS
	2007/46	2018/19	2011/27/20	16/20
	120(0)0)3	COOS	(Li)(i)(E	(2()(i(i)(s)
Capital Receipts	20,644	8,356	12,500	4/1,5000
School Condition Funding	2,104	2,000	-	4,10045
S106 funding (Education)	738	18	- 8	7/5)6;
TFL	4,154	4,154	4,154	12,416,2
Coast to Capital LEP	14,000	-	-	1/4/(0,000)
CIL	6,000	-	-	(5, (6)(9))
CIL local meaningful proportion	1,000			11,(0,(0)(0)
Better Care Fund	900	900	900	2,7/00
Borrowing - Brick by Brick (RIF)	272,717	80,560	5,400	3518, 6777
Growth Zone - Borowing	2,000	2,000	3,000	7/ (2(0)0)
Borrowing	62,517	50,878	2,053	1115,4418
(GENERAL FUND)	3:6,774	148,333	28,0077	563 6477
Major Repairs Allowance	17,903	17,903	17,903	5(8),7/(0,9)
HRA - Revenue Contribution	2,697	4,227	4,227	111 1151
HRA - Use Of Reserves	6,451	4,921	4,921	16.293
HIRALEUNDING	27,051	227/,003/1	277,00511	\$4,16\$
TROTICAL PRINTERS	45(3), <b>32</b> (5).	17753,28177	55,053	(8)(4)(4)
UNDER OVER EUNDING OF PROCEDAMME		ū	C 1	

## **CAPITAL PROGRAMME 2017/18 to 2019/20**

These pages show details of the proposed capital programme for 2017/20

Description	Budget 2017/18	Budget 2018/19	Budget 2019/20	Total 2017/18 to 2019/20
	£000°s	£000's	£000's	£000's
Corporate Property Maintenance Programme	2,000	2,000	2,000	6,000
Disabled Facilities Grant	1,600	1,600	1,600	4.800
Education - Major Maintenance	2,000	2,000	2,000	6,000
Education - Miscellaneous	4,383	-	-	4.383
Education - Primary Perm Expansion	43,698	5,866	380	49.944
Education - Secondary Schools	150	-	_	150
Education - SEN	13,500	12,603	_	26,103
Onside Youth Zone	2,117	-	_	2,117
Burial Land	1,300	-	<b>-</b> .	1,300
Cremators	_	1,250	-	1,250
Empty Homes Grants	500	500	500	1.5(0,0
ICT	1,500	1,500	1,500	4.15(0,0)
ICT Refresh	1,500	9,051	2,353	12 904
Finance and HR system	1,126	2,557	-	3,683
Waste and Recycling	160	160	_	320
New Waste contract Vehicles	1,094	7,016	-	- 140° 8140°
Fairfield Halls - Council	1,500	3,500	_	5, (0)010
Fairfield Halls - Brick by Brick	3,600	26,400	-	\$10,000
Brick by Brick programme (RIF)	269,117	54,160	5,400	328,677
College Green	14,000	-	-	14,000
Highways	5,000	5,000	5,000	15 000
New Addington Regeneration	8,500	7,429	_	15.929
Ashburton Library	1,155	<u>-</u>	-	1.155
Growth Zone Programme	2,000	2,000	3,000	7 (0(0)0)
TFL - LIP	4,154	4,154	4,154	172,41622
Community Ward Budgets	120	120	120	3(60)
CIL local meaningful proportion	1,000	-	<u> </u>	1,0(0,0
Ceneral Rund Total	3336 <i>7/7/</i> 45	1444(3)(66)	223,0007/	× 563,647

Description	Budget	Burleet	Budget	Total 2017/18
	2007/h8	2018/19	2019/20	to 2019/20
	£0005	2000)\$	£000's	£000'S
Special Transfer Payments	180	180	180	(5)4(0)
Larger Homes	100	100	100	3(0,0)
Sub-Total	280	280	280	-840
Repair and Improvements	26,771	26,771	26,771	8.0,31(3)
HRATotal	27,051	27,051	277,0351	81,153
TROTIVALL CVARITIFAL TEXPERADITICULAE	49(6)(3)245)	17.5; \$4177	કહિલાકા	644,800