

Draft revenue budget and capital programme 2011/12

Appendix F to agenda item 6
Cabinet, 21 February 2011

REVENUE BUDGET SUMMARY

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REVENUE BUDGET SUMMARY
GENERAL FUND SUMMARY

ACTUAL 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
100,751	Department of Adult Services and Housing	109,521	1,004	7,157	117,682	7
79,444	Children, Young People and Learners	84,836	145	8,125	93,106	10
70,121	Community Services	63,793	88	2,251	66,132	4
19,536	Resources and Customer Services	19,537	1,077	4,591	25,205	29
19,328	Planning, Regeneration and Conservation	17,696	(70)	(5,474)	12,152	(31)
10,974	Chief Executive's Office	11,064	(95)	(3,182)	7,787	(30)
-	Public Health	-	-	173	173	n/a
180	Contribution to Provision for Doubtful Debts	180			180	-
-	Utilities and Business Rates	537		(537)	-	(100)
	Senior Management Restructure	-		(975)	(975)	n/a
	Employment Based Cost Review			(391)	(391)	n/a
300,334	NET COST OF SERVICES	307,164	2,149	11,737	321,053	5
(25,065)	Area Based Grants	(34,311)		34,311	-	(100)
	Core Grants	-		(38,911)	(38,911)	n/a
1,000	Contingency / Unallocated Provision	1,000			1,000	-
	Levies from Other Bodies					
242	Environment Agency	265		7	272	3
387	Lee Valley Regional Park Authority	397		10	407	3
1,183	London Boroughs Grants Committee	1,212		31	1,243	3
634	London Pensions Fund Authority	675		14	689	2
(4,936)	Interest and Investment Income	(4,937)		3,026	(1,911)	(61)
8,734	Interest Payable	11,073		(420)	10,653	(4)
282,513	NET OPERATING EXPENDITURE	282,537	2,149	9,806	294,494	4
	APPROPRIATIONS					
843	Contributions to / (from) Earmarked Reserves	60		3,328	3,388	5,546
(18,944)	Provision for Repayment of External Loans	(14,971)		(6,887)	(21,858)	46
(3,137)	Deferred / Intangible Charges Written Off	(3,567)		1,357	(2,210)	(38)
-	Contribution to / (from) General Balances	-			-	n/a
261,275	BUDGET REQUIREMENT	264,060	2,149	7,604	273,815	5,554
	FINANCED BY					
21,908	Revenue Support Grant	15,030		14,094	29,124	94
-	Collection Fund surplus / (deficit)	-		3,345	3,345	n/a
94,915	Payments from NNDR Pool	103,505		(9,284)	94,221	(9)
143,383	Council Tax - Band D Equivalent	145,525		1,600	147,125	1
260,206	TOTAL FINANCING	264,060			273,815	4
2009/10 Band D Equivalent £.pp 1,137.89 309.82	COUNCIL TAX SUMMARY		2010/11 Band D Equivalent £.pp 1,150.11 309.82	2011/12 Band D Equivalent £.pp 1,150.11 309.82		Change Band D Equivalent % 0.00 0.00
	London Borough of Croydon	145,525	1,150.11	1,150.11	147,125	0.00
	Greater London Authority	39,202	309.82	309.82	39,633	0.00
1,447.71		184,727	1,459.93	1,459.93	186,758	0.00

REVENUE BUDGET SUMMARY

SUBJECTIVE ANALYSIS

ACTUAL 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	EXPENDITURE					
444,496	Employees	209,604	(605)	(49,837)	159,162	(24)
50,260	Premises related expenditure	24,401	302	(1,907)	22,796	(7)
101,195	Supplies and Services	245,315	182	44,568	290,065	18
198,089	Third Party Payments	199,914	3,308	(9,153)	194,069	(3)
467,857	Transfer Payments	242,201	53	55,814	298,068	23
8,559	Transport related expenditure	6,268	-	2,330	8,598	37
39,254	Capital Charges	21,332	-	8,609	29,941	40
18,582	Deferred/Intangible Charges	3,566	-	(1,358)	2,208	(38)
32,045	Corporate support services bought in	(4,310)	-	0	(4,310)	-
34,073	Recharges from other services	33,256	-	(16,057)	17,199	(48)
1,394,410	TOTAL EXPENDITURE	981,546	3,240	33,009	1,017,796	4
	INCOME					
(604,113)	Government Grants	(543,020)	-	(50,271)	(593,291)	9
(385)	Area Based Grants	-	-	-	-	-
(258,212)	Other Grants, reimbursements and contributions	(25,367)	(372)	11,664	(14,075)	(45)
(142,484)	Fees and Charges	(33,677)	(496)	(2,601)	(36,774)	9
(25,545)	Other Customer and Client Receipts	(25,451)	(224)	3,264	(22,411)	(12)
(71)	Interest Receivable	(140)	-	-	(140)	-
(63,266)	Recharges to other services	(46,726)	1	16,672	(30,052)	(36)
(1,094,076)	TOTAL INCOME	(674,381)	(1,091)	(21,272)	(696,743)	3
300,334	NET EXPENDITURE	307,164	2,149	11,739	321,053	5

STAFF ESTABLISHMENT NUMBERS

DESCRIPTION	Note	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Chief Executive's Office		193.9	197.9	4.0
Children, Young People and Learners		1,274.1	1,071.4	(202.7)
Community Services		689.6	637.5	(52.1)
Department of Adult Services and Housing		1,058.3	911.0	(147.3)
Planning, Regeneration and Conservation		199.0	196.0	(3.0)
Resources and Customer Services		647.7	662.9	15.2
TOTAL FTE STAFF		4,062.6	3,676.7	(385.9)

REVENUE BUDGET SUMMARY
CORPORATE SUPPORT SERVICES BROUGHT IN

DESCRIPTION	Chief Executive's Office	Community Services	Children, Young People and Learners	Resources & Customer Services	Department Of Adult Serv. & Housing	HRA *	Planning Regeneration & Conservation	TOTAL
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Financial Systems	3	93	109	(377)	60	61	53	0
Financial Planning & Analysis	12	182	341	(871)	272	41	23	0
Accountancy & Technical	5	68	127	(325)	101	15	9	0
DEPARTMENTAL FINANCIAL SERVICE	4	54	101	(258)	81	12	7	0
FINANCE OFFICERS POOL	11	171	321	(820)	256	38	22	0
GRADUATE TRAINEES	3	40	75	(190)	59	9	5	0
DASH - FINANCE (GENERAL FUND)	0	0	0	(452)	452	0	0	0
CYPL SCHOOLS FINANCE	0	0	322	(322)	0	0	0	0
CYPL FINANCE CENTRAL	0	0	474	(474)	0	0	0	0
CYPL STUDENT LOAN FINANCE	0	0	206	(206)	0	0	0	0
COMMUNITY SERVICES FINANCE	0	483	0	(483)	0	0	0	0
Treasury & Pensions	5	77	144	(367)	114	17	10	0
Procurement	41	323	275	(769)	78	38	12	0
Audit and Financial Management	32	473	886	(2,261)	705	106	60	0
Insurance	(2)	(24)	(46)	116	(36)	(5)	(3)	0
Performance and Efficiency	8	124	233	(596)	186	28	16	0
Customer Services	164	779	245	(3,359)	960	796	415	0
Cashiers	0	52	0	(219)	13	154	0	0
Exchequer Services	18	110	281	(725)	252	45	19	0
Accommodation	160	1,525	1,058	(5,422)	1,121	820	739	0
Asset Management	0	2,558	595	(4,144)	919	72	0	0
Customer Focus	149	3,261	6,269	(16,374)	3,688	1,449	1,559	0
Democratic and Legal	(183)	39	72	1	58	9	5	0
Human Resources	(4,088)	877	1,294	256	969	458	234	0
Payroll	(589)	126	186	37	140	66	34	0
Strategy and Communication	(1,767)	373	699	8	557	83	48	0
Total	(6,014)	11,763	14,267	(38,597)	11,004	4,313	3,265	-

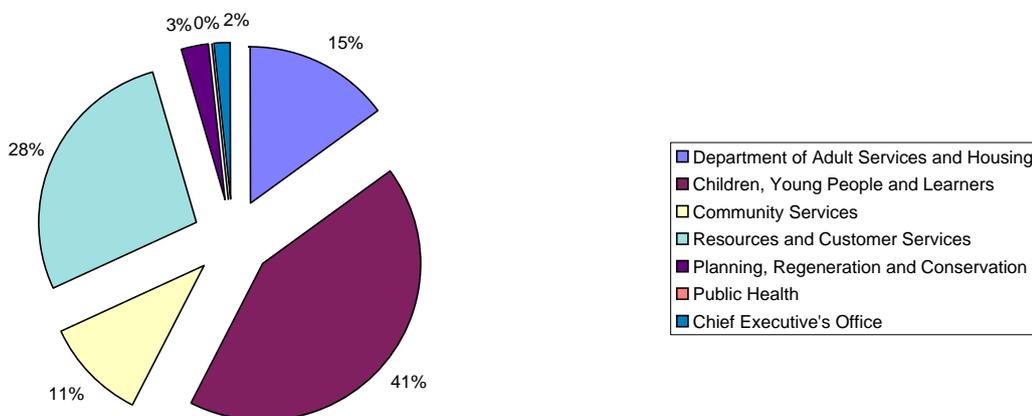
* Non general fund support charge

REVENUE BUDGET SUMMARY

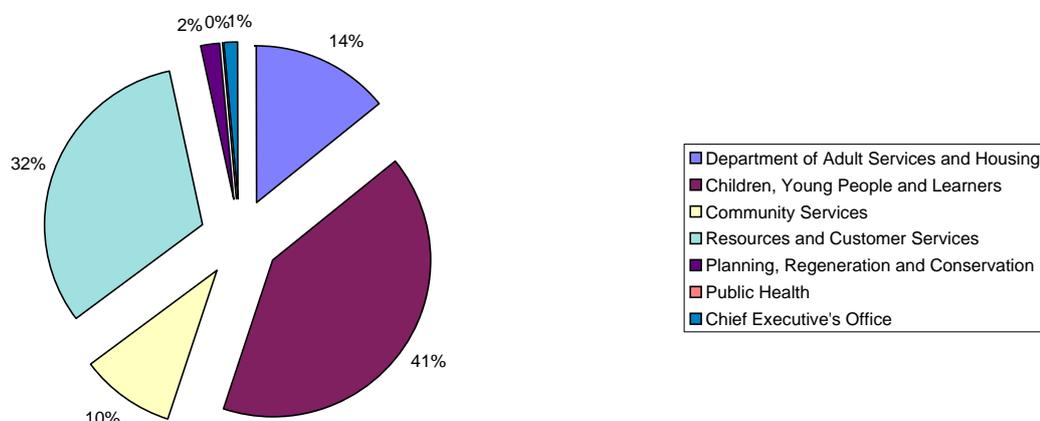
DEPARTMENTAL GROSS EXPENDITURE

ACTUAL 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
	SERVICE BUDGETS					
156,408	Department of Adult Services and Housing	148,484	1,640.0	(5,968)	144,156	(3)
758,121	Children, Young People and Learners	414,480	237.0	291	415,008	0
102,391	Community Services	103,652	310.0	(4,469)	99,493	(4)
315,504	Resources and Customer Services	269,884	1,110.0	55,050	326,044	21
46,380	Planning, Regeneration and Conservation	27,960	(19.0)	(7,154)	20,788	(26)
-	Public Health	-	-	173	173	n/a
15,426	Chief Executive's Office	16,369	(38.0)	(3,012)	13,319	(19)
-	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Senior Management Restructure	-	-	(975)	(975)	n/a
-	Employment Based Cost Review	-	-	(391)	(391)	n/a
-	Utilities and Business Rates	537	-	(537)	-	(100)
1,394,230	GROSS DEPARTMENTAL COST OF SERVICE	981,546	3,240	33,009	1,017,796	4

2010/11 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



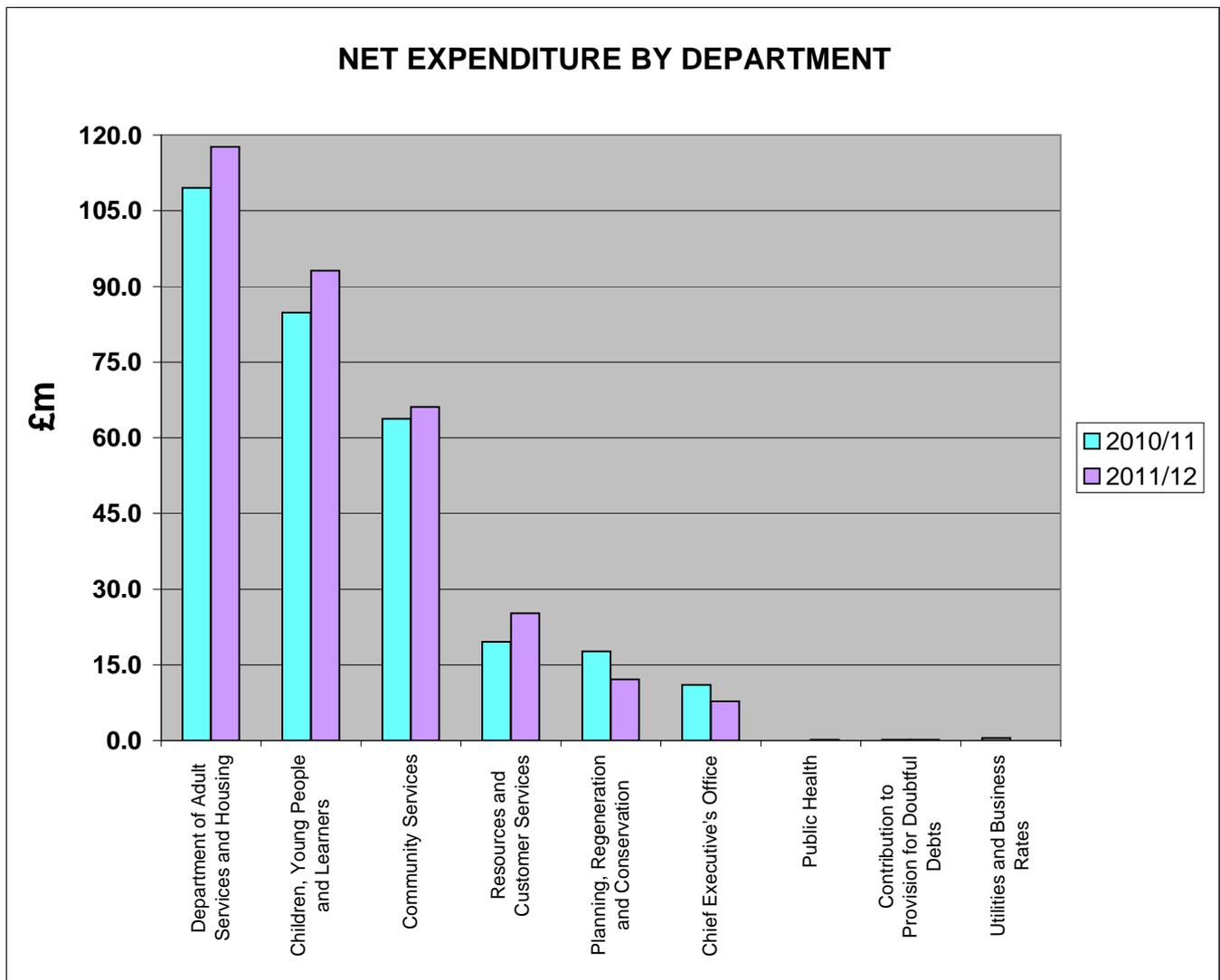
2011/12 GROSS EXPENDITURE BY DEPARTMENT % OF TOTAL



REVENUE BUDGET SUMMARY

DEPARTMENTAL NET EXPENDITURE

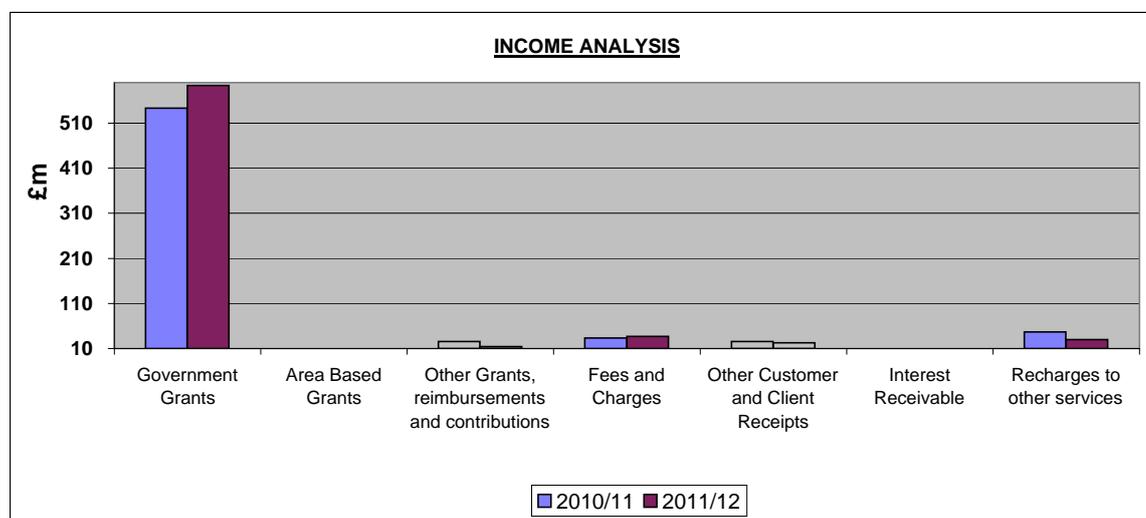
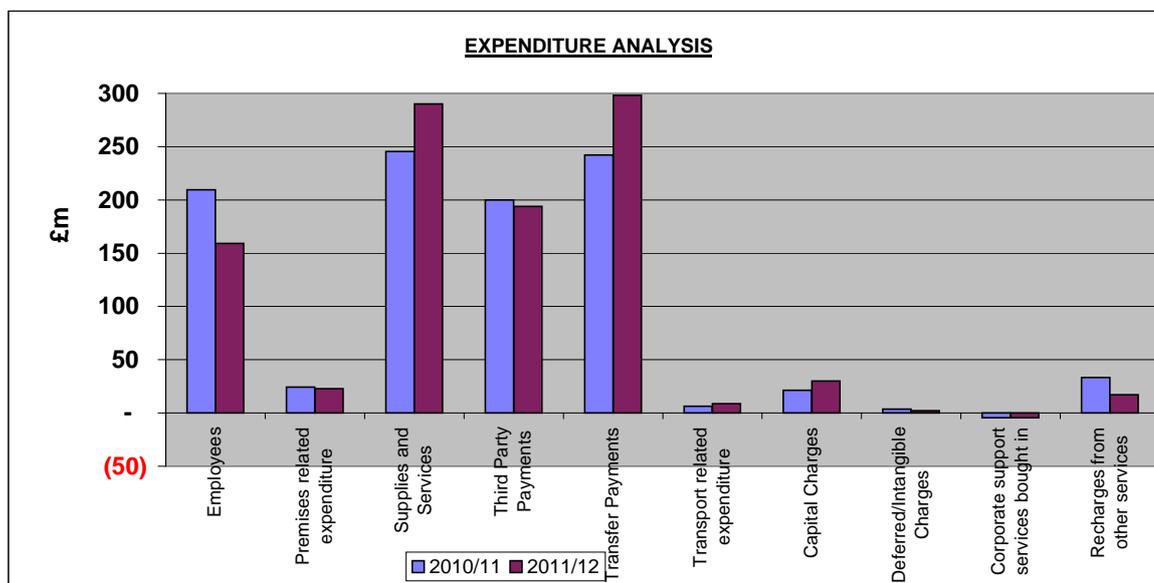
ACTUAL 2009/10 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E)
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	SERVICE BUDGETS					
100,751	Department of Adult Services and Housing	109,521	1,004	7,157	117,682	7
79,444	Children, Young People and Learners	84,836	145	8,125	93,106	10
70,121	Community Services	63,793	88	2,251	66,132	4
19,536	Resources and Customer Services	19,537	1,077	4,591	25,205	29
19,328	Planning, Regeneration and Conservation	17,696	(70)	(5,474)	12,152	(31)
10,974	Chief Executive's Office	11,064	(95)	(3,182)	7,787	(30)
	Public Health	-	-	173	173	
180	Contribution to Provision for Doubtful Debts	180	-	-	180	-
-	Utilities and Business Rates	537	-	(537)	-	(100)
	Senior Management Restructure			(975)	(975)	n/a
	Employment Based Cost Review			(391)	(391)	n/a
300,334	NET COST OF SERVICES	307,164	2,149	11,737	321,051	5



REVENUE BUDGET SUMMARY

ANALYSIS OF INCOME AND EXPENDITURE

ACTUAL 2009/10	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E)
			Inflation (B) £000's	Other (C) £000's		
£000's						
	EXPENDITURE					
444,496	Employees	209,604	(605)	(49,837)	159,162	(24)
50,260	Premises related expenditure	24,401	302	(1,907)	22,796	(7)
101,195	Supplies and Services	245,315	182	44,568	290,065	18
198,089	Third Party Payments	199,914	3,308	(9,153)	194,069	(3)
467,857	Transfer Payments	242,201	53	55,814	298,068	23
8,559	Transport related expenditure	6,268	-	2,330	8,598	37
39,254	Capital Charges	21,332	-	8,609	29,941	40
18,582	Deferred/Intangible Charges	3,566	-	(1,358)	2,208	(38)
32,045	Corporate support services bought in	(4,310)	-	0	(4,310)	-
34,073	Recharges from other services	33,256	-	(16,057)	17,199	(48)
1,394,410	TOTAL EXPENDITURE	981,546	3,240	33,009	1,017,796	4
	INCOME					
(604,113)	Government Grants	(543,020)	-	(50,271)	(593,291)	9
(385)	Area Based Grants	-	-	-	-	-
(258,212)	Other Grants, reimbursements and contributions	(25,367)	(372)	11,664	(14,075)	(45)
(142,484)	Fees and Charges	(33,677)	(496)	(2,601)	(36,774)	9
(25,545)	Other Customer and Client Receipts	(25,451)	(224)	3,264	(22,411)	(12)
(71)	Interest Receivable	(140)	-	-	(140)	-
(63,266)	Recharges to other services	(46,726)	1	16,672	(30,052)	(36)
(1,094,076)	TOTAL INCOME	(674,381)	(1,091)	(21,272)	(696,743)	3
300,334	NET EXPENDITURE	307,166	2,149	11,737	321,053	5



CHIEF EXECUTIVE'S OFFICE

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KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

- 1) Deliver Step Change Programme efficiency savings.
- 2) Deliver management restructure.
- 3) Deliver successful Alternative Voting referendum.
- 4) Manage transition of public health to local authority and establishment of replacement LSP arrangements.
- 5) Take forward the local Big Society strategy.
- 6) Ensure compliance with Equalities Act 2010.
- 7) Deliver a new Workplace Strategy, including changes to employment terms and conditions.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Registration of Births	3,910	4,000	4,000	4,000	-
Registration of Deaths	2,447	2,200	2,500	2,500	-
Number of marriages	571	610	600	600	-
Certificates from archives	5,300	6,000	5,500	5,500	-
% of people who believe people get on well together (NI 1)	77%	N/A	N/A	N/A	n/a
No. of visits to croydon.gov.uk	2,164,843	2,300,000	2,320,000	2,640,000	13.8
Average sick days per FTE	6.3	5.5	6.0	6.0	

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	12,559	10,984	11,026	10,372	(6)
Premises related expenditure	14	13	14	10	(29)
Supplies and Services	5,118	3,743	3,809	3,682	(3)
Third Party Payments	4,785	4,945	4,586	3,778	(18)
Transfer Payments	126	134	134	134	-
Transport related expenditure	64	55	57	44	(23)
Capital Charges	1,187	1,331	1,331	1,187	(11)
Deferred/Intangible Charges	122	122	122	122	-
Corporate support services bought in	(8,765)	(5,240)	(5,241)	(6,015)	15
Recharges (to) / from other services	216	(2,207)	(2,317)	(2,670)	15
TOTAL EXPENDITURE	15,426	13,880	13,521	10,644	(21)
Government Grants	(473)	-	(10)	-	(100)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(40)	(38)	(38)	(39)	3
Fees and Charges	(4,061)	(2,076)	(2,056)	(2,085)	1
Other Customer and Client Receipts	122	(702)	(721)	(733)	2
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(4,452)	(2,816)	(2,825)	(2,857)	1

NET EXPENDITURE	10,974	11,064	10,696	7,787	(27)
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Contributions to / (from) Reserves		63	63	163	159
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CURRENT BUDGET	10,919	10,928
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	55	(169)
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TOP FINANCIAL RISKS 2011/12

- 1) Risk that planned efficiency targets will not be achieved.
- 2) Failure to promote equality and eliminate unlawful discrimination.
- 3) Risk of non-compliance with contract and statutory obligations may result in substantial financial and reputational loss and potential for legal challenge.
- 4) Risk that council fails to ensure proper safety of its staff and customers due to non-compliance in relation to Health & Safety.

CHIEF EXECUTIVE'S OFFICE
SERVICE SUMMARY
CABINET MEMBERS

Deputy Leader Councillor Dudley Mead	Cabinet Member for Housing, Finance and Asset Management
Councillor Sara Bashford	Cabinet Member for Customer Services, Culture and Sport
Councillor Vidhi Mohan	Cabinet Member for Communities

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Jon Rouse	Chief Executive Officer	61429
Julie Belvir	Solicitor to the Council and Monitoring Officer (Democratic & Legal Division)	64985
Vacant	Director, Strategy & Communication	47008
Pam Parkes	Director, HROD	47090

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
3,925	Democratic and Legal Services	4,101	(18)	(340)	3,743	(9)
386	Human Resources and Organisational Development	394	(55)	(861)	(522)	(232)
4,102	Strategy and Communications	4,086	(22)	(1,307)	2,757	(33)
2,283	Voluntary Sector Funding	2,483	-	(674)	1,809	(27)
10,696	TOTAL NET SPEND	11,064	(95)	(3,182)	7,787	(30)

63	Contributions to / (from) Reserves	63	-	100	163	159
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STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
	Democratic and Legal Services	68.0	68.3
Human Resources and Organisational Development	76.8	87.1	10.3
Strategy and Communications	49.1	42.5	(6.6)
Voluntary Sector Funding	-	-	-
TOTAL FTE STAFF	193.9	197.9	4.0

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,026	Employees	10,984	(43)	(569)	10,372	(6)
14	Premises related expenditure	13	-	(3)	10	(23)
3,809	Supplies and Services	3,743	3	(64)	3,682	(2)
4,586	Third Party Payments	4,945	2	(1,169)	3,778	(24)
134	Transfer Payments	134	-	-	134	-
57	Transport related expenditure	55	-	(11)	44	(20)
282	Recharges from other Departments	282	-	(277)	5	(98)
19,908	TOTAL EXPENDITURE	20,156	(38)	(2,093)	18,025	(11)
(10)	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(38)	Other Grants, reimbursements and contributions	(38)	(1)	-	(39)	3
(2,056)	Fees and Charges	(2,076)	(39)	30	(2,085)	0
(721)	Other Customer and Client Receipts	(702)	(17)	(14)	(733)	4
-	Interest Receivable	-	-	-	-	n/a
(2,599)	Recharges to other services	(2,489)	-	(186)	(2,675)	7
(5,424)	TOTAL INCOME	(5,305)	(57)	(170)	(5,532)	4

14,484	NET CONTROLLABLE COST	14,851	(95)	(2,263)	12,493	(16)
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1,331	Capital Charges	1,331	-	(144)	1,187	(11)
122	Deferred/Intangible Charges	122	-	-	122	-
(5,241)	Corporate support services bought in	(5,240)	-	(775)	(6,015)	15
(3,788)	TOTAL UNCONTROLLABLE COST	(3,787)	-	(919)	(4,706)	24

10,696	NET COST OF SERVICE	11,064	(95)	(3,182)	7,787	(30)
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-	Contributions to / (from) Earmarked Reserves	63	-	100	163	159
-	Contributions to / (from) Capital 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	63	-	100	163	159

10,696	TOTAL NET EXPENDITURE	11,127	(95)	(3,082)	7,950	(29)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
Strategic budget - agreed pressures / service demands		100
Strategic budget - agreed additional income / savings		(1,676)
Other resource changes		(1,576)
TOTAL OTHER VARIATIONS IN RESOURCE		(3,082)

SERVICE DESCRIPTION

Democratic Services

Democratic Services staff provide services to the Cabinet, the Leader's office, Elected Members, non elected Independent and Co-opted Members, advise on the Council's constitution and co-ordinate the decision making process and Scrutiny is supported. They also support the Croydon Police Consultative Group and facilitate education admissions and exclusion appeals.

Life and Registration Services

The Electoral Services Team manages the organisation of European, Parliamentary, GLA and borough elections. The primary task covered by the budget is the Annual Canvass to produce and publish the Register of Electors which is used at these elections. The Register is used as the basis for any Referendum and forms the basis of the Jury list. The Register contains 249,777 names. We act as the lead borough for the consortium and the Coroner for the Southern District of Greater London.

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

Legal Services

The Legal teams deal with corporate legal work and advice, including planning, advice and case work for CYPL and DASH and internal legal support to major projects across all departments. New contracts for the external provision of legal services commence in April 2011. These contracts are packaged to provide a range of advice and casework for support for the Council. 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 have continued to develop their use of an IT based file management system while local quality initiatives benefit from the wider departmental quality network and the corporate Investors in People project.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Legal	(199)	(9)	21	(187)	(6)
Democratic	1,009	(6)	(56)	947	(6)
Electoral	2,390	-	(2)	2,388	(0)
Mayoral	334	(1)	(15)	318	(5)
Registrars	296	(2)	(277)	17	(94)
Contribution to the Coroner's Service	271	-	(10)	261	(4)
Contribution to the Local Elections' Reserve	63	-	100	163	159
TOTAL NET SPEND	4,164	(18)	(239)	3,906	(6)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Legal	23.9	27.0	3.1
Democratic	19.1	17.9	(1.2)
Electoral	6.7	6.0	(0.7)
Mayoral	5.3	4.4	(0.9)
Registrars	13.0	13.0	-
TOTAL FTE STAFF	68.0	68.3	0.3

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,366	Employees	3,364	(16)	(83)	3,265	(3)
14	Premises related expenditure	13	-	(3)	10	(23)
2,048	Supplies and Services	2,103	1	(42)	2,062	(2)
318	Third Party Payments	320	1	374	695	117
-	Transfer Payments	-	-	-	-	n/a
40	Transport related expenditure	40	-	(10)	30	(25)
282	Recharges from other services	282	-	(277)	5	(98)
6,068	TOTAL EXPENDITURE	6,122	(14)	(41)	6,067	(1)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(38)	Other Grants, reimbursements and contributions	(38)	(1)	-	(39)	3
(510)	Fees and Charges	(500)	-	-	(500)	-
(137)	Other Customer and Client Receipts	(137)	(3)	-	(140)	2
-	Interest Receivable	-	-	-	-	n/a
(1,863)	Recharges to other services	(1,753)	-	(186)	(1,939)	11
(2,548)	TOTAL INCOME	(2,428)	(4)	(186)	(2,618)	8
3,520	NET CONTROLLABLE COST	3,694	(18)	(227)	3,449	(7)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
405	Corporate support services bought in	407	-	(113)	294	(28)
405	TOTAL UNCONTROLLABLE COST	407	-	(113)	294	(28)
3,925	NET COST OF SERVICE	4,101	(18)	(340)	3,743	(9)
	Contributions to / (from) Earmarked Reserves	63	-	100	163	159
	Contributions to / (from) Capital 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	63	-	100	163	159
3,925	TOTAL NET EXPENDITURE	4,164	(18)	(240)	3,906	(6)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
Contribution to election reserve						100
						100
<u>Strategic budget - agreed additional income / savings</u>						
Reduction in Members' allowances						(57)
Election outreach worker post deleted						(42)
Reduction in contributions to South London Coroners Court						(10)
Restructure of registrars						(5)
Reduce number of civic events						(10)
Reduce Arnhem activities						(10)
Single members post distribution						(11)
Step change efficiency						(24)
						(169)
<u>Other resource changes</u>						
Corporate support recharges						(111)
Repographics realignment						(26)
Members' training budget transferred to HR&OD						(30)
P2P project savings						(2)
ABG grant						(2)
						(171)
TOTAL OTHER VARIATIONS IN RESOURCE						(240)

SERVICE DESCRIPTION

Human Resources (HR) and Organisational Development (OD)

Mission :

The Human Resources and Organisational Development Service 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.

Key Objectives:

The priorities for the service over the next 3 years include the delivery of the plans that underpin the 2010-13 Workforce Strategy, support the organisation through the Step Change Croydon transformation programme and to continue to develop improved ways of working that will transform the HR Service. The Council's HR Strategic themes are:

- Organisational Development
- Pay and workforce planning
- Equalities and diversity
- Performance management
- Workforce modernisation
- Service Transformation
- HR and OD Service Development

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
HR Consultancy	854	(36)	(64)	754	(12)
Health & Safety	503	(3)	(1)	499	(1)
Occupational Health	231	(2)	85	314	36
Business Development & Information	1,893	(1)	(291)	1,601	(15)
Organisation Development	336	(3)	(35)	298	(11)
Leadership Academy	57	(2)	1	56	(2)
Learning & Development	274	(7)	47	314	15
Internal Communications	237	-	8	245	3
Union Representation	134	(1)	(1)	132	(1)
Corporate support services recharged	(4,125)	-	(610)	(4,735)	15
TOTAL NET SPEND	394	(55)	(861)	(522)	(232)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
	HR Consultancy	30.0	36.8
Health & Safety	10.0	10.0	-
Occupational Health	4.0	5.0	1.0
Business Development & Information	12.8	13.8	1.0
Organisation Development	6.0	6.0	-
Learning & Development	8.0	9.5	1.5
Internal Communications	3.0	3.0	-
Union Representation	3.0	3.0	-
TOTAL FTE STAFF	76.8	87.1	10.3

CHIEF EXECUTIVE'S OFFICE

HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,563	Employees	4,563	(13)	(3)	4,547	(0)
-	Premises related expenditure	-	-	-	-	n/a
525	Supplies and Services	535	2	(10)	527	(1)
1,106	Third Party Payments	1,106	1	(251)	856	(23)
-	Transfer Payments	-	-	-	-	n/a
9	Transport related expenditure	9	-	-	9	-
-	Recharges from other services	-	-	-	-	n/a
6,203	TOTAL EXPENDITURE	6,213	(10)	(264)	5,939	(4)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,546)	Fees and Charges	(1,576)	(39)	30	(1,585)	1
(254)	Other Customer and Client Receipts	(225)	(6)	(30)	(261)	16
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(1,800)	TOTAL INCOME	(1,801)	(45)	-	(1,846)	2
4,403	NET CONTROLLABLE COST	4,412	(55)	(264)	4,093	(7)
-	Capital Charges	-	-	-	-	n/a
122	Deferred/Intangible Charges	122	-	-	122	-
(4,139)	Corporate support services bought in	(4,140)	-	(597)	(4,737)	14
(4,017)	TOTAL UNCONTROLLABLE COST	(4,018)	-	(597)	(4,615)	15
386	NET COST OF SERVICE	394	(55)	(861)	(522)	(232)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
386	TOTAL NET EXPENDITURE	394	(55)	(861)	(522)	(232)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
						-
Strategic budget - agreed additional income / savings						Ref
Payroll effectiveness review						(220)
Step change efficiency						(34)
						(254)
Other resource changes						Ref
Corporate support recharges						(599)
Repographics realignment						(38)
Members training budget transferred from Democratic and Lega						29
P2P project savings						1
						(607)
TOTAL OTHER VARIATIONS IN RESOURCE						(861)

The Communications service manages all council publicity, media liaison, graphic design, publications and the council website. The press and publicity office is responsible for promoting the council's decisions, working with the local media to ensure vital service information is available to the public and involving the public in key initiatives and consultations. The e-comms team is responsible for managing the council's websites and electronic comms channels, and ensuring access to services online. The design studio is responsible for providing high quality, conceptual design for documents and publications and promotions for internal and external customers as well as for designing and reinforcing the Council's visual brand and image.

Equalities and Cohesions unit is responsible for driving a mainstream approach through the rest of the organisation and the wider Croydon Partnership and give greater recognition to the key role of the third sector within the Council and the Local Strategic Partnership in relation to service delivery, partnership working, community empowerment and community cohesion.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Press Office	803	(3)	(283)	517	(36)
Graphic Design	46	(8)	19	57	24
Policy Unit	247	(3)	(156)	88	(64)
Administration	391	0	(305)	86	(78)
Service Support for Central Departments	2,096	(4)	(138)	1,954	(7)
Local Authority Administration	310	0	(65)	245	(21)
Local Strategic Partnership	195	0	43	238	22
Web Team	213	(1)	24	236	11
Public Relations	113	0	(3)	110	(3)
Equalities & Cohesion	1,217	(3)	(344)	870	(29)
Corporate support services recharged	(1,545)	0	(99)	(1,644)	6
TOTAL NET SPEND	4,086	(22)	(1,307)	2,757	(33)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Press Office	6.0	6.0	-
Graphic Design	7.0	7.0	-
Policy Unit	4.0	2.0	(2.0)
Administration	4.6	-	(4.6)
Service Support for Central Departments	8.0	8.0	-
Local Strategic Partnership	3.0	3.0	-
Web Team	4.0	4.0	-
Public Relations	2.0	2.0	-
Equalities and Cohesion	10.5	10.5	-
TOTAL FTE STAFF	49.1	42.5	(6.6)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,097	Employees	3,057	(14)	(483)	2,560	(16)
0	Premises related expenditure	-	-	-	-	n/a
1,236	Supplies and Services	1,105	-	(12)	1,093	(1)
1,013	Third Party Payments	1,170	-	(618)	552	(53)
-	Transfer Payments	-	-	-	-	n/a
8	Transport related expenditure	6	-	(1)	5	(17)
-	Recharges from other services	-	-	-	-	n/a
5,354	TOTAL EXPENDITURE	5,338	(14)	(1,114)	4,210	(21)
(10)	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
(330)	Other Customer and Client Receipts	(340)	(8)	16	(332)	(2)
-	Interest Receivable	-	-	-	-	n/a
(736)	Recharges to other services	(736)	-	-	(736)	-
(1,076)	TOTAL INCOME	(1,076)	(8)	16	(1,068)	(1)
4,278	NET CONTROLLABLE COST	4,262	(22)	(1,098)	3,142	(26)
1,331	Capital Charges	1,331	-	(144)	1,187	(11)
-	Deferred/Intangible Charges	-	-	-	-	n/a
(1,507)	Corporate support services bought in	(1,507)	-	(65)	(1,572)	4
(176)	TOTAL UNCONTROLLABLE COST	(176)	-	(209)	(385)	119
4,102	NET COST OF SERVICE	4,086	(22)	(1,307)	2,757	(33)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
4,102	TOTAL NET EXPENDITURE	4,086	(22)	(1,307)	2,757	(33)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Reduction in Local Government Association Subscription						(65)
Reduction in South London Partnership funding						(15)
Reduction in Your Croydon						(130)
Review of Citizens Panel						(20)
Policy Restructure						(525)
Step Change						(26)
						(781)
<u>Other resource changes</u>						Ref
Capital Charges						(144)
Internal changes within the Dept & In-Year efficiency						64
Corporate Support Services						(65)
Reduction in Area Based Grants						(381)
						(526)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,307)

SERVICE DESCRIPTION

Corporate Voluntary Sector Support

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

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

Two smaller funding programmes, homelessness support and community education, are 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 BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Voluntary Sector Funding	2,483	-	(674)	1,809	(27)
TOTAL NET SPEND	2,483	0	(674)	1,809	(27)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE
Nil Staff	-	-	-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
-	Supplies and Services	-	-	-	-	n/a
2,149	Third Party Payments	2,349	-	(674)	1,675	(29)
134	Transfer Payments	134	-	-	134	-
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
2,283	TOTAL EXPENDITURE	2,483	-	(674)	1,809	(27)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a

2,283	NET CONTROLLABLE COST	2,483	-	(674)	1,809	(27)
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

2,283	NET COST OF SERVICE	2,483	-	(674)	1,809	(27)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

2,283	TOTAL NET EXPENDITURE	2,483	-	(674)	1,809	(27)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>		Ref	-
<u>Strategic budget - agreed additional income / savings</u>		Ref	(472)
Review Voluntary Sector Grant Provision			(472)
<u>Other resource changes</u>		Ref	(202)
In year virement within division			(202)
TOTAL OTHER VARIATIONS IN RESOURCE			(674)

COMMUNITY SERVICES

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KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

- 1) Step Change Croydon
- 2) Improve customer satisfaction
- 3) Promote the 'Parks to be Proud Of' scheme to improve customer experience and satisfaction, increase usage and achieve better value for money
- 4) Progress procurement contracts (e.g. Street Lighting PFI project; new waste technology as part of the South London Waste Partnership)
- 5) Maintain the Safer Croydon Partnership and associated priorities e.g. reoffending, ASB and youth violence

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Percentage of household waste recycled / composted - For 2011/12 = reduce landfill tonnage	32.20% n/a	35% n/a	35% n/a	36% 58,848 tonnes	3 n/a
Cleanliness of streets and public places					
Graffiti	5.00%	6%	6%	6%	-
Litter	11.00%	10%	10%	10%	-
Detritus	13.00%	14%	14%	14%	-
Fly posting	0.00%	2%	2%	2%	-
Numbers of people engaged in the arts	165,678	100,000	100,000	n/a	n/a
Reduce serious violent crime rate	0.98 per 1000	1.17 per 1000	1.17 per 1000	tbc	n/a
Number of successful Anti-Social Behaviour Interventions For 2011/12 = perception that Police & council deal with concerns over ASB and crime	185 n/a	87 n/a	154 n/a	n/a n/a	n/a n/a

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	28,064	28,314	27,415	23,286	(15)
Premises related expenditure	6,162	7,259	6,402	6,537	2
Supplies and Services	21,285	20,149	20,128	18,702	(7)
Third Party Payments	21,575	21,780	21,611	21,675	0
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	1,541	1,565	1,616	1,202	(26)
Capital Charges	3,510	5,678	5,678	11,007	94
Deferred/Intangible Charges	304	-	-	31	n/a
Corporate support services bought in	11,044	10,699	10,699	11,763	10
Recharges from other services	8,906	8,208	7,412	5,290	(29)
TOTAL EXPENDITURE	102,391	103,652	100,961	99,493	(1)
Government Grants	(806)	(5)	(37)	-	(100)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(1,265)	(555)	(1,053)	(818)	(22)
Fees and Charges	(9,841)	(12,126)	(11,297)	(12,285)	9
Other Customer and Client Receipts	(7,795)	(14,488)	(14,004)	(11,232)	(20)
Interest Receivable	-	-	-	-	n/a
Recharges to other services	(12,563)	(12,685)	(11,749)	(9,026)	(23)
TOTAL INCOME	(32,270)	(39,859)	(38,140)	(33,361)	(13)
NET EXPENDITURE	70,121	63,793	62,821	66,132	5
Good housekeeping loan repayment	-	-	(76)	-	(100)
Contributions to / (from) Reserves	6,538				n/a
CURRENT BUDGET	66,566		62,410		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	10,093		335		

TOP FIVE FINANCIAL RISKS 2011/12

- 1) Economic downturn - impact on income
- 2) Effects of climate change on infrastructure and service provision
- 3) Reliance on external contractor - risk of contractor having financial difficulties and their ability to raise funds for required investment (i.e. street lighting PFI and future waste technology)
- 4) Implementing planned efficiencies
- 5) Unexpected / unfunded service pressures

COMMUNITY SERVICES

SERVICE SUMMARY

CABINET MEMBER

Councillor Steve O'Connell	Cabinet Member for Community Safety
Councillor Sara Bashford	Cabinet Member for Customer Services, Culture & Sport
Councillor Phil Thomas	Cabinet Member for Environment & Highways

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Tom Jeffrey	Executive Director of Community Services	61325
Pauline Scott - Garrett	Director of Culture	65709
Tony Brooks	Director of Public Safety	65433
Ian Stupple	Director of Street Services	65515

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
21,661	Culture and Sports	23,081	57	(3,798)	19,340	(16)
472	Directorate	20	(8)	(12)	0	(100)
7,930	Public Safety	7,781	(83)	(1,229)	6,469	(17)
32,758	Street Services	32,911	122	7,290	40,323	23
62,821	TOTAL NET SPEND	63,793	88	2,251	66,132	4
(76)	Good housekeeping loan repayment	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Culture and Sport	223.6	184.8	(38.8)
Directorate	31.3	9.1	(22.2)
Public Safety	153.4	158.1	4.7
Street Services	282.3	275.5	(6.8)
TOTAL FTE STAFF	689.6	627.5	(62.1)

COMMUNITY SERVICES

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
27,415	Employees	28,314	(106)	(4,922)	23,286	(18)
6,402	Premises related expenditure	7,259	30	(752)	6,537	(10)
20,128	Supplies and Services	20,149	119	(1,566)	18,702	(7)
21,611	Third Party Payments	21,780	267	(372)	21,675	(0)
-	Transfer Payments	-	-	-	-	n/a
1,616	Transport related expenditure	1,565	-	(363)	1,202	(23)
7,412	Recharges from other services	8,208	-	(2,918)	5,290	(36)
84,584	TOTAL EXPENDITURE	87,275	310	(10,893)	76,692	(12)
(37)	Government Grants	(5)	-	5	-	(100)
-	Area Based Grants	-	-	-	-	n/a
(1,053)	Other Grants, reimbursements and contributions	(555)	-	(263)	(818)	47
(11,297)	Fees and Charges	(12,126)	(188)	29	(12,285)	1
(14,004)	Other Customer and Client Receipts	(14,488)	(34)	3,290	(11,232)	(22)
-	Interest Receivable	-	-	-	-	n/a
(11,749)	Recharges to other services	(12,685)	-	3,659	(9,026)	(29)
(38,140)	TOTAL INCOME	(39,859)	(222)	6,720	(33,361)	(16)

46,444	NET CONTROLLABLE COST	47,416	88	(4,173)	43,331	(9)
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5,678	Capital Charges	5,678	-	5,329	11,007	94
-	Deferred/Intangible Charges	-	-	31	31	n/a
10,699	Corporate support services bought in	10,699	-	1,064	11,763	10
16,377	TOTAL UNCONTROLLABLE COST	16,377	-	6,424	22,801	39

62,821	NET COST OF SERVICE	63,793	88	2,251	66,132	4
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(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	TOTAL APPROPRIATIONS	-	-	-	-	n/a

62,745	TOTAL NET EXPENDITURE	63,793	88	2,251	66,132	4
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*** OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

		£000's
Strategic budget - agreed pressures / service demands		2,379
Strategic budget - agreed additional income / savings		(7,488)
Other resource changes		(5,109)
TOTAL OTHER VARIATIONS IN RESOURCE		7,360
		2,251

SERVICE DESCRIPTION

Museum and Heritage**Services include:**

- Museum of Croydon
- Borough Archive service and Local Studies

Libraries

Delivered through the central library, 12 community libraries, the home library service

Services include:

- Non-fiction covering of a broad range of subjects for lifelong learning, work and leisure
- Fiction in hardback and paperback from classics to the latest best sellers, from 'quick reads ' to challenging contemporary authors
- Books, leaflets, newspapers and magazines and information in community languages
- Collections for teenagers
- Reader development programmes
- Support for children's learning including Homework Help Clubs
- Baby rhyme times, story times and the extended Bookstart programme to support early years development
- The Summer Reading Trail
- Books on Prescription
- ICT learning centres providing the People's Network public access PCs
- Informed referral to information and advice agencies
- Access to the national and international library resource network

Sport, Leisure**Services include:**

- Sport opportunities for young people
- The council's leisure centres including New Addington, Purley and South Norwood Pools, Thornton Heath Leisure Centre and Monks Hill Leisure Centre

Green Spaces**Services include:**

- Protection, conservation and maintenance of green spaces, trees and woodlands, nature conservation areas
- Allotments, park buildings and properties, tennis and other games courts
- Management and maintenance of open countryside
- 120 individual open space sites, children's playgrounds and play areas, ornamental gardens, skate parks and multi-use games courts
- Street trees and verges maintenance, high hedges dispute adjudication

SERVICE DESCRIPTION

Description is on page 1.1a

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Culture Central	414	(2)	(35)	377	(9)
Arts and Heritage	3,764	(3)	(1,630)	2,131	(43)
Fairfield Halls (Capital charges only)	239	-	(239)	-	(100)
Libraries	9,097	(4)	(1,092)	8,001	(12)
Leisure	2,128	26	(260)	1,894	(11)
Sports and Green Spaces	7,439	40	(542)	6,937	(7)
TOTAL NET SPEND	23,081	57	(3,798)	19,340	(16)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Culture Central	3.4	3.4	-
Arts and Heritage	34.7	13.4	(21.3)
Libraries	124.8	115.2	(9.6)
Leisure	1.0	1.0	-
Sports and Green Spaces	59.7	51.8	(7.9)
TOTAL FTE STAFF	223.6	184.8	(38.8)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,475	Employees	8,047	(9)	(1,703)	6,335	(21)
1,756	Premises related expenditure	2,226	4	(177)	2,053	(8)
1,937	Supplies and Services	2,090		(1,088)	1,002	(52)
3,265	Third Party Payments	3,571	76	(231)	3,416	(4)
-	Transfer Payments	-			-	n/a
85	Transport related expenditure	86		(26)	60	(30)
1,730	Recharges from other services	1,868		(875)	993	(47)
16,248	TOTAL EXPENDITURE	17,888	71	(4,100)	13,859	(23)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
(249)	Other Grants, reimbursements and contributions	(289)		246	(43)	(85)
(716)	Fees and Charges	(865)	(13)	362	(516)	(40)
(587)	Other Customer and Client Receipts	(617)	(1)	332	(286)	(54)
-	Interest Receivable	-			-	n/a
(240)	Recharges to other services	(241)		1	(240)	(0)
(1,792)	TOTAL INCOME	(2,012)	(14)	941	(1,085)	(46)
14,456	NET CONTROLLABLE COST	15,876	57	(3,159)	12,774	(20)
2,471	Capital Charges	2,471		(1,040)	1,431	(42)
-	Deferred/Intangible Charges	-		31	31	n/a
4,734	Corporate support services bought in	4,734		370	5,104	8
7,205	TOTAL UNCONTROLLABLE COST	7,205	-	(639)	6,566	(9)
21,661	NET COST OF SERVICE	23,081	57	(3,798)	19,340	(16)
(76)	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(76)	TOTAL APPROPRIATIONS	-	-	-	-	n/a
21,585	TOTAL NET EXPENDITURE	23,081	57	(3,798)	19,340	(16)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
Increased utility costs in relation to the new Thornton Heath Library						30
						30
Strategic budget - agreed additional income / savings						Ref
Thornton Heath ICT savings						(95)
Arts and Heritage review						(1,225)
Sports Development Review						(222)
Library Service Staffing Review						(350)
Grounds Maintenance - Maintenance Transforming Green Spaces						(200)
Review of Leisure Management						(119)
EBCR - Overtime Rates						(14)
EBCR - Car Allowances						(11)
EBCR - Increments						(29)
						(2,265)
Other resource changes						Ref
Virements to :-						
Resources and Customer Services - DIY Copying & Photocopying Budget Realignment						(42)
Staff Changes						(15)
Variations in running expenses						7
Variation in recharges						(874)
Capital Charges						(1,040)
Deferred/Intangible Charges						31
Corporate support services bought in						370
Specific Grants						81
Area Based Grant adjustments 2011/12						(81)
						(1,563)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,798)

SERVICE DESCRIPTION**Policy and Performance**

The Policy and Performance team is responsible for developing and managing the department's strategic framework including service planning, performance management, equalities, customer service and including quality and consistency in web based information.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Directorate	1,436	(7)	(1,498)	(69)	(105)
Policy and Performance	215	(1)	1	215	-
Finance	1,351	-	(1,351)	-	(100)
Sign Shop	20	-	(20)	-	(100)
Departmental recharges	(3,002)		2,856	(146)	(95)
TOTAL NET SPEND	20	(8)	(12)	-	(100)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Directorate	5.1	5.1	-
Policy and Performance	4.0	4.0	-
Finance	17.5	-	(17.5)
Sign Shop	4.7	-	(4.7)
TOTAL FTE STAFF	31.3	9.1	(22.2)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
832	Employees	1,273	(12)	(2,610)	(1,349)	(206)
5	Premises related expenditure	5			5	-
953	Supplies and Services	1,110		(168)	942	(15)
137	Third Party Payments	215	4	(5)	214	(0)
-	Transfer Payments	-			-	n/a
0	Transport related expenditure	6		(6)	-	(100)
91	Recharges from other services	93		(47)	46	(51)
2,018	TOTAL EXPENDITURE	2,702	(8)	(2,836)	(142)	(105)
-	Government Grants	(5)		5	-	(100)
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(197)		197	-	(100)
(7)	Other Customer and Client Receipts	(7)			(7)	-
-	Interest Receivable	-			-	n/a
(2,068)	Recharges to other services	(3,002)		2,856	(146)	(95)
(2,075)	TOTAL INCOME	(3,211)	-	3,058	(153)	(95)
(57)	NET CONTROLLABLE COST	(509)	(8)	222	(295)	(42)
-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
529	Corporate support services bought in	529		(234)	295	(44)
529	TOTAL UNCONTROLLABLE COST	529	-	(234)	295	(44)
472	NET COST OF SERVICE	20	(8)	(12)	-	(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
472	TOTAL NET EXPENDITURE	20	(8)	(12)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
						-
Strategic budget - agreed additional income / savings						Ref
Departmental reduction in support costs						(100)
Street Based Services Review						(632)
EBCR - Increments						(10)
Access Strategy and Contact						(898)
						(1,640)
Other resource changes						Ref
Virements to :-						
Resources and Customer Services - DIY Copying & Photocopying Budget Realignment						(17)
Public Safety - Transfer of member of staff						(10)
Resources and Customer Services - Finance Unification						(836)
Staff changes						(88)
Variation in recharges						2,809
Corporate support services bought in						(234)
Minor variations						4
						1,628
TOTAL OTHER VARIATIONS IN RESOURCE						(12)

SERVICE DESCRIPTION

Community safety team - subject to outcomes of Street Based Services Review

This team brings all of the council's main operational crime reduction services together into one unit. This unit works closely with other council departments, the Police and other partners. At present the composition of the service is as follows:

The Safer Croydon Partnership: The safer Croydon Partnership (SCP) is one of four (4) themed partnerships that constitute the Croydon strategic partnership and is chaired by the Cabinet Member for Community Safety. The partnership has an advisory function involving the wider community in the development of a long term vision for crime reduction in Croydon. The community safety team support this agenda by ensuring that statutory policy and legislation is implemented by the council and the wide range of organisations with crime reduction responsibilities. This involves the co-ordination and administration of meetings, dissemination of government policy, development and implementation of the crime reduction strategy and the community strategy, performance management of funding, actions and targets. The unit provide programme and performance management support and co-ordination to all of the funded projects and the performance delivery groups (PDGs) as well as having a key role in improving communication and community involvement.

Antisocial behaviour unit: responsible for implementing the council's statutory and partnership obligations relating to Anti-Social Behaviour Orders, Acceptable Behaviour Agreements, training partners and coordinating a borough wide response to Antisocial Behaviour.

24/7 Mobile enforcement unit: This team of highly trained dog handlers and ASB investigators are employed to ensure a borough wide coverage of service which includes, ABA's, providing immediate response to the Witness Support Service, working in partnership with the police on multi-agency operations and ensuring the security of council buildings and assets out of hours.

Safer Croydon radio: A dedicated service managed, maintained and supported by community safety team. The service links businesses in Croydon with each other and the control room in order to communicate crime and disorder activity and ensure an appropriate response from the council and the police.

24/7 CCTV/ control room function: This team provides an invaluable tool in support of our front line, street based services as well as the police and other partners in the fight against crime and disorder.

Neighbourhood enforcement officers: neighbourhood enforcement officers (NEOs) are attached to the borough's Safer Neighbourhood Teams to tackle anti-social behaviour and to provide high visibility reassurance for the residents of Croydon. The NEOs can also issue Fixed Penalty Notices for littering, fly tipping and dog fouling and have further powers which include requesting names and addresses of people acting anti-socially and the confiscation of alcohol and cigarettes from minors or those acting in an anti-social way.

Witness support service: This service will offer round the clock aid to those who agree to give evidence in civil cases, such as an ASBO. It is designed to encourage more people to stand up and speak out against those who persist in causing trouble in the local community, safe in the knowledge that they will benefit from a unique range of support and practical assistance throughout the whole process. The scheme will be managed by the council's Community Safety Services teams, working together with other agencies including the police

Family Justice Centre

The Family Justice centre is a service where victims of domestic violence, family violence, elder abuse, children and extended families can receive all the help they need to rebuild their lives. The centre comprises a number of statutory and voluntary services, which can address the full range of social, welfare, economic, safety, accommodation, criminal and civil justice needs of individuals living with or escaping from abuse.

continued on page 3.1b

SERVICE DESCRIPTION

continued from page 3.1a

Drug and Alcohol Action team

DAAT is responsible for the development and delivery of the drug strategy. A DAAT Co-ordination Unit ensures that the DAAT plans are implemented at a local level. It is responsible for ensuring that plans and targets are communicated to providers, that DAAT money is allocated appropriately and guidance from government departments and other organisations is distributed to stakeholders.

The team oversees the commissioning and contract monitoring of drug services, monitoring of the Drug Intervention Programme (DIP) which involves getting offenders into treatment who have tested positive for drugs following arrest.

The DAAT also run Drug and Alcohol Awareness training sessions which include the input of staff from drug services.

Regulatory services

- 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. It is also responsible for the investigation and control of infectious diseases
- Occupational Safety secures the health, safety and welfare of people in those premises where the local authority is the designated enforcement agency. It is also responsible for the investigation of notifiable accidents (including fatalities) and for ensuring the safety of the public at large events. The team is also responsible for enforcing animal health legislation.
- Licensing secures the suitability of those premises where the council is the licensing or certifying authority, and to secure the health, safety and welfare of those attending these premises. The service works very closely with the metropolitan police and is a key player in the council's crime reduction partnership.
- Trading Standards ensures that local people and businesses are protected from illegal and unfair trade practices; protects responsible businesses from unfair competition; provides advice to local people and businesses on trading standards issues and works with local businesses to ensure that they are aware of and comply with trading standards legislation.
- Pollution
The service deals with a range of statutory environmental pollution matters including air pollution, contaminated land and noise pollution. The Service also contributes to a number of Pan London environmental strategies which aim to tackle pollution. The team also provides a 24/7 noise service as well as an emergency call out service for environmental health emergencies like chemical spills and leaks.

Bereavement services

The bereavement service is responsible for managing and administering the crematorium and the garden of remembrance as well as the three cemeteries serving the borough (Mitcham cemetery, Queen's Road cemetery and Greenlawns Memorial Park). In addition the service runs the public mortuary in Thornton Road, which is a designated disaster area for the coroner's areas covering Croydon, Bexley, Bromley and Sutton.

The remit of the service also includes responsibility for:

- Grounds maintenance of all sites
- Memorial sales
- An advisory service for family arranged funerals
- Provision of information on all aspects of the funeral process
- Promotion of the service including an annual programme of events which includes cemetery walks, seminars, open days and memorial services
- Developing strong relationships with key stakeholders

SERVICE DESCRIPTION

Description is on page 3.1a and 3.1b

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Bereavement Services	660	(45)	(179)	436	(34)
Community Safety Service	2,443	(20)	(246)	2,177	(11)
Commercial Services	1,225	(7)	(65)	1,153	(6)
Trading Standards Service	929	(4)	(33)	892	(4)
Pollution	815	(2)	(72)	741	(9)
Family Justice Centre	461	-	(85)	376	(18)
Safer Croydon	1,248	(2)	(552)	694	(44)
Drugs and Alcohol Action Team	-	(2)	2	-	n/a
Public Protection and Crime Trading Accounts	-	(1)	1	-	n/a
TOTAL NET SPEND	7,781	(83)	(1,229)	6,469	(17)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Bereavement Services	27.7	27.7	-
Community Safety Service	66.6	65.0	(1.6)
Commercial Services	22.9	22.9	-
Trading Standards Service	14.0	14.0	-
Pollution	9.4	8.7	(0.7)
Family Justice Centre	5.0	2.0	(3.0)
Safer Croydon	6.6	6.6	-
Drugs and Alcohol Action Team	-	10.0	10.0
Public Protection and Crime Trading Accounts	1.2	1.2	-
TOTAL FTE STAFF	153.4	158.1	4.7

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,400	Employees	6,931	(33)	3	6,901	(0)
1,470	Premises related expenditure	1,571	4	(469)	1,106	(30)
1,483	Supplies and Services	1,231		2	1,233	0
152	Third Party Payments	143			143	-
-	Transfer Payments	-			-	n/a
149	Transport related expenditure	149		(22)	127	(15)
1,279	Recharges from other services	1,327		(478)	849	(36)
11,933	TOTAL EXPENDITURE	11,352	(29)	(964)	10,359	(9)
(37)	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
(754)	Other Grants, reimbursements and contributions	(216)		(509)	(725)	236
(1,467)	Fees and Charges	(1,400)	(35)	(1)	(1,436)	3
(1,203)	Other Customer and Client Receipts	(1,412)	(19)	1	(1,430)	1
-	Interest Receivable	-			-	n/a
(2,291)	Recharges to other services	(2,292)		(8)	(2,300)	0
(5,752)	TOTAL INCOME	(5,320)	(54)	(517)	(5,891)	11
6,181	NET CONTROLLABLE COST	6,032	(83)	(1,481)	4,468	(26)
440	Capital Charges	440		(69)	371	(16)
-	Deferred/Intangible Charges	-			-	n/a
1,309	Corporate support services bought in	1,309		321	1,630	25
1,749	TOTAL UNCONTROLLABLE COST	1,749	-	252	2,001	14
7,930	NET COST OF SERVICE	7,781	(83)	(1,229)	6,469	(17)
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
7,930	TOTAL NET EXPENDITURE	7,781	(83)	(1,229)	6,469	(17)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Review of Bereavement Services expenses						(66)
Review of Regulatory Services structure						(65)
Family Justice Centre						(96)
Deletion of vacant post in Community Services						(30)
EBCR - Overtime Rates						(14)
EBCR - Car Allowances						(24)
EBCR - Increments						(25)
						(320)
<u>Other resource changes</u>						Ref
Virements to :-						
Resources and Customer Services - DIY Copying & Photocopying Budget Realignment						(13)
Corporate - Central Government Grant Changes						(106)
CYPL - Transfer of ABA Co-ordinator						(43)
Virements from :-						
Public Safety - Transfer of member of staff						10
Area Based Grant adjustments						(508)
Staff changes						(16)
Variations in running expenses						4
Variation in recharges						(486)
Capital Charges						(69)
Corporate support services bought in						321
Minor variations						(3)
						(909)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,229)

Streetscene - subject to outcomes of Street Based Services Review

Three area teams (South, North and Central) monitor and respond to service issues relating to:-

- Street cleansing
- Refuse collection
- Kerbside recycling
- Street signage
- Public Conveniences
- Road and pavement condition
- Highway nuisances
- Horticultural maintenance
- Highway enforcement
- Graffiti removal
- Public Safety on the highway.
- Inspection, maintenance and improvement of street lights
- Monitoring statutory works undertaken e.g. water, gas, electric to minimise delay and disruption
- Process public liability claims on the highway

Waste management and recycling

- Contract management of Veolia waste services collection contract until 2014 that includes key front-line services:
 - Household waste collections
 - Bulk household waste collections
 - Commercial waste collections
 - Kerbside recycling services
 - Neighbourhood Recycling Centres
 - Street cleaning services
- Contract management of Viridor Waste Management including processing green garden waste and kitchen food waste in respect of 14 year waste disposal contract until 2022.
- Contract management of Environmental Waste Controls (EWC) who are responsible for operating the three strategic Household Reuse & Recycling Centres at Fishers Farm, Purley Oaks and Factory Lane until 2022.
- Development and promotion of waste and recycling awareness campaigns.
- Management and development of commercial recycling services throughout the borough.
- Management and development of commercial residual waste collection services.
- Integral member of the South London Waste Partnership (SLWP) with the London Boroughs of Sutton, Kingston and Merton.
- Contract procurement for SLWP Phase B due for contract award in September 2011.
- Manages the depots at: Stubbs Mead which is used by Veolia, Waste Management, Streetscene and Transport Services.

Highway maintenance

- Ensuring the safety of highway users by prioritising and delivering maintenance to carriageways, footways, public footpaths and street lighting
- Monitoring Contractors working on the Highway, with new arrangements in place in September 2011
- Condition surveys of 33% of roads and 50% of footways each year
- Construction of vehicle crossovers to residents for off street parking
- Winter Maintenance
- Emergency response (potholes etc)
- Street furniture maintenance
- Drainage works (improvement and cleansing works)
 - to manage and maintain the borough's street lighting service; to install replacement lighting as required; to support other departments of the council; to achieve performance objectives as required
 - to specify, procure and contract with a service provider for the outsourcing and renewal of the borough's street lighting service via PFI which will commence in July 2011
- Management of Purley Oaks depot which accommodates the Highways Client and DSO teams.

Transport management

- Maintenance of all council owned plant items and vehicles
- Ensures vehicles are supplied to transport people with special needs
- Organises driving assessments for drivers from council departments, local schools and voluntary organisations
- Supplies advice to council departments on legal and safety requirements of driving and operating vehicles
- Undertakes procurement, disposal and hire of all council fleet vehicles & plant.

continued on page 4.1b

SERVICE DESCRIPTION

continued from page 4.1a

Parking services

The Parking Services division has a portfolio of services that includes:

- The creation of controlled parking
- Provision of short and long-term parking through highway parking spaces
- Provision of parking through car parks
- Provision of permitted parking through suspensions, dispensations and permits including resident, business, visitor, doctor and charity permits
- Provision of the enforcement of abandoned vehicles, the shopmobility services, the 14 'Pay and Display' surface sites and over 792km of road
- Processing of Penalty Charge Notices for parking and bus lane contraventions in Croydon and administration of unpaid charges from appeals and debt registration at court stage through to enforcement by bailiffs.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL	Variations in Level of		ORIGINAL	% CHANGE
	BUDGET	Expenditure on (A)		BUDGET	
	2010/11	Inflation	Other	2011/12	
(A)	(B)	(C)	(D)	(E)	
£000's	£000's	£000's	£000's	£000's	%
Street Scene and Highways	10,313	4	5,154	15,471	50
Waste Management	15,628	145	(940)	14,833	(5)
Waste Disposal	14,558	152	319	15,029	3
Stubbs Mead Depot Complex	445	-	119	564	27
Transport Management Client	683	(1)	74	756	11
Street Services Trading Accounts	-	(15)	15	-	n/a
Parking Services	(6,251)	(163)	2,356	(4,058)	(35)
Departmental recharges	(2,465)	-	193	(2,272)	(8)
TOTAL NET SPEND	32,911	122	7,290	40,323	23

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL	ORIGINAL	CHANGE
	BUDGET	BUDGET	IN
2010/11	2011/12	FTE	
FTE STAFF	FTE STAFF	FTE STAFF	
Street Scene and Highways	61.6	61.6	-
Waste Management	10.1	10.1	-
Waste Disposal	6.5	5.5	(1.0)
Transport Management Client	4.0	4.0	-
Street Services Trading Accounts	52.3	49.0	(3.3)
Parking Services	147.8	145.3	(2.5)
TOTAL FTE STAFF	282.3	275.5	(6.8)

COMMUNITY SERVICES

STREET SERVICES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
11,708	Employees	12,063	(52)	(612)	11,399	(6)
3,171	Premises related expenditure	3,457	22	(106)	3,373	(2)
15,755	Supplies and Services	15,718	119	(312)	15,525	(1)
18,057	Third Party Payments	17,851	187	(136)	17,902	0
-	Transfer Payments	-	-	-	-	n/a
1,382	Transport related expenditure	1,324	-	(309)	1,015	(23)
4,312	Recharges from other services	4,920	-	(1,518)	3,402	(31)
54,385	TOTAL EXPENDITURE	55,333	276	(2,993)	52,616	(5)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
(50)	Other Grants, reimbursements and contributions	(50)	-	-	(50)	-
(9,114)	Fees and Charges	(9,664)	(140)	(529)	(10,333)	7
(12,207)	Other Customer and Client Receipts	(12,452)	(14)	2,957	(9,509)	(24)
-	Interest Receivable	-	-	-	-	n/a
(7,150)	Recharges to other services	(7,150)	-	810	(6,340)	(11)
(28,521)	TOTAL INCOME	(29,316)	(154)	3,238	(26,232)	(11)
25,864	NET CONTROLLABLE COST	26,017	122	245	26,384	1
2,767	Capital Charges	2,767	-	6,438	9,205	233
-	Deferred/Intangible Charges	-	-	-	-	n/a
4,127	Corporate support services bought in	4,127	-	607	4,734	15
6,894	TOTAL UNCONTROLLABLE COST	6,894	-	7,045	13,939	102
32,758	NET COST OF SERVICE	32,911	122	7,290	40,323	23
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
32,758	TOTAL NET EXPENDITURE	32,911	122	7,290	40,323	23

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	
LATS Purchase Permits	83
Street Lighting PFI	660
Landfill Tax	808
Food Waste	798
	2,349
<u>Strategic budget - agreed additional income / savings</u>	
Reduce Cleansing frequencies	(700)
Green Waste	(238)
Changes to Refuse Collection (with weekly food waste)	(350)
Food waste landfill savings net of processing costs	(297)
Review of Neighbourhood Recycling Centres	(50)
Review of Parking staffing	(89)
Refuse Round Efficiencies	(250)
Reduced Waste PFI Procurement Costs	(40)
Highways Maintenance efficiencies	(484)
Corporate P2P Solution	(13)
New Roads and street works additional income	(150)
Parking - Pay and Display and permit income	(370)
Streetscene increase fees and charges	(37)
EBCR - Overtime Rates	(108)
EBCR - Car Allowances	(33)
EBCR - Increments	(54)
	(3,263)
<u>Other resource changes</u>	
Virements to :-	
Resources and Customer Services - DIY Copying & Photocopying Budget Realignment	(26)
Resources and Customer Services - P2P	(13)
DASH - CS Charges for services provided by the HRA	(298)
Staff changes	(6)
Variations in running expenses	72
Variation in recharges	(1,421)
Variation in income	11
Capital Charges	6,438
Corporate support services bought in	607
MSCP Income Reserve	2,839
Specific Grants	164
Area Based Grant adjustments 2011/12	(164)
Minor variations	1
	8,204
TOTAL OTHER VARIATIONS IN RESOURCE	7,290

CHILDREN, YOUNG PEOPLE AND LEARNERS

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Commissioning, Performance and Partnership	CYPL4

KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

- 1) Improving parenting and family support.
- 2) Reducing child obesity
- 3) Reducing teenage pregnancy
- 4) Safeguarding including bullying
- 5) Excellence in education
- 6) Reducing youth crime and disorder
- 7) Reducing the number of young people not in education, employment or training.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Nursery school pupils	260	230	272	272	-
Primary pupils, including nursery classes	27,963	28,262	28,281	28,846	2
Secondary pupils	16,047	14,814	14,889	14,797	(1)
Special school pupils	574	601	611	637	4
Pupils in pupil referral units	345	304	225	220	(2)

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	326,454	92,456	87,052	55,781	(36)
Premises related expenditure	27,724	2,937	3,803	3,281	(14)
Supplies and Services	52,442	204,459	206,453	255,185	24
Third Party Payments	71,698	62,917	60,379	54,569	(10)
Transfer Payments	233,421	5,554	7,930	7,195	(9)
Transport related expenditure	5,864	3,650	7,702	6,703	(13)
Capital Charges	10,624	11,686	11,716	12,417	6
Deferred/Intangible Charges	2,800	30	-	98	n/a
Corporate support services bought in	11,198	13,291	13,311	14,267	7
Recharges (to) / from other services	17,851	1,189	(887)	(668)	(25)
TOTAL EXPENDITURE	760,076	398,169	397,459	408,828	3
Government Grants	(338,062)	(297,822)	(293,046)	(301,560)	3
Area Based Grants	(269)	-	(413)	-	(100)
Other Grants, reimbursements and contributions	(221,025)	(4,383)	(4,686)	(4,306)	(8)
Fees and Charges	(114,890)	(6,827)	(218)	(5,694)	2,512
Other Customer and Client Receipts	(6,386)	(4,301)	(10,683)	(4,162)	(61)
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(680,632)	(313,333)	(309,046)	(315,722)	2
NET EXPENDITURE	79,444	84,836	88,413	93,106	5
Contributions to / (from) Reserves		0	0	0	n/a
CURRENT BUDGET	87,814		80,991		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(8,370)		7,422		

TOP FINANCIAL RISKS 2011/12

- 1) Asylum Seeker costs - Changes in grant provision and increasing demand could put pressure on this area
- 2) Leaving Care/No recourse to public funds - Increasing demand and insufficient grant funding could lead to additional pressures
- 3) Children's Social Care Placements - Demand led volatility could lead to budget pressures
- 4) SEN Placements - Demand led volatility could lead to budget pressures
- 5) CALAT - Close monitoring of budgets to remain within cash limits and Learning Skill Council grant limitations
- 6) Achievement of vacancy factor, budgets will be monitored closely & mitigating action taken if necessary

CHILDREN, YOUNG PEOPLE AND LEARNERS

SERVICE SUMMARY

CABINET MEMBER

Councillor Tim Pollard

Children, Young People and Learners

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Paul Greenhalgh	Executive Director of Children, Young People and Learners	65787
Alan Potter	Director - Education and Learning	65690
Margaret Dennison	Interim Director - Development and Care - Social Care	65452
Vacant	Interim Director - Development and Care - SEN	65409
Alison Critchley	Director - Commissioning, Performance and Partnerships	63019

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
82,507	Development and Care	56,497	305	1,661	58,463	3
173,884	Individual Schools Budget	-	-	-	-	0
14,211	Education and Learning	6,820	(135)	7,964	14,649	115
(182,189)	Commissioning, Performance and Partnership	21,519	(25)	(1,500)	19,994	(7)
88,413	TOTAL NET SPEND	84,836	145	8,125	93,106	10

0	Good Housekeeping Loan (Schools Budget)	0			0	n/a
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STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Development and Care	665.3	603.5	(61.8)
Individual Schools Budget	-	-	-
Education and Learning	346.0	338.9	(7.1)
Commissioning, Performance and Partnership	262.8	129.0	(133.8)
TOTAL FTE STAFF	1,274.1	1,071.4	(202.7)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
87,052	Employees	92,456	(147)	(36,528)	55,781	(40)
3,803	Premises related expenditure	2,937	-	344	3,281	12
206,453	Supplies and Services	204,459	8	50,718	255,185	25
60,379	Third Party Payments	62,917	376	(8,724)	54,569	(13)
7,930	Transfer Payments	5,554	-	1,641	7,195	30
7,702	Transport related expenditure	3,650	-	3,053	6,703	84
4,616	Recharges from other services	17,500	-	(11,988)	5,512	(69)
377,935	TOTAL EXPENDITURE	389,473	237	(1,484)	388,226	(0)
(293,046)	Government Grants	(297,822)	-	(3,738)	(301,560)	1
(413)	Area Based Grants	-	-	-	-	n/a
(4,686)	Other Grants, reimbursements and contributions	(4,383)	(17)	94	(4,306)	(2)
(218)	Fees and Charges	(6,827)	(55)	1,188	(5,694)	(17)
(10,683)	Other Customer and Client Receipts	(4,301)	(20)	159	(4,162)	(3)
-	Interest Receivable	-	-	-	-	n/a
(5,503)	Recharges to other services	(16,311)	-	10,131	(6,180)	(62)
(314,549)	TOTAL INCOME	(329,644)	(92)	7,834	(321,902)	(2)

63,386	NET CONTROLLABLE COST	59,829	145	6,350	66,324	11
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11,716	Capital Charges	11,686	-	731	12,417	6
-	Deferred/Intangible Charges	30	-	68	98	227
13,311	Corporate support services bought in	13,291	-	976	14,267	7
25,027	TOTAL UNCONTROLLABLE COST	25,007	-	1,775	26,782	7

88,413	NET COST OF SERVICE	84,836	145	8,125	93,106	10
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

88,413	TOTAL NET EXPENDITURE	84,836	145	8,125	93,106	10
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	4,896
Strategic budget - agreed additional income / savings	(5,247)
	(351)
Other resource changes	8,476
TOTAL OTHER VARIATIONS IN RESOURCE	8,125

SERVICE DESCRIPTION

Social Care and Safeguarding- covers the specialist social work service that deals directly with children who are in high level of need, children who have or are likely to have suffered significant harm and children who are looked after - this includes the following services;

Assessment and Community Service - is responsible for initial assessments, core assessments, child protection investigations and direct short term work with children and their families as well as a medium term social work with children in need including children with a child protection plan and some children looked after. This service also includes the Mayday Children's Team, the Emergency Duty Team, the diversion from care service and court work.

Children Looked After Service is responsible for services for children who are looked after by Croydon. This includes permanency planning through to adoption and support to care leavers. This also incorporates the unaccompanied asylum seeking children's service, these costs are funded via UKBA grant arrangements.

Resources Service is responsible for Fostering, Adoption and Access to Resources Service and the Council's residential children's homes. The Access to Resources Team acts as a brokerage service for all children's social care placements excluding ART.

Youth and Social Inclusion - brings together Integrated Youth Support Services, Youth Offending Service and services to support Learning Access for vulnerable pupils with complex needs.

Youth Offending Service works with children and young people who are known to the criminal justice system. The Intensive Supervision & Surveillance Programme [ISSP] is funded by the Youth Justice Board and provides programmes for young offenders for 7 London Boroughs which Croydon hosts.

Integrated Youth Support Service commissions, brokers and delivers youth services to young people 13-19 (up to 25 for young people with disabilities) across the borough in 5 localities.

Learning Access supports and promotes access to learning for vulnerable pupils with complex needs including pupils out of school for more than a term, pupils with poor school attendance and young people excluded from school and education in pupil referral units.

The Special Educational Needs Service has a statutory responsibility to provide specialist educational support and placements for

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
SEN and Learning Disabilities	26,291	24	1,904	28,219	7
Social Work and Safeguarding	33,774	314	1,433	35,521	5
Youth and Social Inclusion	16,722	(33)	(2,537)	14,152	(15)
Dedicated Schools Grant	(20,290)	-	861	(19,429)	(4)
TOTAL NET SPEND	56,497	305	1,661	58,463	3

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
SEN and Learning Disabilities	109.2	107.9	(1.3)
Social Work and Safeguarding	424.7	357.0	(67.7)
Youth and Social Inclusion	131.4	138.6	7.2
TOTAL FTE STAFF	665.3	603.5	(61.8)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
34,118	Employees	34,987	(76)	(2,185)	32,726	(6)
1,599	Premises related expenditure	730	-	555	1,285	76
5,411	Supplies and Services	5,078	8	(319)	4,767	(6)
56,427	Third Party Payments	58,923	374	(7,050)	52,247	(11)
4,255	Transfer Payments	1,772	-	502	2,274	28
7,509	Transport related expenditure	3,134	-	3,440	6,574	110
2,861	Recharges from other services	15,282	-	(12,322)	2,960	(81)
112,180	TOTAL EXPENDITURE	119,906	306	(17,379)	102,833	(14)
(30,118)	Government Grants	(55,541)	-	10,333	(45,208)	(19)
(23)	Area Based Grants	-	-	-	-	n/a
(4,003)	Other Grants, reimbursements and contributions	(3,726)	(1)	(34)	(3,761)	1
(50)	Fees and Charges	(929)	-	724	(205)	(78)
(615)	Other Customer and Client Receipts	(61)	-	34	(27)	(56)
-	Interest Receivable	-	-	-	-	n/a
(2,778)	Recharges to other services	(10,822)	-	7,296	(3,526)	(67)
(37,587)	TOTAL INCOME	(71,079)	(1)	18,353	(52,727)	(26)
74,593	NET CONTROLLABLE COST	48,827	305	974	50,106	3
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
7,914	Corporate support services bought in	7,670	-	687	8,357	9
7,914	TOTAL UNCONTROLLABLE COST	7,670	-	687	8,357	9
82,507	NET COST OF SERVICE	56,497	305	1,661	58,463	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
82,507	TOTAL NET EXPENDITURE	56,497	305	1,661	58,463	3
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
External placements, SEN Transport						3,271
Legal referrals, residence orders/special guardianship						500
Integrated children's hub						175
Placements - Southwark judgement, fostering and adoption, Asylum seeking children						950
						4,896
<u>Strategic budget - agreed additional income / savings</u>						Ref
Youth Service Review						(1,350)
Review of independent school costs						(750)
Staffing efficiencies - social care						(676)
Step change						(305)
P2P efficiencies						(34)
						(3,115)
<u>Other resource changes</u>						Ref
Specific Grant adjustment						1,189
Recharges to other divisions						(807)
Corporate recharges						687
Virements to other departments/other divisions						(2,050)
DSG allocation						861
						(120)
TOTAL OTHER VARIATIONS IN RESOURCE						1,661

SERVICE DESCRIPTION

This page describes the funding that is passed to schools to provide education for pupils from nursery age to post 16. It also provides the funding for 3 and 4 year olds in private, voluntary and independent schools (PVI) and childminders. This includes that element of the Dedicated Schools Grant (DSG) from the Department for Education (DfE) together with the Young People's Learning Agency (YPLA) funding for post 16 pupils in some secondary and special schools, and funding allocated to schools via the Standards Fund Grant. These budget streams together form the Individual Schools Budget. Note there are no additional standards fund grants as in previous years as these have been assimilated into the DSG. Some schools have attached children's centres and these have additional funding from Education and Learning. Establishments are broken down into the following categories:-

Nursery 4

Early years centres 2

Infant 12 (11 with nursery provision)

Junior 13

Primary (infant and junior) 54 (31 with nursery provision) Includes The Crescent starting in September 2011

Secondary 11 to 16 community 1, voluntary aided 3, foundation 4.

Secondary 11 to 18 community 1 voluntary aided 5, foundation 1

Special 6 (Covers provision for the all the 4 main types of need)

Academies 7 secondary with 1 including nursery and primary provisor

Academies 5 primary expected to transfer in April 2011 3 with nursery provisor

PVIs around 150 (note settings close and open throughout the year)

Childminders around 20 (note childminders join and leave throughout the year)

All schools 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.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Schools Delegated budget	173,564	-	54,396	227,960	31
Schools Devolved budget	320	-	472	792	148
Dedicated Schools Grants	(173,884)	-	(54,868)	(228,752)	32
TOTAL NET SPEND	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
The budgets are delegated and information on staffing levels is not available	-	-	-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
29,268	Employees	29,267		(28,475)	792	(97)
-	Premises related expenditure	-			-	n/a
181,470	Supplies and Services	181,470		59,414	240,884	33
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
210,738	TOTAL EXPENDITURE	210,737	-	30,939	241,676	15
(36,854)	Government Grants	(210,737)		(30,939)	(241,676)	15
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(36,854)	TOTAL INCOME	(210,737)	-	(30,939)	(241,676)	15

173,884	NET CONTROLLABLE COST	-	-	-	-	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

173,884	NET COST OF SERVICE	-	-	-	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

173,884	TOTAL NET EXPENDITURE	-	-	-	-	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>	<u>Ref</u>	
		-
<u>Strategic budget - agreed additional income / savings</u>	<u>Ref</u>	
		-
<u>Other resource changes</u>	<u>Ref</u>	
Increase in Dedicated Schools Grant (including income for Academies)		(54,868)
Discontinuation of standards fund grant		(28,475)
Pupil Premium to Schools		4,546
Pupil Premium Grant		(4,546)
Increase in funding to schools (including expenditure for Academies)		54,868
Discontinuation of standards fund expenditure		28,475
		-
		-
TOTAL OTHER VARIATIONS IN RESOURCE		-

SERVICE DESCRIPTION

Education and Learning comprises four Services which together provide a strategic overview of the educational provision and experience across the age ranges in Croydon.

These are Early Intervention and Family Support, Primary Phase including schools, Secondary Phase including schools and Adult Learning and Training.

The work in the early intervention comprises a range of activities from child care and children's centre development to the extended schools programme and inclusion.

The primary and secondary phase teams focus on school improvement matters in the main to drive forward both national and local strategies as well as local projects.

The adult education provision is know as CALAT and provides a wide range of accredited and non-accredited courses from basic skill development and additional language support to leisure and recreational opportunities based in centres across the borough.

The Division has focused on five key themes to improve the quality of education and learning provision in Croydon over the coming five years.

These are; improving service delivery, raising all standards, narrowing the gap, enriching the curriculum and building learning communities.

In this way there is a comprehensive and coherent approach to both provision and improvement and the Service seeks to live up to providing the opportunities embraced under its mission statement 'learning without boundaries' to illustrate the nature and inclusivity of its work.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Education and Learning	14,596	(135)	5,733	20,194	38
Dedicated Schools Grant	(7,776)	-	2,231	(5,545)	(29)
TOTAL NET SPEND	6,820	(135)	7,964	14,649	115

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12	CHANGE IN FTE FTE STAFF
Education and Learning	346.0	338.9	(7.1)
TOTAL FTE STAFF	346.0	338.9	(7.1)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
15,966	Employees	16,865	(45)	(1,558)	15,262	(10)
1,488	Premises related expenditure	1,446	-	(54)	1,392	(4)
13,918	Supplies and Services	12,124	-	(9,080)	3,044	(75)
2,386	Third Party Payments	2,387	-	(1,115)	1,272	(47)
3,559	Transfer Payments	3,782	-	1,023	4,805	27
126	Transport related expenditure	123	-	(43)	80	(35)
620	Recharges from other services	608	-	-	608	-
38,063	TOTAL EXPENDITURE	37,335	(45)	(10,827)	26,463	(29)
(21,626)	Government Grants	(29,160)	-	17,286	(11,874)	(59)
(390)	Area Based Grants	-	-	-	-	n/a
(415)	Other Grants, reimbursements and contributions	(425)	(15)	87	(353)	(17)
(58)	Fees and Charges	(3,304)	(55)	911	(2,448)	(26)
(4,856)	Other Customer and Client Receipts	(1,110)	(20)	274	(856)	(23)
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(27,345)	TOTAL INCOME	(33,999)	(90)	18,558	(15,531)	(54)
10,718	NET CONTROLLABLE COST	3,336	(135)	7,731	10,932	228
-	Capital Charges	-	-	-	-	-
-	Deferred/Intangible Charges	-	-	-	-	n/a
3,493	Corporate support services bought in	3,484	-	233	3,717	7
3,493	TOTAL UNCONTROLLABLE COST	3,484	-	233	3,717	7
14,211	NET COST OF SERVICE	6,820	(135)	7,964	14,649	115
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
14,211	TOTAL NET EXPENDITURE	6,820	(135)	7,964	14,649	115
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
						-
Strategic budget - agreed additional income / savings						Ref
CALAT Review (200k), School improvement review (679k), Early Intervention review (470k)						(1,349)
Step Change						(190)
Literary Centre review						(57)
						(1,596)
Other resource changes						Ref
Change of Surestart grant to Early Intervention Grant						10,256
Reduction in Dedicated Schools Grant						2,231
Ethnic Minority Achievement standards fund grant removed						482
One to one tuition standards fund grant removed						1,697
Reduction in early intervention expenditure						(1,231)
Movement to individual schools budget of 3 & 4 year old funding						(6,910)
3 & 4 year old standards fund grant removed						2,204
Removal of two year old early learning specific grant to Early Intervention Grant						537
Other standard fund reduction						110
Other movements						(53)
Virements to other departments/between department						(455)
Think Family Expenditure						459
Corporate Support services increase						233
						9,560
TOTAL OTHER VARIATIONS IN RESOURCE						7,964

CHILDREN, YOUNG PEOPLE AND LEARNERS COMMISSIONING, PERFORMANCE AND PARTNERSHIP

SERVICE DESCRIPTION

The Commissioning, Performance and Partnerships Division brings together key support and development functions to support both the Children, Young People and Learners' Department and the wider Children's Trust. The Division is structured into five teams as follows:

Access to Schools This includes teams responsible for pupil place planning, for managing admissions into school, and the Education Property and Asset Management Team, which works with schools to maintain and improve the school estate..

Commissioning: This section is responsible for supporting commissioning and contract management within CYPL and the development of strategic commissioning with NHS Croydon. Teams within this section directly manage two of the department's largest contract areas: the school meals contract and the contracts for transport for pupils with SEN.

Children's Trust: this team is responsible for supporting the development of Children's Trust arrangements, including the preparation of the Children and Young People's Plan and ensuring that appropriate arrangements are in place across the Trust to deliver improvements against key priorities. The team also leads on integrated working, including increasing the use of the Common Assessment Framework (CAF) and the introduction of e-CAF.

Quality Assurance and Safeguarding: this team is responsible for ensuring that the borough's Looked After Children have appropriate care plans, and working with social work teams to secure the best outcomes for this vulnerable group. They are also responsible for supporting the Croydon's Safeguarding Children Board to ensure that everyone in Croydon who comes into contact with children understands their responsibilities in relation to safeguarding, and that appropriate action is taken where safeguarding concerns are raised.

Transformation: The performance team in this area is responsible for ensuring that staff, managers, Members, DCSF and the inspectorates have the data they need to evaluate progress and identify priorities for action. Within this area also sits the strategic support team, who work across the department to support planning and also internal and external communication, including work on the internet and intranet, and responsibility for complaints. This area also includes responsibility for the department's business support function.

The Division also has the management responsibility for school crossing patrols and includes the capital assets charge.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Commissioning, Performance and Partnership Dedicated Schools Grant	23,123 (1,604)	(25)	(713) (787)	22,385 (2,391)	(3) 49
TOTAL NET SPEND	21,519	(25)	(1,500)	19,994	(7)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Commissioning, Performance and Partnership	262.8	129.0	(133.8)
TOTAL FTE STAFF	262.8	129.0	(133.8)

CHILDREN, YOUNG PEOPLE AND LEARNERS COMMISSIONING, PERFORMANCE AND PARTNERSHIP

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
7,700	Employees	11,337	(26)	(4,310)	7,001	(38)
716	Premises related expenditure	761	-	(157)	604	(21)
5,654	Supplies and Services	5,787	-	703	6,490	12
1,566	Third Party Payments	1,607	2	(559)	1,050	(35)
116	Transfer Payments	-	-	116	116	n/a
67	Transport related expenditure	393	-	(344)	49	(88)
1,135	Recharges from other services	1,610	-	334	1,944	21
16,954	TOTAL EXPENDITURE	21,495	(24)	(4,217)	17,254	(20)
(204,448)	Government Grants	(2,384)	-	(418)	(2,802)	18
-	Area Based Grants	-	-	-	-	-
(268)	Other Grants, reimbursements and contributions	(232)	(1)	41	(192)	(17)
(110)	Fees and Charges	(2,594)	-	(447)	(3,041)	17
(5,212)	Other Customer and Client Receipts	(3,130)	-	(149)	(3,279)	5
-	Interest Receivable	-	-	-	-	n/a
(2,725)	Recharges to other services	(5,489)	-	2,835	(2,654)	(52)
(212,763)	TOTAL INCOME	(13,829)	(1)	1,862	(11,968)	(13)
(195,809)	NET CONTROLLABLE COST	7,666	(25)	(2,355)	5,286	(31)
11,716	Capital Charges	11,686	-	731	12,417	6
-	Deferred/Intangible Charges	30	-	68	98	227
1,904	Corporate support services bought in	2,137	-	56	2,193	3
13,620	TOTAL UNCONTROLLABLE COST	13,853	-	855	14,708	6
(182,189)	NET COST OF SERVICE	21,519	(25)	(1,500)	19,994	(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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(182,189)	TOTAL NET EXPENDITURE	21,519	(25)	(1,500)	19,994	(7)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Children's Fund projects						(250)
Leon House Infrastructure						(150)
Step Change						(92)
Children's Voice vacancy						(44)
						(536)
<u>Other resource changes</u>						Ref
Virements to other departments/between department						(2,215)
Recharge to other divisions						807
Increase in DSG						(787)
Catering Standard fund grant reduction						350
Corporate recharges						56
Capital Charges						731
Deferred charges						68
Think Family/contact point reduction in expenditure						(563)
Think Family/contact point grant reduction						563
Other movements						26
						(964)
TOTAL OTHER VARIATIONS IN RESOURCE						(1,500)

DEPARTMENT FOR ADULT SERVICES & HOUSING

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KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

<p>Strategic objectives</p> <p>We have three overall objectives:</p> <ul style="list-style-type: none"> • to improve the health and well-being of Croydon people with care, support and housing needs, by helping them to live full lives, as independently as possible • to promote economic growth and prosperity, in particular by providing decent, affordable housing, and by improving the life and housing chances of people with care, support and housing needs • to build safe and sustainable communities, in particular by providing neighbourhood services and empowering people to participate fully in their community <p>Departmental Priorities</p> <p>Our priorities are to:</p> <ul style="list-style-type: none"> • help people to live as independently as possible by offering bespoke solutions to support individual assessed need through professional support or care services, mostly in the community but also in residential settings, or other forms of assistance in the home to help people stay put and manage independently • prevent crises or the need for more intensive services by intervening at an early stage and offering universal services • empower people by enabling individuals to make informed choices and gain greater control over their lives, by offering a wider range of options such as housing options, self-service options and personal budgets, and by engaging communities in making the decisions affecting them • make the most equitable response to housing need in the borough, through advice, assistance and making the best use of the existing housing stock • improve housing conditions by investing in the council's own housing stock and enabling or forcing private landlords and owner-occupiers to improve their homes • mitigate the effects of the recession for households through information, advice, assistance and support in areas including welfare benefits, debt and housing • offer professional care services and meet social care needs effectively through the transformation of services • roll out self-directed support through the introduction of personal budgets, to promote independence, well-being and choice • safeguard those at risk and help people in emergencies • develop sustainable communities and promote neighbourhood renewal through housing management services, tackling crime and engaging residents

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Social care clients receiving self-directed support (DPs and Individual Budgets) (NI 130)	0	0	30%	50%	n/a
Percentage of items of equipment and adaptations delivered within 7 working days (D54)	99.17%	98.0%	98.0%	98.0%	n/a
Numbers in Temporary Accommodation (at year end)	1267	1100	1370	TBC	n/a

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	41,063	42,261	38,471	33,904	(12)
Premises related expenditure	8,250	6,006	6,915	5,190	(25)
Supplies and Services	5,400	4,523	4,357	4,180	(4)
Third Party Payments	76,733	74,911	84,263	82,548	(2)
Transfer Payments	1,899	2,132	3,228	2,215	(31)
Transport related expenditure	851	774	835	520	(38)
Capital Charges	960	266	267	877	228
Deferred/Intangible Charges	4,214	2,669	2,669	12	(100)
Corporate support services bought in	12,124	11,227	11,214	11,004	(2)
Recharges (to) / from other services	1,077	(2,649)	(937)	(1,874)	100
TOTAL EXPENDITURE	152,571	142,120	151,282	138,576	(8)
Government Grants	(19,551)	(6,684)	(6,607)	(3,186)	(52)
Area Based Grants	(116)	-	-	-	n/a
Other Grants, reimbursements and contributions	(15,847)	(14,643)	(17,602)	(2,826)	(84)
Fees and Charges	(8,273)	(7,044)	(13,716)	(10,484)	(24)
Other Customer and Client Receipts	(8,017)	(4,205)	(4,617)	(4,377)	(5)
Interest Receivable	(16)	(20)	(20)	(20)	-
TOTAL INCOME	(51,820)	(32,596)	(42,562)	(20,893)	(51)
NET EXPENDITURE	100,751	109,521	108,720	117,683	8
Contributions to / (from) Reserves		-	-	-	n/a
CURRENT BUDGET	102,877		108,893		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(2,126)		(173)		

TOP FINANCIAL RISKS 2011/12

1) Non achievement of Step Change efficiencies.
2) Non achievement of service efficiencies.
3) Significant increase in demand for services due to economic down-turn.
4) Reduction in income collected due to current economic climate

DEPARTMENT FOR ADULT SERVICES & HOUSING

SERVICE SUMMARY

CABINET MEMBER

Councillor Margaret Mead	Cabinet Member for Health and Adult Social Care
Councillor Dudley Mead	Deputy Leader & Cabinet Member for Housing, Finance and Asset Management

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services and Housing	65490
Peter Brown	Director - Assets and Renewals	65631
Dave Sutherland	Director - Housing Management Services	64957
Pauline French	Director - Older People and Physical Disabilities	65416
Jane Doyle	Director - Policy and Performance	65671
Paul Heynes	Director - Resources	65500
Brenda Scanlan	Director - Younger Adults	65727

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
5,108	Needs and Renewals	5,130	(24)	(1,105)	4,001	(22)
82	Housing Management	82	(1)	-	81	(1)
40,510	Older People, Physical Disabilities and Sensory Imp	40,141	459	(3,672)	36,928	(8)
-	Resources	13,075	(2)	(420)	12,653	(3)
2,952	Strategy and Performance	3,202	5	(3)	3,204	0
46,766	Younger Adults	47,893	567	12,355	60,815	27
95,418	TOTAL NET SPEND	109,521	1,004	7,156	117,683	7

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Needs and Renewals	102.53	91.00	(11.5)
Housing Management	-	-	-
Older People, Physical Disabilities and Sensory Impairment	589.90	560.90	(29.0)
Resources	44.05	23.71	(20.3)
Strategy and Performance	36.21	26.92	(9.3)
Younger Adults	285.70	208.50	(77.2)
TOTAL FTE STAFF	1,058.39	911.03	(147.36)

DEPARTMENT FOR ADULT SERVICES & HOUSING **SUBJECTIVE SUMMARY**

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
38,471	Employees	42,261	(176)	(8,183)	33,904	(20)
6,915	Premises related expenditure	6,006	94	(911)	5,190	(14)
4,357	Supplies and Services	4,523	9	(352)	4,180	(8)
84,263	Third Party Payments	74,911	1,659	5,978	82,548	10
3,228	Transfer Payments	2,132	53	31	2,215	4
835	Transport related expenditure	774	-	(253)	521	(33)
5,188	Recharges from other services	3,719	-	(10)	3,709	(0)
143,257	TOTAL EXPENDITURE	134,325	1,640	(3,700)	132,265	(2)
(6,607)	Government Grants	(6,684)	-	3,498	(3,186)	(52)
-	Area Based Grants	-	-	-	-	n/a
(17,602)	Other Grants, reimbursements and contributions	(14,643)	(354)	12,171	(2,826)	(81)
(13,716)	Fees and Charges	(7,044)	(178)	(3,262)	(10,484)	49
(4,617)	Other Customer and Client Receipts	(4,205)	(104)	(68)	(4,377)	4
(20)	Interest Receivable	(20)	-	-	(20)	-
(6,125)	Recharges to other services	(6,368)	-	785	(5,583)	(12)
(48,687)	TOTAL INCOME	(38,964)	(636)	13,124	(26,476)	(32)
94,570	NET CONTROLLABLE COST	95,361	1,004	9,424	105,789	11
267	Capital Charges	266	-	611	877	230
2,669	Deferred/Intangible Charges	2,669	-	(2,657)	12	(100)
11,214	Corporate support services bought in	11,227	-	(222)	11,005	(2)
14,150	TOTAL UNCONTROLLABLE COST	14,161	-	(2,268)	11,894	(16)
108,720	NET COST OF SERVICE	109,521	1,004	7,156	117,683	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
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
108,720	TOTAL NET EXPENDITURE	109,521	1,004	7,156	117,683	7
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - pressures / service demands						Ref 1,272
Strategic budget - additional income / savings						Ref (8,282)
						(7,010)
Other resource changes						Ref 14,165
TOTAL OTHER VARIATIONS IN RESOURCE						7,156

SERVICE DESCRIPTION

HOUSING NEEDS AND RENEWAL

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

- **Housing options**

Responsible for advice to housing applicants, promoting an understanding of choice-based lettings, prevention, advice and assistance to homeless applicants, promotion of other options (including the various home ownership products) and leads on outreach to community groups. It carries out the council's statutory duty to assess applications of homelessness, arranging placements and management of temporary accommodation (including bed and breakfast), and support to households.

- **Housing solutions**

Responsible for the housing and transfer registers, verification and allocation of social housing (including registered social landlords). It promotes home ownership through right-to-buy, assisted private purchase and Social HomeBuy schemes. It 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. It monitors and manages leasing contracts with housing associations and develops new schemes in the social and private sectors to meet homelessness demand.

- **Housing standards and enforcement**

Responsible for Houses in Multiple Occupation (HMO) complaints, HMO licensing scheme, hostels, bed and breakfast establishments, fire safety, decent homes, housing health and safety rating system, housing fitness and disrepair, housing enforcement policy, energy efficiency, drainage, public health nuisances, pest control and the private sector forum. It is a statutory service ensuring standards are maintained in private sector housing.

- **Housing renewal**

Responsible for the Staying Put Home Improvement Agency, Renewal Grants/Loans and Disabled Facilities Grants, Major Adaptations Unit, Empty Property Strategy, Housing Renewal Policy, SAFE scheme, Home Safety and Handy Person.

- **Stock investment**

Responsible for the asset management strategy for the Council's housing stock; high level budgetary control; the development of strategies and policies for responsive repairs and programmed works and commissioning of major contracts.

- **Operational support**

Responsible for operational support and facilities management in DASH, the Department's property portfolio and asset management plan, short term accommodation strategy, emergency planning and business recovery plan, business

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Enforcement	903	(7)	(152)	744	(18)
Renewal	309	(15)	(203)	91	(71)
Operational Support	166	(3)	(58)	105	(37)
Housing Supply	150	-	(94)	56	(63)
Housing Options and Advice	627	(2)	(267)	358	(43)
Homeless Persons & Temporary Accommodation	2,926	3	(282)	2,647	(10)
Directorate	49		(49)	-	(100)
TOTAL NET SPEND	5,130	(24)	(1,105)	4,001	(22)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Enforcement	20.80	20.60	(0.2)
Renewal	23.60	20.30	(3.3)
Operational Support	3.67	3.67	-
Director	2.35	2.35	-
Housing Supply	4.93	11.13	6.2
Housing Options and Advice	13.33	11.02	(2.3)
Homeless Persons & Temporary Accommodation	33.50	21.93	(11.6)
Directorate	0.35		(0.4)
TOTAL FTE STAFF	102.53	91.00	(11.53)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,156	Employees	3,969	(16)	(360)	3,593	(9)
5,404	Premises related expenditure	4,480	87	(87)	4,480	(0)
776	Supplies and Services	867	-	84	951	10
550	Third Party Payments	937	-	(351)	586	(37)
-	Transfer Payments	-	-	-	-	n/a
83	Transport related expenditure	78	-	(11)	67	(14)
257	Recharges from other services	291	-	(44)	247	(15)
11,226	TOTAL EXPENDITURE	10,622	71	(770)	9,923	(7)
(729)	Government Grants	(732)	-	625	(107)	(85)
-	Area Based Grants	-	-	-	-	
(77)	Other Grants, reimbursements and contributions	(77)	(2)	-	(79)	3
(555)	Fees and Charges	(412)	(7)	(83)	(502)	22
(3,897)	Other Customer and Client Receipts	(3,455)	(86)	(5)	(3,546)	3
-	Interest Receivable	-	-	-	-	n/a
(1,840)	Recharges to other services	(1,797)	-	(11)	(1,808)	1
(7,098)	TOTAL INCOME	(6,473)	(95)	526	(6,042)	(7)

4,128	NET CONTROLLABLE COST	4,149	(24)	(244)	3,881	(6)
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119	Capital Charges	119		1	120	1
-	Deferred/Intangible Charges	-			-	n/a
861	Corporate support services bought in	862		(862)	-	(100)
980	TOTAL UNCONTROLLABLE COST	981	-	(861)	120	(88)

5,108	NET COST OF SERVICE	5,130	(24)	(1,105)	4,001	(22)
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

5,108	TOTAL NET EXPENDITURE	5,130	(24)	(1,105)	4,001	(22)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
		-
<u>Strategic budget - agreed additional income / savings</u>		
	Ref	
	Additional income from HMO Licensensing Fees	(12)
	Housing Options - Staff reduction	(65)
	Pest Control - reduction	(15)
	Premises - review of running costs	(40)
	Private Sector Leasing - rationalisation	(250)
	Private Sector - housing officer reductions	(74)
	Restructure following merger	(100)
	Private sector housing	(75)
	Step Change	(106)
		(737)
<u>Other resource changes</u>		
	Ref	
	Centralisation of corporate overheads to Resources pending reallocation	(862)
	Additional Capital Charges	1
	Government grants variations	660
	In year departmental efficiencies	(87)
	Transfer of post to other divisions	(47)
	Additional recharge to HRA	(32)
		(367)
	TOTAL OTHER VARIATIONS IN RESOURCE	(1,105)

SERVICE DESCRIPTION

The Housing Management Division provides estate management and rent collection services to the Travellers site in Latham's Way.

The Neighbourhood Warden service is provided to most of our larger housing estates to tenants and other residents including leaseholders and freeholders etc. The decrease is predominately funded by the HRA with this small contribution from the General Fund.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Miscellaneous Properties	(2)			(2)	-
Caravan Site	(25)	(1)	-	(26)	4
Neighbourhood Wardens	109		-	109	-
TOTAL NET SPEND	82	(1)	0	81	(1)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Miscellaneous Properties	0.00	0.00	-
Caravan Site	0.00	0.00	-
Neighbourhood Wardens	0.00	0.00	-
Directorate	0.00	0.00	-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
-	Employees	-			-	n/a
10	Premises related expenditure	10		2	12	20
5	Supplies and Services	5			5	-
-	Third Party Payments	-			-	n/a
2	Transfer Payments	2			2	-
-	Transport related expenditure	-			-	n/a
109	Recharges from other services	109			109	-
126	TOTAL EXPENDITURE	126	-	2	128	2
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and Contributions	-			-	n/a
-	Fees and Charges	-		(1)	(1)	n/a
(44)	Other Customer and Client Receipts	(44)	(1)	(1)	(46)	5
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
(44)	TOTAL INCOME	(44)	(1)	(2)	(47)	7

82	NET CONTROLLABLE COST	82	(1)	-	81	(1)
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

82	NET COST OF SERVICE	82	(1)	-	81	(1)
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

82	TOTAL NET EXPENDITURE	82	(1)	-	81	(1)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

						£000's	
<u>Strategic budget - agreed pressures / service demands</u>						Ref	
							-
<u>Strategic budget - agreed additional income / savings</u>						Ref	
							-
<u>Other resource changes</u>						Ref	
Increase in premises expenditure							2
Increase in recovery of premises expenditure							(2)
							-
TOTAL OTHER VARIATIONS IN RESOURCE							-

SERVICE DESCRIPTION

OLDER PEOPLE AND, PHYSICAL DISABILITY AND SENSORY IMPAIRMENT

Service descriptions are shown within the relevant service areas.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Older Peoples Service	30,943	335	(3,557)	27,721	(10)
Physical Disability Service	9,198	124	(115)	9,207	0
TOTAL NET SPEND	40,141	459	(3,672)	36,928	(8)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Older Peoples Service	505.00	476.00	(29.0)
Physical Disability Service	84.90	84.90	-
TOTAL FTE STAFF	589.9	560.9	(29.0)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
19,788	Employees	21,438	(92)	(3,186)	18,160	(15)
1,086	Premises related expenditure	1,111	5	(627)	489	(56)
1,872	Supplies and Services	1,799	-	57	1,856	3
30,880	Third Party Payments	25,337	663	179	26,179	3
2,069	Transfer Payments	1,502	37	-	1,539	2
517	Transport related expenditure	408	-	(83)	325	(20)
207	Recharges from other services	176	-	-	176	-
56,419	TOTAL EXPENDITURE	51,769	613	(3,660)	48,722	(6)
(3,235)	Government Grants	(3,011)	-	142	(2,869)	(5)
-	Area Based Grants	-	-	-	-	-
(586)	Other Grants, reimbursements and contributions	(714)	(18)	-	(732)	3
(8,874)	Fees and Charges	(4,638)	(121)	(116)	(4,875)	5
(479)	Other Customer and Client Receipts	(617)	(15)	(118)	(750)	22
(20)	Interest Receivable	(20)	-	-	(20)	-
(2,731)	Recharges to other services	(2,643)	-	(62)	(2,705)	2
(15,925)	TOTAL INCOME	(11,643)	(154)	(154)	(11,951)	3

40,494	NET CONTROLLABLE COST	40,125	459	(3,814)	36,770	(8)
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16	Capital Charges	15	-	142	157	947
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
16	TOTAL UNCONTROLLABLE COST	15	-	142	157	947

40,510	NET COST OF SERVICE	40,141	459	(3,672)	36,928	(8)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

40,510	TOTAL NET EXPENDITURE	40,141	459	(3,672)	36,928	(8)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

				£000's
<u>Strategic budget - pressures / service demands</u>		Ref		-
				-
<u>Strategic budget - additional income / savings</u>		Ref		(3,437)
				(3,437)
<u>Other Resource Changes</u>		Ref		(235)
				(235)
TOTAL OTHER VARIATIONS IN RESOURCE				(3,672)

SERVICE DESCRIPTION

The aim of this service is to assess the needs of older people and their carers living in the community against clear eligibility criteria (using the Fairer Access to Care Services (FACS) banding) to enable them to remain as independent as possible. The Council uses FACS banding set at 'critical' and 'substantial'. Where possible service users are encouraged and supported to make use of Direct Payments and offers of personalised budgets under the Self Directed Support process. Much progress has been made in this area and it will continue in 2011/12. Detailed assessments of need are undertaken and for many community packages of care e.g. home care, technology, respite, day care and meals on wheels are purchased on behalf of clients, but more will do their own purchasing in the years to come. Usually the focus is to support people in their own homes or in community based settings, although this is not always the case, and where necessary arrangements are made for admission to residential care homes and nursing homes. This is carried out in co-operation with the client and their carers/ relatives. A team of staff at Mayday facilitate hospital discharge with the START Team doing the same for Out of Borough hospitals. In addition there are care management teams operating across the borough in geographical areas.

During 2010/11 the final phase of Homes for the Future programme was completed and Homefield House was closed. A further range of developments with the way that services are provided will occur during 2011/12; this includes the proposed outsourcing of staff working in the Council's Residential and Special Sheltered Homes and planned changes in the way that services are provided for people living in Sheltered accommodation. The Division continues to provide very efficient services and to that end they were awarded the Local Government Chronicle efficiency team of the year in 2010.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
In-House Services	4,322	(37)	(4,538)	(253)	(106)
PFI Homes	5,614	36	1,424	7,074	26
Older Adults - Mental Health	4,236	47	(52)	4,231	(0)
Commissioned Services	12,734	306	(327)	12,713	(0)
Care Management	4,037	(17)	(62)	3,958	(2)
TOTAL NET SPEND	30,943	335	(3,557)	27,721	(10)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
In-House Services	163.78	138.80	(25.0)
PFI Homes	193.54	188.30	(5.2)
Older Adults - Mental Health	29.44	29.44	-
Commissioned Services	27.11	26.92	(0.2)
Care Management	91.12	92.00	0.9
TOTAL FTE STAFF	504.99	475.46	(29.53)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	18,158	(78)	(2,707)	15,373	(15)
	Premises related expenditure	920	3	(537)	386	(58)
	Supplies and Services	1,666	-	105	1,771	6
	Third Party Payments	20,580	546	(381)	20,745	1
	Transfer Payments	450	11	-	461	2
	Transport related expenditure	295	-	(30)	265	(10)
	Recharges from other services	176	-	-	176	-
	TOTAL EXPENDITURE	42,244	482	(3,550)	39,176	(7)
	Government Grants	(2,965)		96	(2,869)	(3)
	Area Based Grants	-		-	-	n/a
	Other Grants, reimbursements and contributions	(678)	(17)	-	(695)	3
	Fees and Charges	(4,393)	(115)	(103)	(4,611)	5
	Other Customer and Client Receipts	(617)	(15)	(118)	(750)	22
	Interest Receivable	(20)		-	(20)	-
	Recharges to other services	(2,628)		(16)	(2,644)	1
	TOTAL INCOME	(11,301)	(147)	(141)	(11,589)	3
	NET CONTROLLABLE COST	30,943	335	(3,691)	27,587	(11)
	Capital Charges	-		134	134	n/a
	Deferred/Intangible Charges	-		-	-	n/a
	Corporate support services bought in	-		-	-	n/a
	TOTAL UNCONTROLLABLE COST	-	-	134	134	n/a
	NET COST OF SERVICE	30,943	335	(3,557)	27,721	(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
	TOTAL NET EXPENDITURE	30,943	335	(3,557)	27,721	(10)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
						-
Strategic budget - agreed additional income / savings						Ref
Step Change Efficiencies						(9)
Corporate P2P Solution						(588)
Homefield Residential Homes						(474)
Sheltered Housing and Careline						(1,653)
Staffing - Residential and Special Sheltered Care Services Outsourcing						(31)
EBCR - Increments						(137)
EBCR - Overtime Rates						(59)
EBCR - Car Allowances						
Departmental Efficiencies						(107)
Swift Rescourecs						(129)
Welfare Benefits						(185)
Prevention Measures						
						(3,372)
Other resource changes						Ref
Increase in capital asset charges						134
Conversion of Specific grant to base funding						116
ABG Variations						(220)
In year departmental efficiencies						(215)
						(185)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,557)

SERVICE DESCRIPTION

The Physical Disabilities and Sensory Impairment Care Management Teams also undertake assessment of need using the same Fairer Access to Service (FACS) criteria. The service designs and commissions packages of care and schedules/manages a review process. Assessments are also offered to carers of service users. The Sensory Impairment team has Specialist Officers who provide additional practical support to those living in the community and requiring independent living skills training.

The arrangements for the Occupational Therapy Service and for the Equipment Service are made in partnership with the Croydon PCT and are subject to a Pooled Budget under a section 31 agreement (Health Act 1999). During 2011 it is planned that the equipment service will transfer (under a TUPE arrangement) into a Local Authority Trading Company - Croydon Care Solutions Limited, this it is anticipated will provide more development opportunities as well as providing more efficient services.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Commissioned Services	6,723	126	(66)	6,783	1
Joint Equipment Service	907	4	(26)	886	(2)
Joint Occupational Therapy Service	1,568	(6)	(24)	1,539	(2)
TOTAL NET SPEND	9,198	124	(115)	9,207	0

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Commissioned Services	34.72	34.73	0.0
Joint Equipment Service	14.22	14.22	-
Joint Occupational Therapy Service	36.00	36.00	-
TOTAL FTE STAFF	84.94	84.94	0.0

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	3,280	(14)	(479)	2,787	(15)
	Premises related expenditure	191	2	(90)	103	(46)
	Supplies and Services	133	-	(48)	85	(36)
	Third Party Payments	4,757	117	560	5,434	14
	Transfer Payments	1,052	26	-	1,078	3
	Transport related expenditure	113	-	(53)	60	(47)
	Recharges from other services	-	-	-	-	n/a
	TOTAL EXPENDITURE	9,525	131	(110)	9,546	0
	Government Grants	(46)	-	46	-	(100)
	Area Based Grants	-	-	-	-	-
	Other Grants, reimbursements and contributions	(36)	(1)	-	(37)	3
	Fees and Charges	(245)	(6)	(13)	(264)	8
	Other Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(15)	-	(46)	(61)	307
	TOTAL INCOME	(342)	(7)	(13)	(362)	6
	NET CONTROLLABLE COST	9,183	124	(123)	9,184	0
	Capital Charges	15	-	8	23	53
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	15	-	8	23	53
	NET COST OF SERVICE	9,198	124	(115)	9,207	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
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL NET EXPENDITURE	9,198	124	(115)	9,207	0
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Step Change - Local Authority Trading Company						(25)
Step Change - EBCR						(27)
Departmental Efficiencies						(13)
						(65)
<u>Other resource changes</u>						Ref
Increase in Capital Asset Charges						23
In year departmental efficiencies						(41)
ABG Variation						(24)
Other minor changes						(8)
						(50)
TOTAL OTHER VARIATIONS IN RESOURCE						(115)

SERVICE DESCRIPTION

The Resources Division is in the process of change with the planned introduction of the Unification of Strategic Finances teams across the Council into one central team. This is expected to occur during 2010/11, however the budget has been set on the current basis. Equally the current make up of the Division is as follows; strategic financial management managing the department's capital, revenue and Housing Revenue Account (HRA) budget and monitoring processes; Operational Finance which provides a range of services; financial assessment of an individuals contribution towards the cost of their services (using the statutory framework and the Council's Fairer Charging Policy), supporting service users who require financial assistance (Appointeeship and deputyship), the payments team and the welfare benefits team who support the general community in addition to direct service users.

Allocations to Services, this represents the apportionment of the cost of this service to operational divisions to ensure compliance with the Best Value Accounting Code of Practice (BVACOP).

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Strategic Finance	11,941	(5)	(257)	11,679	(2)
Operational Finance	808	(5)	(15)	788	(2)
Resources	326	8	(148)	186	(43)
TOTAL NET SPEND	13,075	(2)	(420)	12,653	(3)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Strategic Finance	12.84	0	(12.84)
Operational Finance	22.71	23.71	1.00
Resources	8.50		(8.50)
TOTAL FTE STAFF	44.05	23.71	(20.34)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
870	Employees	1,788	(8)	(932)	848	(53)
-	Premises related expenditure	-	-	-	-	n/a
268	Supplies and Services	278	9	(11)	276	(1)
17	Third Party Payments	114	-	-	114	-
-	Transfer Payments	-	-	-	-	n/a
(12)	Transport related expenditure	3	-	14	17	467
85	Recharges from other services	-	-	158	158	n/a
1,228	TOTAL EXPENDITURE	2,183	1	(771)	1,413	(35)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	(84)	-	84	-	(100)
(86)	Fees and Charges	(174)	(2)	101	(75)	(57)
(30)	Other Customer and Client Receipts	(32)	(1)	-	(33)	3
-	Interest Receivable	-	-	-	-	n/a
(238)	Recharges to other services	(1,246)	-	1,246	-	(100)
(354)	TOTAL INCOME	(1,536)	(3)	1,431	(108)	(93)

874	NET CONTROLLABLE COST	647	(2)	660	1,305	102
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(4)	Capital Charges	(4)	-	348	344	(8,286)
2,600	Deferred/Intangible Charges	2,600	-	(2,600)	(0)	(100)
9,832	Corporate support services bought in	9,832	-	1,172	11,004	12
12,428	TOTAL UNCONTROLLABLE COST	12,428	-	(1,080)	11,348	(9)

13,302	NET COST OF SERVICE	13,075	(2)	(420)	12,653	(3)
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	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a

	TOTAL NET EXPENDITURE	13,075	(2)	(420)	12,653	(3)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

			£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref		-
<u>Strategic budget - agreed additional income / savings</u>	Ref		(10)
Step Change			(10)
<u>Other resource changes</u>	Ref		(2,525)
Reduction in capital charges			1,172
Increase in corporate recharges			(612)
Finance Unification			1,569
Reallocation of HRA charges and prior years efficiencies			(14)
Transfer of Welfare Benefits to Younger Adults			(410)
TOTAL OTHER VARIATIONS IN RESOURCE			(420)

SERVICE DESCRIPTION

Strategy and Performance Division comprises five service areas:

Strategy and Communications covers research, analysis, strategy and policy development, , service planning, and is departmental lead for equalities.It is also responsible for internal communications,cabinet members bulletins and a newsletter for council tenants and leaseholders,and for implementing the carers strategy and commissioning services to help carers manage.

Service Development covers business process improvement including e- government developments, new technology and project management; it is the departmental client side lead for learning & organisational development departmental and human resources, workforce planning and development.

Performance and Quality Assurance is responsible for performance management, statistical analysis, complaints and enquiry management,implementation of customer service excellence and quality assurance, and consultation and engagement including maintenace of a resident participation framework

Safeguarding supports staff and investigates concerns in order to safeguard people and protect them from abuse.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Divisional Directorate	573	3	606	1,182	106
Healthy Croydon	173	-	(173)	-	(100)
Learning & Development	710	-	(174)	536	(25)
Performance & Quality Assurance	345	(2)	(100)	243	(30)
Safeguarding Adults	291	(3)	179	467	60
Service Development	83	-	(13)	70	(16)
Strategy & Communication	1,027	7	(328)	706	(31)
TOTAL NET SPEND	3,202	5	(3)	3,204	0

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Divisional Directorate	5.27	2.27	(3.0)
Healthy Croydon	3.00	0.00	(3.0)
Learning & Development	0.00	0.00	-
Performance & Quality Assurance	8.00	6.75	(1.3)
Safeguarding Adults	9.00	9.00	-
Service Development	0.30	0.30	-
Strategy & Communication	10.64	8.60	(2.0)
			-
			-
			-
			-
TOTAL FTE STAFF	36.21	26.92	(9.29)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,717	Employees	2,688	(8)	(797)	1,883	(30)
18	Premises related expenditure	19	-	4	23	23
632	Supplies and Services	759	-	44	803	6
759	Third Party Payments	616	15	(12)	619	0
-	Transfer Payments	-	-	-	-	n/a
7	Transport related expenditure	9	-	(7)	2	(78)
64	Recharges from other services	18	-	(5)	13	(27)
4,197	TOTAL EXPENDITURE	4,108	7	(773)	3,343	(19)
(1,313)	Government Grants	(1,159)	-	1,159	-	(100)
-	Area Based Grants	-	-	-	-	-
(345)	Other Grants, reimbursements and contributions	(90)	(2)	-	(92)	2
(11)	Fees and Charges	-	-	-	-	-
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(46)	Recharges to other services	(139)	-	92.80	(46)	(67)
(1,715)	TOTAL INCOME	(1,388)	(2)	1,251	(139)	(90)

2,482	NET CONTROLLABLE COST	2,720	5	479	3,204	18
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
470	Corporate support services bought in	481	-	(481)	-	(100)
470	TOTAL UNCONTROLLABLE COST	481	-	(481)	-	(100)

2,952	NET COST OF SERVICE	3,202	5	(3)	3,204	0
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

2,952	TOTAL NET EXPENDITURE	3,202	5	(3)	3,204	0
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands	Ref	-
Strategic budget - agreed additional income / savings	Ref	-
Departmental efficiencies		(100)
Step Change - EBCR & Corporate P2P Solution		(15)
Efficiency -Prevention Measures		(173)
Other resource changes	Ref	(289)
Centralisation of corporate overheads to Resources pending reallocation		(481)
In year departmental efficiencies		(282)
Transfer of funding from other areas		43
Transfer of posts from other areas		22
ABG Variations		984
		286
TOTAL OTHER VARIATIONS IN RESOURCE		(3)

LEARNING DISABILITY, MENTAL HEALTH AND SOCIAL INCLUSION

Service descriptions are shown within the relevant service areas.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Learning Disability	27,416	(26)	(2,704)	24,685	(10)
Mental Health	8,779	626	14,256	23,661	170
Social Inclusion	2,513	(26)	607	3,094	23
Supporting People	9,186	(7)	197	9,376	2
TOTAL NET SPEND	47,893	567	12,355	60,815	27

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Learning Disability	157.30	92.50	(64.8)
Mental Health	80.60	75.10	(5.5)
Social Inclusion	37.30	30.40	(6.9)
Supporting People	10.50	10.50	-
TOTAL FTE STAFF	285.70	208.50	(77.2)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
10,940	Employees	12,379	(52)	(2,907)	9,420	(24)
397	Premises related expenditure	386	2	(204)	185	(52)
804	Supplies and Services	816	-	(526)	290	(64)
52,057	Third Party Payments	47,908	981	6,162	55,051	15
1,157	Transfer Payments	628	16	31	675	7
240	Transport related expenditure	275	-	(166)	109	(60)
4,466	Recharges from other services	3,126	-	(119)	3,007	(4)
70,061	TOTAL EXPENDITURE	65,517	948	2,270	68,735	5
(1,330)	Government Grants	(1,783)	-	1,572	(211)	(88)
-	Area Based Grants	-	-	-	-	n/a
(16,594)	Other Grants, reimbursements and contributions	(13,678)	(332)	12,087	(1,923)	(86)
(4,190)	Fees and Charges	(1,820)	(48)	(3,163)	(5,031)	176
(167)	Other Customer and Client Receipts	(56)	(1)	56	(1)	(98)
-	Interest Receivable	-	-	-	-	n/a
(1,270)	Recharges to other services	(542)	-	(481)	(1,023)	89
(23,551)	TOTAL INCOME	(17,879)	(381)	10,072	(8,188)	(54)

46,510	NET CONTROLLABLE COST	47,637	567	12,342	60,546	27
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136	Capital Charges	135	-	121	255	89
69	Deferred/Intangible Charges	69	-	(57)	12	n/a
51	Corporate support services bought in	51	-	(51)	-	(100)
256	TOTAL UNCONTROLLABLE COST	255	-	13	268	5

46,766	NET COST OF SERVICE	47,893	567	12,355	60,815	27
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

46,766	TOTAL NET EXPENDITURE	47,893	567	12,355	60,815	27
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - pressures / service demands	1,272
Strategic budget - additional income / savings	(3,809)
	(2,537)
Other resource changes	14,892
	14,892
TOTAL OTHER VARIATIONS IN RESOURCE	12,355

SERVICE DESCRIPTION

A care management service is provided as part of the Joint Community Learning Disability Team. The team includes social workers, community nurses, psychologists, speech and language therapists and psychiatrists as well as other specialist staff. Care Managers and their colleagues safeguard adults with learning disabilities, give advice and support, find supported housing and provide for clients' and carers' needs. They assess risks and needs, establish personal budgets for self-directed support either through direct payments or managed care packages, and commission services, e.g. respite care, day services, domiciliary support and residential placements. Independent Living Officers, work alongside Care Managers, support vulnerable clients to live with maximum independence and Reviewing Officers ensure the ongoing quality of services to meet clients' changing needs. In 2010/11, Croydon PCT contributed £14.6 million to the funding of social care for adults with learning disabilities in accordance with guidance under the national learning disability strategy, "Valuing People".

In 2010/11 the Council served 1233 Croydon adults with learning disabilities over the age of 18 years, including older people with learning disabilities and young people moving on from children's services. There were 226 clients aged 18 to 25 in 2010/11. Services for younger clients are planned and coordinated by the Transitions Team which spans the Joint Community Learning Disability Team and Children's Services.

The Council provides respite services at Craignish Avenue and Heather Way. In 2010/11 this served 69 adults with learning disabilities. The Council also runs the Shared Lives Scheme, where, at January 2011, 88 clients with learning disabilities live with support from trained carers in supportive lodgings and family homes. Former Council day services are provided in 2011/12 through four Resource Bases and Cherry Orchard Day Centre which have transferred to the new LATC.

In 2010/11 a further 213 clients had their own tenancies in other supported housing schemes, many with 24 hour support; 460 were helped to live at home with unpaid carers, 425 had funded residential or nursing home placements and a further 21 received support from NHS active treatment or hospital services. The percentage from minority ethnic groups is over 30% which is similar to the percentage of the Croydon population as a whole.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
In-House Services	3,735	(19)	(2,586)	1,130	(70)
Care Packages	21,526	486	14,215	36,227	68
Commissioning Services	2,156	(26)	875	3,005	39
TOTAL NET SPEND	27,417	441	12,504	40,362	47

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
In-House Services	98.90	25.60	(73.30)
Commissioned Services and Care Management	58.40	66.85	8.45
TOTAL FTE STAFF	157.30	92.45	(64.85)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	6,243	(26)	(1,929)	4,288	(31)
	Premises related expenditure	184	1	(162)	24	(87)
	Supplies and Services	335	-	(216)	119	(64)
	Third Party Payments	33,761	794	5,386	39,941	18
	Transfer Payments	509	13	31	553	9
	Transport related expenditure	196	-	(133)	63	(68)
	Recharges from other services	121	-	(56)	65	(46)
	TOTAL EXPENDITURE	41,349	782	2,921	45,052	9
	Government Grants	(474)	-	474	-	(100)
	Area Based Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(12,233)	(308)	11,684	(857)	(93)
	Fees and Charges	(1,211)	(32)	(2,145)	(3,388)	
	Other Customer and Client Receipts	(51)	(1)	52	-	(100)
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	(585)	(585)	n/a
	TOTAL INCOME	(13,969)	(341)	9,480	(4,830)	(65)
	NET CONTROLLABLE COST	27,379	441	12,401	40,221	47
	Capital Charges	38	-	103	141	271
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	38	-	103	141	271
	NET COST OF SERVICE	27,417	441	12,504	40,362	47
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL NET EXPENDITURE	27,417	441	12,504	40,362	47
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Growth for transitions clients from CYPL						1,272
						1,272
<u>Strategic budget - agreed additional income / savings</u>						Ref
Efficiency - Individual price reductions through outcomes based efficiencies incl assistive technology						(100)
Efficiency - Market Development to reduce service prices for challenging behaviours						(60)
Efficiency - Personal Transport choices						(50)
Efficiency - Residential Care						(1,600)
Efficiency - Review of Management Functions						(200)
Efficiency - SDS new and existing clients (not transitions)						(200)
Efficiency - Transitions Package Re-Design 19-25						(200)
Cuts - Welfare Advisory Services						(148)
Swift efficiencies						(39)
Step Change Efficiencies						(129)
						(2,726)
<u>Other resource changes</u>						Ref
In year departmental efficiencies						(72)
Increase in capital asset charges						103
Contribution to Social Inclusion for Project Manager post						(30)
Recognise Co-morbid complex conditions (LD/MH)						(1,104)
Rental Income						17
Welfare Benefits transfer from Resources						147
Area Based Grant Variations						15,221
2010 in year Area Based Grant variation						(324)
						13,958
TOTAL OTHER VARIATIONS IN RESOURCE						12,504

SERVICE DESCRIPTION

Statutory Adult Mental Health Services in Croydon have been provided by the Integrated Adult Mental Health Social Service (IAMHS) since June 2001. They are managed within the organisational structure of the South London and Maudsley NHS Foundation Trust and are delivered by multi-disciplinary teams. The social care elements of the service include:

A care co-ordination service to assess the health and social care needs of people with mental health problems, and those of their carers. Assessments are carried out by qualified social workers, community psychiatric nurses, community occupational therapists, psychologists and medical staff who also directly provide, or arrange, services to meet the needs identified;

An Approved Mental Health Professional (formerly Approved Social Worker) service to undertake formal assessments under the Mental Health Act and Best Interest Assessments under the Mental Capacity Act;

Residential Services. This includes the direct provision of a 24 hour access hostel to meet the needs of people in crisis and two group homes for people able to live independently but not alone or without significant support. The service also arranges and monitors placements with independent sector residential care home providers. It co-ordinates move on from these and works in partnership with local providers commissioned by the Supporting People team to enable people recovering from mental illness to live independently. The 2 new group homes do not have all staff commissioned through SP team, but include posts that have been funded by RELEASE, but require mainstream funding as per the original project plan

Day Services. These have been completely re-commissioned during 2009/10 and day services provided by IAMHS now comprise a Community Opportunities service to maximise the social inclusion of mental health service users of working age into mainstream activity and to support them into employment wherever possible, and an Older People's Transition service to enable the successful transition of older people from adult mental health services to mainstream services for people over retirement age, due to run until mid 2011

IAMHS receives over 2000 referrals a year (this figure excludes direct referrals for psychological therapies). It manages an open caseload of over 1800 cases (this figure excludes people only receiving support through medical out-patient and psychological therapies) and deals with over 600 in-patient admissions a year, all of which generate a need to address social care issues as well as acute mental ill health. The majority of people on the open caseload live independently in the community with less than 200 people now supported in residential care.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
In-House Services	475	(5)	(12)	458	(3.6)
Commissioned Services and Care Management	7,996	114	593	8,703	8.8
Day Services	309		(268)	41	(86.7)
TOTAL NET SPEND	8,780	109	313	9,202	5

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
In-House Services	14.70	9.72	(5.0)
Commissioned Services and Care Management	61.00	65.34	4.3
Day Services	4.90	-	(4.9)
TOTAL FTE STAFF	80.6	75.1	(5.5)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	3,552	(15)	(221)	3,316	(7)
	Premises related expenditure	145	-	(31)	114	(21)
	Supplies and Services	92	-	(24)	68	(26)
	Third Party Payments	6,192	151	598	6,941	12
	Transfer Payments	89	2	(0)	91	2
	Transport related expenditure	65	-	(27)	38	(42)
	Recharges from other services	12	-	493	505	4,108
	TOTAL EXPENDITURE	10,147	139	788	11,074	9
	Government Grants	(372)	-	160	(212)	(43)
	Area Based Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(547)	(14)	(91)	(652)	19
	Fees and Charges	(610)	(16)	(459)	(1,085)	
	Other Customer and Client Receipts	(5)	-	4	(1)	(80)
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	-	-	(50)	(50)	n/a
	TOTAL INCOME	(1,534)	(30)	(436)	(1,999)	30
	NET CONTROLLABLE COST	8,613	109	352	9,074	5
	Capital Charges	98	-	18	115	18
	Deferred/Intangible Charges	69	-	(57)	12	(83)
	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	167	-	(40)	127	(24)
	NET COST OF SERVICE	8,780	109	313	9,202	5
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL NET EXPENDITURE	8,780	109	313	9,202	5
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
Strategic budget - agreed additional income / savings						Ref
Efficiency - Review of IAHMS Management Function						(50)
Efficiency -Reduce agency staff in IAHMS						(80)
Efficiency -Release Savings (promote independence)						(390)
Efficiency -Review & Commission Voluntary Sector spend						(150)
Swift Efficiency						(13)
Efficiency - Increasing Income on Welfare Benefits						(16)
Step Change						(23)
						(722)
Other resource changes						Ref
In year departmental efficiencies						(42)
Decrease in capital and deferred charges						(39)
Recognise Co-morbid complex conditions (LD/MH)						1,104
Housing Solutions taking over 2 hostels						45
Rental income						(17)
ABG variation						(16)
						1,035
TOTAL OTHER VARIATIONS IN RESOURCE						313

SERVICE DESCRIPTION

This diverse service offers support to a wide range of disadvantaged and vulnerable individuals, it includes the:

SUBSTANCE MISUSE AND DUAL DIAGNOSIS SERVICE

The Substance Misuse Service provides assessment, care management, and treatment services for those with serious drug and/or alcohol dependency issues.

The Dual Diagnosis Service provides an advisory and consultative service for professionals, across all agencies and disciplines, in the management and mainstreaming of casework with people who have mental health problems combined with a drug and/or alcohol dependency.

ADULTS IN NEED SERVICE

The Adult in Need service provides assessment, care management and support to people infected or affected by HIV, people with no recourse to public funds with special needs and vulnerable adults in need of support. The service works with a range of community and statutory support services enabling service users to live independently.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Substance Misuse	486	(1)	(50)	434	(11)
HIV & Adults in Need Management	1,403 -	27 -	95 -	1,525 -	9 n/a
Commissioning	624	(7)	197	814	30
TOTAL NET SPEND	2,513	19	241	2,773	10

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Substance Misuse	18.00	11.00	(7.0)
HIV & Adults in Need	11.00	11.00	-
Commissioned Services and Care Management	8.30	8.40	0.1
TOTAL FTE STAFF	37.30	30.40	(6.9)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	2,108	(9)	(747)	1,352	(36)
	Premises related expenditure	59	1	(11)	49	(17)
	Supplies and Services	364	-	(285)	79	(78)
	Third Party Payments	1,651	36	142	1,829	11
	Transfer Payments	30	1	-	31	3
	Transport related expenditure	13	-	(6)	7	(46)
	Recharges from other services	206	-	(117)	89	(57)
	TOTAL EXPENDITURE	4,430	29	(1,024)	3,435	(22)
	Government Grants	(938)	-	938	-	(100)
	Area Based Grants	-	-	-	-	n/a
	Other Grants, reimbursements and contributions	(897)	(10)	494	(413)	(54)
	Fees and Charges	-	-	-	-	-
	Other Customer and Client Receipts	-	-	-	-	n/a
	Interest Receivable	-	-	-	-	n/a
	Recharges to other services	(82)	-	(167)	(249)	204
	TOTAL INCOME	(1,917)	(10)	1,265	(662)	(65)
	NET CONTROLLABLE COST	2,513	19	241	2,773	10
	Capital Charges	-	-	-	-	n/a
	Deferred/Intangible Charges	-	-	-	-	n/a
	Corporate support services bought in	-	-	-	-	n/a
	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
	NET COST OF SERVICE	2,513	19	241	2,773	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
	TOTAL NET EXPENDITURE	2,513	19	241	2,773	10
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
Strategic budget - agreed additional income / savings						Ref
Efficiency - No recourse to Public Funds clients						(300)
Efficiency - Review & Restructure of management posts						(44)
Step Change						(14)
						(358)
Other resource changes						Ref
Contribution from LD for Project Manager post						30
Other resource changes						(16)
ABG variations						179
Specific Grant Adjustment - Aids Support Grant						497
Aid Support costs						(91)
						599
TOTAL OTHER VARIATIONS IN RESOURCE						241

SERVICE DESCRIPTION

Supporting People leads the commissioning of supported housing, and housing related support services, for vulnerable people. Over 4000 people directly benefit from SP funded activity. The role of the Supporting People Section is to manage contracts, regulate and review SP funded services, pay service providers, develop strategies relating to housing support, manage referrals into supported housing and to ensure compliance with national performance and outcome monitoring systems, and service partnership governance arrangements.

The Section leads on National Indicator 141: "Percentage of vulnerable people achieving independent living" and National Indicator 142 "Percentage of vulnerable people maintaining independent living". It manages referrals to, and throughput from, supported housing schemes. SP services support people from all adult social care groups, young people and teenage parents, homeless people, women at risk of domestic violence and ex-offenders and include: hostels for people stepping down from residential care, young people leaving local authority care and homeless people, group homes for people with disabilities, wardens in sheltered housing for older people, refuges for women at risk of domestic violence, resettlement support for vulnerable people moving into their own home, and tenancy sustainment support for vulnerable people at risk of homelessness.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supporting People Admin	397	(1)	(56)	340	(14)
Supporting People	8,787	(1)	(647)	8,139	(7)
TOTAL NET SPEND	9,184	(2)	(703)	8,479	(8)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Supporting People	10.50	10.50	-
TOTAL FTE STAFF	10.50	10.50	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
	Employees	477	(2)	(10)	465	(3)
	Premises related expenditure	-		-	-	n/a
	Supplies and Services	24		(1)	23	(4)
	Third Party Payments	6,303		36	6,339	1
	Transfer Payments	-		-	-	n/a
	Transport related expenditure	1		-	1	-
	Recharges from other services	2,787		(440)	2,347	(16)
	TOTAL EXPENDITURE	9,592	(2)	(414)	9,175	(4)
	Government Grants	(1)		-	(1)	-
	Area Based Grants	-		-	-	n/a
	Other Grants Reimbursements and Contributions	-		-	-	n/a
	Fees and Charges	-		(559)	(559)	n/a
	Other Customer and Client Receipts	-		-	-	n/a
	Interest Receivable	-		-	-	n/a
	Recharges to other services	(460)		321	(139)	(70)
	TOTAL INCOME	(460)	-	(238)	(698)	52
	NET CONTROLLABLE COST	9,132	(2)	(652)	8,477	(7)
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	51		(51)	-	(100)
	TOTAL UNCONTROLLABLE COST	51	-	(51)	-	(100)
	NET COST OF SERVICE	9,184	(2)	(703)	8,479	(8)
	Contributions to / (from) Earmarked Reserves	-			-	n/a
	Contributions to / (from) Capital Reserves:	-			-	n/a
	Financing of Capital Expenditure	-			-	n/a
	Provision for Repayment of External Loans	-			-	n/a
	Contribution to / (from) General Balances	-			-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a
	TOTAL NET EXPENDITURE	9,184	(2)	(703)	8,479	(8)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
Step Change Efficiencies - EBCR Increments & P2P						(3)
						(3)
<u>Other resource changes</u>						Ref
Corporate charges centralised to be reapporioned						(51)
In year departmental efficiencies						(6)
2009/10 in year reduction to Area Based Grant						(290)
Other resource changes						(3)
2010-11 Reduction to Area Based Grant						(351)
						(700)
TOTAL OTHER VARIATIONS IN RESOURCE						(703)

PUBLIC HEALTH

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DEPARTMENT MISSION STATEMENT

Our mission is to promote health and wellbeing and protect the health of the public. We support commissioning for health and wellbeing and provide public health intelligence and knowledge management

KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

1. Deliver public health targets in the PCT operational plan, council corporate plan and community strategy.
2. Ensure transition arrangements are in place to deliver an effective public health function across the NHS and council, fit for purpose and resilient.
3. Produce joint strategic needs assessments and annual report of the director of public health for the periods 2011/12.
4. Within the NHS provide public health and corporate support for Croydon borough team and SW London sector, including practice-based commissioning and emerging GP consortia.

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
					n/a
Average sick days per FTE					n/a

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	-	-	180	167	(7)
Premises related expenditure	-	-	-	-	n/a
Supplies and Services	-	-	7	6	(21)
Third Party Payments	-	-	-	-	n/a
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	-	-	-	-	n/a
Capital Charges	-	-	-	-	n/a
Deferred/Intangible Charges	-	-	-	-	n/a
Corporate support services bought in	-	-	-	-	n/a
Recharges (to) / from other services	-	-	-	-	n/a
TOTAL EXPENDITURE	-	-	187	173	(8)
Government Grants	-	-	-	-	n/a
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	-	-	-	-	n/a
Fees and Charges	-	-	-	-	n/a
Other Customer and Client Receipts	-	-	-	-	n/a
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	-	-	-	-	n/a

NET EXPENDITURE	-	-	187	173	(8)
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Contributions to / (from) Reserves		-	-	-	n/a
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CURRENT BUDGET	-		173		
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	-		14		
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TOP FINANCIAL RISKS 2011/12

1. There may be insufficient resources within budget to pay staff salaries
2. There may be not be adequate financial planning for the transfer of the NHS Croydon public health function to the council.
3. There may be financial pressures in 2011/12 within the NHS may lead to further pressures on the public health operational and staff budgets.

CABINET MEMBERS

Councillor Margaret Mead	Cabinet Member for Health & Adult Social Care
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Peter Brambleby	Department of Public Health	62312

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
38	Public Health	-	-	37	37	n/a
149	Healthy Croydon	-	-	136	136	n/a
187	TOTAL NET SPEND	-	-	173	173	n/a
0	Contributions to / (from) Reserves	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Public Health	-	0.6	0.6
Healthy Croydon	-	2.5	2.5
TOTAL FTE STAFF	-	3.1	3.1

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
180	Employees	-	-	167	167	n/a
-	Premises related expenditure	-	-	-	-	n/a
7	Supplies and Services	-	-	6	6	n/a
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other Departments	-	-	-	-	n/a
187	TOTAL EXPENDITURE	-	-	173	173	n/a
-	Government Grants	-	-	-	-	n/a
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
-	Fees and Charges	-	-	-	-	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
-	TOTAL INCOME	-	-	-	-	n/a

187	NET CONTROLLABLE COST	-	-	173	173	n/a
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

187	NET COST OF SERVICE	-	-	173	173	n/a
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

187	TOTAL NET EXPENDITURE	-	-	173	173	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
Strategic budget - agreed pressures / service demands		-
Strategic budget - agreed additional income / savings		-
Other resource changes		37
TOTAL OTHER VARIATIONS IN RESOURCE		37

SERVICE DESCRIPTION

This service captures the compensation for the Director of Public Health and the PA

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Department of Public Health	-		37	37	n/a
TOTAL NET SPEND	0	0	37	37	-

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Department of Public Health	-	0.6	0.6
TOTAL FTE STAFF	-	0.6	0.6

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
34	Employees	-		34	34	n/a
	Premises related expenditure	-			-	n/a
4	Supplies and Services	-		3	3	n/a
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
38	TOTAL EXPENDITURE	-	-	37	37	n/a
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Fees and Charges	-			-	n/a
	Other Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
38	NET CONTROLLABLE COST	-	-	37	37	n/a
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
38	NET COST OF SERVICE	-	-	37	37	n/a
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
38	TOTAL NET EXPENDITURE	-	-	37	37	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						-
<u>Strategic budget - agreed additional income / savings</u>						
						-
<u>Other resource changes</u>						
Vired from DASH during 2010/11						37
						37
TOTAL OTHER VARIATIONS IN RESOURCE						37

SERVICE DESCRIPTION

The current public health function within the council consists of the Healthy Croydon support unit and joint director of public (1.0 health inequalities policy officer, 1.0 office manager, 0.5 head of health and wellbeing, 0.3 director of public health, 0.3 PA to director of public health).

A project is underway to transfer the public health department (approx 50 staff) to the council from NHS Croydon with a transition arrangement in 2011/12 through a section 75 agreement (NHS Act 2006).

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Healthy Croydon	-		136	136	n/a
TOTAL NET SPEND	0	0	136	136	-

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Healthy Croydon	-	2.5	2.5
TOTAL FTE STAFF	-	2.5	2.5

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
146	Employees	-		133	133	n/a
	Premises related expenditure	-			-	n/a
3	Supplies and Services	-		3	3	n/a
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-		-	-	n/a
	Recharges from other services	-			-	n/a
149	TOTAL EXPENDITURE	-	-	136	136	n/a
	Government Grants	-			-	n/a
	Area Based Grants	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Fees and Charges	-			-	n/a
	Other Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
149	NET CONTROLLABLE COST	-	-	136	136	n/a
	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	-			-	n/a
	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
149	NET COST OF SERVICE	-	-	136	136	n/a
	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
149	TOTAL NET EXPENDITURE	-	-	136	136	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						-
Ref						
<u>Strategic budget - agreed additional income / savings</u>						-
Ref						
<u>Other resource changes</u>						136
Ref						
Vired from DASH during 2010/11						136
						136
TOTAL OTHER VARIATIONS IN RESOURCE						136

PLANNING, REGENERATION & CONSERVATION

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KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

- 1) Provide a high quality development management service to deliver the spatial vision for Croydon
- 2) Review, develop and deliver the Local Development Framework
- 3) Improving standards of customer service and community engagement
- 4) Deliver the Council's transformation programme
- 5) Reducing worklessness; raising adult skills and increase adult qualifications
- 6) Regenerate town and district centres
- 7) Tackling climate change by reducing CO2 emissions
- 8) Improve customer satisfaction with the quality of all local public services

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Building applications processed	2,398	2,400	2,450	2,500	2
Planning applications processed	2,638	2,700	2,600	2,700	4
Net additional homes provided	1,370	903	903	709	(21)
Average sick days per FTE					

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	11,121	10,309	9,547	9,915	4
Premises related expenditure	351	305	442	510	15
Supplies and Services	5,900	1,790	1,629	2,145	32
Third Party Payments	4,401	8,540	5,908	1,408	(76)
Transfer Payments	-	-	-	-	n/a
Transport related expenditure	157	131	137	81	(41)
Capital Charges	8,115	389	389	796	105
Deferred/Intangible Charges	10,009	7	7	91	1,200
Corporate support services bought in	2,463	2,969	2,968	3,265	10
Recharges (to) / from other services	(1,675)	(2,406)	(1,687)	(1,728)	2
TOTAL EXPENDITURE	40,842	22,034	19,340	16,482	(15)
Government Grants	(2,548)	(400)	(587)	(211)	(64)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(15,284)	-	(13)	-	(100)
Fees and Charges	(2,498)	(3,269)	(3,005)	(3,432)	14
Other Customer and Client Receipts	(1,184)	(669)	(613)	(686)	12
Interest Receivable	-	-	-	-	n/a
TOTAL INCOME	(21,514)	(4,338)	(4,218)	(4,329)	3

NET COST OF SERVICE	19,328	17,696	15,122	12,152	(20)
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Contributions to / (from) Reserves		-	-	-	n/a
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CURRENT BUDGET	19,886		14,873		
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TOTAL VARIANCE FROM BUDGET- Over/(Under)	(55)		249		
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TOP FIVE FINANCIAL RISKS 2011/12

- 1) Economic factors impacting a range of areas: Planning & Building Control fee income, increased demands on Economic Development budgets, as well as reduced land sales impacting regeneration objectives
- 2) Strong co-ordination and programme management of Engineering, Transportation and Development team recharges to capital and other project budgets to fund new structure
- 3) Failure to secure adequate level of external project funding, needed to promote regeneration in the Borough
- 4) The delivery of public enquiries arising from the LDF and possible call in of major projects could not be resourced (est. £200K)
- 5) Maintaining effective financial and performance management relationships with delivery partners

CABINET MEMBERS

Councillor Dudley Mead	Deputy Leader and Cabinet Member for Housing, Finance and Asset Management
Councillor Simon Hoar	Cabinet Member for Regeneration and Economic Development
Councillor Jason Perry	Cabinet Member for Planning, Conservation and Climate Change

PLANNING, REGENERATION & CONSERVATION

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Emma Peters	Executive Director of Planning, Regeneration and Infrastructure	65485
Tony Middleton	Director - Regeneration and Infrastructure	65407
Mike Kiely	Director - Planning and Building Control	65558
Tony Antoniou	Director - Economy and Sustainability	65558

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's		ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
4,925	Planning & Building Control	4,414	(13)	(474)	3,928	(11)
1,860	Regeneration and Infrastructure	4,497	(34)	(791)	3,672	(18)
8,306	Economy & Sustainability	8,678	1	(4,215)	4,464	(49)
-	Business Management	107	(2)	(15)	90	(16)
-	Trading Account - Building Control	-	(21)	21	-	n/a
15,091	TOTAL NET SPEND	17,696	(70)	(5,474)	12,152	(31)

-	Good housekeeping loan	-	-	-	-	n/a
-	Contributions to / (from) Reserves	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Planning & Building Control	101.0	107.0	6.0
Regeneration and Infrastructure	70.0	44.0	(26.0)
Economy & Sustainability	19.0	36.0	17.0
Business Management	9.0	9.0	-
Trading Account - Building Control	-	-	-
TOTAL FTE STAFF	199.0	196.0	(3.0)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,547	Employees	10,309	(36)	(358)	9,915	(4)
442	Premises related expenditure	305	-	205	510	67
1,629	Supplies and Services	1,790	5	349	2,145	20
5,908	Third Party Payments	8,540	12	(7,144)	1,408	(84)
-	Transfer Payments	-	-	-	-	n/a
137	Transport related expenditure	131	-	(51)	81	(38)
3,528	Recharges from other departments	3,521	-	(943)	2,579	(27)
21,191	TOTAL EXPENDITURE	24,596	(19)	(7,941)	16,636	(32)
(587)	Government Grants	(399)	-	188	(211)	(47)
-	Area Based Grants	-	-	-	-	n/a
(13)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(3,005)	Fees and Charges	(3,269)	(35)	(128)	(3,432)	5
(613)	Other Customer and Client Receipts	(669)	(17)	-	(686)	3
-	Interest Receivable	-	-	-	-	n/a
(5,215)	Recharges to other services	(5,927)	1	1,619	(4,306)	(27)
(9,433)	TOTAL INCOME	(10,265)	(51)	1,679	(8,636)	(16)

11,758	NET CONTROLLABLE COST	14,332	(70)	(6,262)	8,000	(44)
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389	Capital Charges	389	-	407	796	104
7	Deferred/Intangible Charges	7	-	84	91	1,200
2,968	Corporate support services bought in	2,969	-	296	3,265	10
3,364	TOTAL UNCONTROLLABLE COST	3,365	-	787	4,152	23

15,122	NET COST OF SERVICE	17,696	(70)	(5,474)	12,152	(31)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

15,122	TOTAL NET EXPENDITURE	17,696	(70)	(5,474)	12,152	(31)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	1,869
Strategic budget - agreed additional income / savings	(631)
Other resource changes	1,238
TOTAL OTHER VARIATIONS IN RESOURCE	(5,474)

SERVICE DESCRIPTION

The Planning & Building Control service covers the following areas of activity:

Development management :

The service manages development and environmental change so that it contributes to the creation of sustainable communities and vibrant and prosperous places.

Spatial Planning :

The service seeks to develop the spatial vision for Croydon and to deliver community strategy priorities through the Local development framework.

Building control :

The service seeks to ensure that new buildings are safe, sustainable and accessible.

Housing development and growth partnerships :

Through strategic partnership working the team aims to maximise investment and delivery of sustainable housing and regeneration by: Developing the borough's approach to the Single Conversation and Delegated Delivery; maximising the number of new homes delivered through the National Affordable Housing Programme, negotiating the level of affordable housing provided by private developers through S106 planning policy requirements, strategic development of the council new build programme, Providing the move on accommodation required by the Supporting people team, promoting a range of housing options to help local people meet their housing needs and aspirations

Directorate :

Strategic management of Planning & Building Control Directorate.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Control	485	(4)	(99)	382	(21)
PBC Directorate	0	(1)	1	-	n/a
Planning Control	1,802	(3)	(145)	1,654	(8)
Housing Development	-	(2)	286	284	n/a
Spatial Planning	2,127	(2)	(516)	1,608	(24)
TOTAL NET SPEND	4,414	(13)	(474)	3,928	(11)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Building Control	24.0	24.0	-
PBC Directorate	1.0	2.0	1.0
Development Control	51.0	51.0	-
Housing Development	-	9.0	9.0
Spatial Planning	25.0	21.0	(4.0)
TOTAL FTE STAFF	101.0	107.0	6.0

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
5,254	Employees	4,733	(15)	547	5,265	11
-	Premises related expenditure	-	-	-	-	n/a
669	Supplies and Services	684	5	(139)	550	(20)
43	Third Party Payments	26	-	-	26	-
-	Transfer Payments	-	-	-	-	n/a
88	Transport related expenditure	76	-	(32)	44	(42)
2,173	Recharges from other services	971	-	(353)	618	(36)
8,227	TOTAL EXPENDITURE	6,490	(10)	24	6,504	0
(211)	Government Grants	(99)	-	(112)	(211)	113
-	Area Based Grants	-	-	-	-	n/a
(6)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(2,542)	Fees and Charges	(1,693)	(3)	(163)	(1,859)	10
(37)	Other Customer and Client Receipts	(37)	(1)	-	(38)	3
-	Interest Receivable	-	-	-	-	n/a
(1,965)	Recharges to other services	(1,531)	1	(434)	(1,964)	28
(4,761)	TOTAL INCOME	(3,360)	(3)	(709)	(4,072)	21

3,466	NET CONTROLLABLE COST	3,130	(13)	(685)	2,432	(22)
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-	Capital Charges	-	-	6	6	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
1,459	Corporate support services bought in	1,284	-	205	1,489	16
1,459	TOTAL UNCONTROLLABLE COST	1,284	-	211	1,495	16

4,925	NET COST OF SERVICE	4,414	(13)	(474)	3,928	(11)
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

4,925	TOTAL NET EXPENDITURE	4,414	(13)	(474)	3,928	(11)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
Growth - adjustments to capital recharge targets		100
		100
<u>Strategic budget - agreed additional income / savings</u>		
	Ref	
Spatial planning - 20% reduction		(210)
Introduction of domestic pre application fee		(65)
Reduction in running cost outlay		(35)
Step Change - review of car allowance		(33)
Step Change - customer access strategy efficiencies		(20)
Step Change - review of employment base cost review savings		(12)
		(375)
<u>Other resource changes</u>		
	Ref	
Changes to corporate support charges		36
Removal of ABG for Local Development Framework		(133)
Other adjustments		100
Adjustment to Building Control Trading Account		(21)
Net reduction in intra departmental recharges		(506)
Restructure within department - Housing Development from Regeneration & Infrastructure		325
		(199)
TOTAL OTHER VARIATIONS IN RESOURCE		(474)

SERVICE DESCRIPTION

The Regeneration & Infrastructure division covers the following areas of activity:

CCURV & Development team

The team leads on the council's borough wide regeneration programme, initiating, facilitating and delivering town and district centre regeneration schemes that are both council and private sector led. The team manages several of the council's corporate projects from start up/initiation through to completion; projects include Purley, Waddon, Coulsdon, Gateway and Park Place. The CCURV client team manage the governance, performance and administrative arrangements of the CCURV. The team also leads on promotional work relating to the corporate regeneration programme.

Corporate Real Estate

The team leads on corporate strategic asset management of the council's property portfolio and implementation of the council's property strategy and corporate asset management plan. The team adopts a partnership approach to work, promoting partnership working and the development of innovative joint public sector initiatives via the public sector property partnership. The team hosts the property consultancy function that manages the corporate estates framework, provides specialist advice to corporate schemes, manages the council's landlord and tenant relationships, property brokerage service, right to buy programme as well as delivering the council's annual disposal programme. The team leads on strategic land assembly, the asset challenge programme and the council's investment portfolio.

Corporate Construction

The team leads on the delivery of the Council's capital construction programme including delivery of the primary capital programme. Managing projects from inception to completion the team employs the use of a gateway project management system.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B)	Other (C)		
		£000's	£000's		
Regeneration & Infrastructure Directorate	-	(2)	2	-	n/a
Corporate Estate and Infrastructure	1,030	(30)	496	1,497	45
Engineering	2,184		(2,184)	(0)	(100)
Development & CCURV	958	(3)	123	1,078	13
Transforming Croydon Schools	-		1,097	1,097	n/a
Housing Development and Growth Partnerships	325		(324)	0	(100)
TOTAL NET SPEND	4,497	(34)	(791)	3,672	(18)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Regeneration & Infrastructure Directorate	1.0	1.0	-
Corporate Estate & Infrastructure	24.0	24.0	-
Engineering	25.0	-	(25.0)
Development & CCURV	9.0	9.0	-
Transforming Croydon Schools		10.0	10.0
Housing Development and Growth Partnerships	11.0	-	(11.0)
TOTAL FTE STAFF*	70.0	44.0	(26.0)

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
1,367	Employees	3,800	(9)	(1,951)	1,840	(52)
327	Premises related expenditure	305	-	15	320	5
423	Supplies and Services	899	-	236	1,136	26
722	Third Party Payments	1,377	-	(502)	874	(36)
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	51	-	(50)	2	(97)
514	Recharges from other services	1,045	-	(588)	457	(56)
3,363	TOTAL EXPENDITURE	7,477	(9)	(2,840)	4,628	(38)
-	Government Grants	(211)	-	211	-	(100)
-	Area Based Grants	-	-	-	-	n/a
(7)	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(310)	Fees and Charges	(464)	(10)	67	(407)	(12)
(576)	Other Customer and Client Receipts	(617)	(15)	-	(632)	2
-	Interest Receivable	-	-	-	-	n/a
(1,112)	Recharges to other services	(2,727)	-	1,705	(1,022)	(63)
(2,005)	TOTAL INCOME	(4,019)	(25)	1,983	(2,061)	(49)
1,358	NET CONTROLLABLE COST	3,458	(34)	(857)	2,567	(26)
11	Capital Charges	22	-	262	284	1,170
-	Deferred/Intangible Charges	-	-	46	46	n/a
491	Corporate support services bought in	1,017	-	(242)	775	(24)
502	TOTAL UNCONTROLLABLE COST	1,039	-	65	1,104	6
1,860	NET COST OF SERVICE	4,497	(34)	(791)	3,672	(18)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
1,860	TOTAL NET EXPENDITURE	4,497	(34)	(791)	3,672	(18)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						
						Ref
Growth - adjustment to capital recharge targets						140
Growth - funding for Transforming Croydon's Schools programme						853
						993
<u>Strategic budget - agreed additional income / savings</u>						
						Ref
Reduction in running cost outlay						(32)
Step Change - review of car allowance						(5)
Step Change - Employment based cost review savings						(22)
						(59)
<u>Other resource changes</u>						
						Ref
Changes to corporate support charges						602
Other adjustments						(135)
Net increase in intra departmental charges						210
Restructure within department - Engineering and Housing Development to E&S and P&BC Directorates						(2,402)
						(1,725)
TOTAL OTHER VARIATIONS IN RESOURCE						(791)

SERVICE DESCRIPTION

Economic Development
 The service is responsible for promotion and delivery of economic development initiatives for Croydon, in partnership with the public, private and third sectors. This includes working with the partners to implement and review the Economic Development Strategy; developing a co-ordinated Skills and Employment Strategy; contributing to key targets; Inward Investment, District Centre Management and delivery of enterprise projects funded by third parties

Sustainable Development Team
 This team is responsible for promoting and delivering sustainable development in all sectors of the community, with a particular focus on sustainable development, carbon reduction and energy usage reduction.

Strategic Transport
 To lead the identification and delivery of the Borough's strategic transport requirements. To ensure the creation, implementation and monitoring of a full strategic transportation strategy for Croydon including its strategic role within the infrastructure of the South London economy. To produce the Croydon Local Implementation Plan, manage its submission to TfL and monitor subsequent delivery. To manage the Development Control function with regards to highways, traffic and transport.

Traffic & Engineering
 This unit is combined of the Road Safety, Traffic Management and Professional & Technical engineering functions. The Road Safety function provides advice, support and training to stakeholders, in particular vulnerable road user groups. It also identifies, designs and implements a full range of road safety improvement measures as part of the BSP and LIP programme with TfL. The Professional and technical function undertakes duties relating to highways and drainage & bridges structure design, inspection, assessment and maintenance. It is responsible for regulatory functions as well as participating in and promoting new developments, and supporting the TfL BSP and LIP processes. The Traffic Management function oversees the works undertaken on the highway by statutory undertakers, and the subsequent temporary traffic diversions.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE (E) %
	2010/11 (A) £000's	Inflation (B) £000's	Other (C) £000's	2011/12 (D) £000's	
Economy and Sustainability Directorate	1	(1)	(0)	0	(99)
Sustainable Development	911	(1)	(601)	309	(66)
PRC Directorate	0			0	n/a
Strategic Finance	(0)		(22)	(22)	224,800,001
Strategic Transport	354	(1)	(81)	273	(23)
Economic Strategy	7,412	(1)	(5,972)	1,439	(81)
Traffic & Engineering	0	4	2,461	2,465	n/a
TOTAL NET SPEND	8,678	1	(4,215)	4,464	(49)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Economy & Environment Directorate	1.0	1.0	-
PRC Directorate	1.0	-	(1.0)
Sustainable Development	5.0	3.0	(2.0)
Strategic Finance	6.0	-	(6.0)
Transport Strategy	3.0	3.0	-
Economic Strategy	3.0	3.0	-
Traffic & Engineering	-	26.0	26.0
TOTAL FTE STAFF	19.0	36.0	17.0

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,515	Employees	1,295	(10)	1,056	2,341	81
115	Premises related expenditure	-	-	190	190	n/a
534	Supplies and Services	152	-	240	392	158
5,143	Third Party Payments	7,135	12	(6,642)	505	(93)
-	Transfer Payments	-	-	-	-	n/a
38	Transport related expenditure	3	-	31	34	1,033
776	Recharges from other services	420	-	31	451	7
9,121	TOTAL EXPENDITURE	9,005	2	(5,095)	3,912	(57)
(376)	Government Grants	(89)	-	89	-	(100)
-	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(153)	Fees and Charges	-	(2)	(82)	(83)	n/a
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
(1,558)	Recharges to other services	(1,148)	-	379	(769)	(33)
(2,087)	TOTAL INCOME	(1,237)	(2)	387	(852)	(31)
7,034	NET CONTROLLABLE COST	7,768	1	(4,708)	3,060	(61)
378	Capital Charges	367	-	136	503	37
7	Deferred/Intangible Charges	7	-	39	46	557
887	Corporate support services bought in	537	-	319	856	59
1,272	TOTAL UNCONTROLLABLE COST	911	-	493	1,404	54
8,306	NET COST OF SERVICE	8,678	1	(4,215)	4,464	(49)
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
8,306	TOTAL NET EXPENDITURE	8,678	1	(4,215)	4,464	(49)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
Growth - adjustment to capital recharge targets						85
Growth - continuation of Economic Development Service						691
						776
<u>Strategic budget - agreed additional income / savings</u>						Ref
Sustainable Development - 40% reduction in resources						(113)
Increase in Highways inspection fees						(15)
Reduction in running cost outlay						(23)
Step Change - review of car allowances						(13)
Step Change - employment based cost review savings						(18)
Step Change - Corporate P2P Solution						(8)
						(190)
<u>Other resource changes</u>						Ref
Unification of Finance service						(307)
Changes to corporate support charges						132
Loss of ABG funding - LEGL and Carbon Reduction						(7,021)
Other adjustments						(13)
Net increase in intra departmental recharges						331
Restructure within department - Traffic & Engineering function from Regeneration & Infrastructure						2,077
						(4,801)
TOTAL OTHER VARIATIONS IN RESOURCE						(4,215)

SERVICE DESCRIPTION

This service is comprised of two functions:

Policy and Performance

This area will be responsible for the efficient and effective Management of the Executive Director’s Office and the required Policies, Performance Monitoring (KPIs, Corporate and Service plan targets etc), Data Intelligence Forward Plan and Communications of the Planning, Regeneration and Conservation Department.

To be responsible for ensuring the Service communicates effectively with the Press Office, Members (Bulletins), External Partners, Various Community Bodies and the Public. To ensure that complaints and FOIs are dealt with efficiently and effectively including recording response times and quality assuring.

To be responsible for the Databases and Intelligence gathering of the Service, ensuring it is accurate, appropriate and fit for purpose.

To be responsible for the efficient and effective working of the PA Network, thereby ensuring proper support to the Executive Director and the Directors.

Accessibility Advice

This function provides the Council's strategic advice in relation to accessibility issues. This includes advice on accessibility issues to the community, as well as directly on planning and building control applications. It also facilitates the Croydon Mobility Forum.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Policy and Performance	(0)	(2)	2	(0)	1,100,000
Accessibility Advice	107	(0)	(17)	90	(16)
TOTAL NET SPEND	107	(2)	(15)	90	(16)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Policy & Performance	8.0	8.0	-
Accessibility Advice	1.0	1.0	-
TOTAL FTE STAFF	9.0	9.0	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
411	Employees	481	(2)	(10)	469	(2)
-	Premises related expenditure	-		-	-	n/a
3	Supplies and Services	6		12	18	200
-	Third Party Payments	2		-	2	-
-	Transfer Payments	-		-	-	n/a
1	Transport related expenditure	1		(0)	1	-
65	Recharges from other services	6		(3)	3	(50)
480	TOTAL EXPENDITURE	496	(2)	(2)	492	(1)
-	Government Grants	-		-	-	n/a
-	Area Based Grants	-		-	-	n/a
-	Other Grants, reimbursements and contributions	-		-	-	n/a
-	Fees and Charges	-		-	-	n/a
-	Other Customer and Client Receipts	-		-	-	n/a
-	Interest Receivable	-		-	-	n/a
(580)	Recharges to other services	(521)		(31)	(552)	6
(580)	TOTAL INCOME	(521)	-	(31)	(552)	6

(100)	NET CONTROLLABLE COST	(25)	(2)	(33)	(60)	140
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-	Capital Charges	-		3	3	n/a
-	Deferred/Intangible Charges	-		-	-	n/a
131	Corporate support services bought in	131		15	146	11
131	TOTAL UNCONTROLLABLE COST	131	-	18	149	14

31	NET COST OF SERVICE	107	(2)	(15)	90	(16)
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-	Contributions to / (from) Earmarked Reserves	-		-	-	n/a
-	Contributions to / (from) Capital Reserves:	-		-	-	n/a
-	Financing of Capital Expenditure	-		-	-	n/a
-	Provision for Repayment of External Loans	-		-	-	n/a
-	Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

31	TOTAL NET EXPENDITURE	107	(2)	(15)	90	(16)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
Strategic budget - agreed pressures / service demands	Ref	-
Strategic budget - agreed additional income / savings	Ref	(7)
Step Change - employment based cost review savings		(7)
Other resource changes	Ref	17
Changes to corporate support services		10
Other adjustments		(35)
Net reduction in intra departmental recharges		(8)
TOTAL OTHER VARIATIONS IN RESOURCE		(15)

SERVICE DESCRIPTION

Building Control Trading Account

Examining on behalf of the Council applications for approval under the Building Regulations and allied legislation, inspecting site works with regard to structural stability, means of escape, structural fire precautions, thermal and sound insulation, drainage, access for disabled etc.

This is a statutory service which is subject to competition from the private sector. The Building Regulations element of the service is required by statute to be self-financing on a 3 year rolling programme and represents approximately 70% of the expenditure of the 'Building Control service. The residual 30% of Building Control that is not part of the trading account is shown in section 1.1

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Building Control Trading Account	-	(21)	21	-	n/a
TOTAL NET SPEND	-	(21)	21	-	n/a

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Building Control Trading Account	-	-	-
Staffing numbers are included within Planning & Development Services on page 1.1			-
TOTAL FTE STAFF	-	-	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	49			49	-
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	1,079		(29)	1,050	(3)
-	TOTAL EXPENDITURE	1,128	-	(29)	1,099	(3)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(1,112)	(20)	50	(1,082)	(3)
-	Other Customer and Client Receipts	(16)	(1)		(17)	9
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	(1,128)	(21)	50	(1,099)	(3)

-	NET CONTROLLABLE COST	-	(21)	21	-	n/a
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-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

-	NET COST OF SERVICE	-	(21)	21	-	n/a
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-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

-	TOTAL NET EXPENDITURE	-	(21)	21	-	n/a
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref	
		-
<u>Strategic budget - agreed additional income / savings</u>	Ref	
		-
<u>Other resource changes</u>	Ref	
Adjustment in charge to trading account from Building Control service		21
		21
TOTAL OTHER VARIATIONS IN RESOURCE		21

RESOURCES & CUSTOMER SERVICES

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KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

1. Deliver the Access Strategy and increase our income by £1.5m;
2. Develop the new structure for Strategy, Commissioning, Procurement and Performance and implement the new national performance framework;
3. Build on the finance unification and deliver finance process improvement;
4. Deliver FM and ICT sourcing strategies and key step change projects;

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	FORECAST 2011/12	% CHANGE
Debts Raised	30,838	26,000	30,000	31,000	3
Audit Days Delivered		1,740			n/a
Insurance Claims received.	779	760	800	800	-
No of Benefit Claimants	39,644	37,000	42,419	43,500	3
Council Tax Dwellings	144,791	145,091	146,079	146,542	0
Housing Benefit : number of days to assess new claim	19	18	18	17	(6)
Average sick days per FTE	8.08	9	6.05	7	

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	25,235	25,280	28,315	27,270	(4)
Premises related expenditure	7,759	7,881	7,673	7,269	(5)
Supplies and Services	10,870	9,934	5,971	5,819	(3)
Third Party Payments	18,897	26,822	27,686	30,092	9
Transfer Payments	232,411	234,381	234,565	288,523	23
Transport related expenditure	82	93	86	47	(45)
Capital Charges	14,858	1,982	1,982	3,657	84
Deferred/Intangible Charges	1,133	738	739	1,854	151
Corporate support services bought in	3,981	(37,256)	(37,257)	(38,595)	4
Recharges (to) / from other services	(43,005)	(2,920)	(2,300)	(2,177)	(5)
TOTAL EXPENDITURE	272,221	266,937	267,460	323,760	21
Government Grants	(242,673)	(238,110)	(238,181)	(288,334)	21
Area Based Grant	-	-	-	-	n/a
Other Grants, reimbursements and contributions	(4,751)	(5,748)	(5,682)	(6,086)	7
Fees and Charges	(2,921)	(2,335)	(3,654)	(2,794)	(24)
Other Customer and Client Receipts	(2,285)	(1,086)	(1,355)	(1,221)	(10)
Interest Receivable	(55)	(120)	(120)	(120)	-
TOTAL INCOME	(252,685)	(247,399)	(248,992)	(298,555)	20
NET EXPENDITURE	19,536	19,539	18,468	25,207	36
Contributions to / (from) Reserves		(120)	(120)	(120)	-
CURRENT BUDGET	15,823		22,749		
TOTAL VARIANCE FROM BUDGET- Over/(Under)	(263)		(4,401)		

TOP FIVE FINANCIAL RISKS 2011/12

- 1) Realising efficiency options of £4,412m
- 2) Delays in implementation of senior management restructure
- 3) Delays in implementation of step change projects leading to reduced benefits
- 4) Consolidation of the restructure of central departments
- 5) Collection of benefits overpayment

RESOURCES & CUSTOMER SERVICES
SERVICE SUMMARY
CABINET MEMBERS

Councillor Sara Bashford	Cabinet Member for Customer Services, Culture & Sport
Councillor Dudley Mead	Deputy Leader (Statutory) and Cabinet Member for Housing, Finance & Asset Management

DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Nathan Elvery	Executive Director of Resources & Customer Services	62822
Sarah Ireland	Director - Performance	62070
Richard Simpson	Director - Corporate Financial Services	61848
Graham Cadle	Director - Customer Services	63295
Aiden McManus	Director - Transformation & Support Services	62552

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
2,973	Financial Services	65	(18)	171	218	235
5,500	Customer Services	5,531	(43)	2,755	8,243	49
9,445	Concessionary Fares	9,427	-	3,500	12,927	37
(548)	Performance	(290)	20	(60)	(330)	14
978	Transformation & Support Services	592	1,118	2,320	4,029	581
-	Transforming Croydon Schools (moved to PRC)	4,095	-	(4,095)	-	(100)
18,348	TOTAL NET SPEND	19,420	1,077	4,591	25,086	29

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Financial Services	60.6	121.1	60.5
Customer Services	428.8	403.6	(25.2)
Concessionary Fares	-	-	-
Performance	65.5	56.4	(9.1)
Transformation & Support Services	92.8	81.8	(11.0)
TOTAL FTE STAFF	647.7	662.9	15.2

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
28,315	Employees	25,280	(97)	2,087	27,270	8
7,673	Premises related expenditure	7,881	178	(790)	7,269	(8)
5,971	Supplies and Services	9,934	38	(4,153)	5,819	(41)
27,686	Third Party Payments	26,822	991	2,279	30,092	12
234,565	Transfer Payments	234,381	-	54,142	288,523	23
86	Transport related expenditure	93	-	(46)	47	(49)
28	Recharges from other services	26	-	79	105	304
304,324	TOTAL EXPENDITURE	304,417	1,110	53,598	359,125	18
(238,181)	Government Grants	(238,110)	-	(50,224)	(288,334)	21
-	Area Based Grant	-	-	-	-	n/a
(5,682)	Other Grants, reimbursements and contributions	(5,748)	-	(338)	(6,086)	6
(3,654)	Fees and Charges	(2,335)	(1)	(458)	(2,794)	20
(1,355)	Other Customer and Client Receipts	(1,086)	(32)	(103)	(1,221)	12
(120)	Interest Receivable	(120)	-	-	(120)	-
(2,328)	Recharges to other services	(2,946)	-	664	(2,282)	(23)
(251,320)	TOTAL INCOME	(250,345)	(33)	(50,459)	(300,837)	20

53,004	NET CONTROLLABLE COST	54,072	1,077	3,139	58,288	8
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1,982	Capital Charges	1,982	-	1,675	3,657	84
739	Deferred/Intangible Charges	738	-	1,116	1,854	151
(37,257)	Corporate support services bought in	(37,256)	-	(1,339)	(38,595)	4
(34,536)	TOTAL UNCONTROLLABLE COST	(34,536)	-	1,452	(33,084)	(4)

18,468	NET COST OF SERVICE	19,539	1,077	4,591	25,207	29
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(120)	Contributions to / (from) Earmarked Reserves	(120)	-	-	(120)	-
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(120)	TOTAL APPROPRIATIONS	(120)	-	-	(120)	-

18,348	TOTAL NET EXPENDITURE	19,419	1,077	4,591	25,087	29
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
Strategic budget - agreed pressures / service demands		5,534
Strategic budget - agreed additional income / savings		(5,126)
Other resource changes		408
TOTAL OTHER VARIATIONS IN RESOURCE		4,591

RESOURCES & CUSTOMER SERVICES

FINANCIAL SERVICES

SERVICE DESCRIPTION

The Financial Services team have a key role in providing financial leadership to the organisation. The key objectives of the team are:

- Provision of financial advice to elected members and officers;
- Ensuring the robustness of the Council's annual budget (revenue and capital);
- Preparation of accounts within statutory deadlines;
- Robust and detailed in-year financial monitoring of budget and trends for the Council's delivery of its annual budget; (revenue and capital).
- Analysis of government grants, in particular the Formula Grant;
- Identifying areas where the council is not receiving the appropriate funding and presenting the Council's case for external funding
- Provision of financial management support and advice to all departments
- Supporting budget holders including ensuring they receive appropriate budget training;
- Developing and supporting the Council's financial systems to best meet the Council's business needs;
- The cash management function for the authority;
- Administration of the Croydon local government pension scheme; and
- Investment and administration of the Croydon Pension Fund

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Corporate Finance	-			0	n/a
Technical Finance	-			0	n/a
Departmental Financial Services	(3)	(19)	309	287	(9,667)
Financial Systems Team	-			0	n/a
Treasury & Pensions (RCS 1.1.a)	68	2	(138)	(68)	(200)
TOTAL NET SPEND	65	(18)	171	218	235

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Corporate Finance	16.8	14.0	(2.8)
Technical Finance	4.0	4.0	-
Departmental Financial Services	10.6	73.9	63.3
Financial Systems Team	6.4	6.4	-
Treasury & Pensions (RCS 1.1.a)	22.8	22.8	(0.0)
TOTAL FTE STAFF	60.6	121.1	60.5

RESOURCES & CUSTOMER SERVICES

FINANCIAL SERVICES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
6,274	Employees	3,011	(17)	3,158	6,152	104
-	Premises related expenditure	-	-	-	-	n/a
374	Supplies and Services	326	-	11	337	3
-	Third Party Payments	-	-	-	-	n/a
-	Transfer Payments	-	-	-	-	n/a
10	Transport related expenditure	1	-	10	11	1,000
-	Recharges from other services	-	-	-	-	n/a
6,658	TOTAL EXPENDITURE	3,338	(17)	3,179	6,500	95
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,338)	Fees and Charges	(987)	-	(355)	(1,342)	36
(37)	Other Customer and Client Receipts	(1)	(1)	(36)	(38)	3,700
-	Interest Receivable	-	-	-	-	n/a
(191)	Recharges to other services	(165)	-	(6)	(171)	4
(1,566)	TOTAL INCOME	(1,153)	(1)	(397)	(1,551)	35
5,092	NET CONTROLLABLE COST	2,185	(18)	2,782	4,949	126
-	Capital Charges	-	-	-	-	n/a
476	Deferred/Intangible Charges	475	-	-	475	-
(2,595)	Corporate support services bought in	(2,595)	-	(2,611)	(5,206)	101
(2,119)	TOTAL UNCONTROLLABLE COST	(2,120)	-	(2,611)	(4,731)	123
2,973	NET COST OF SERVICE	65	(18)	171	218	235
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
2,973	TOTAL NET EXPENDITURE	65	(18)	171	218	235

* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

	£000's
Strategic budget - agreed pressures / service demands	Ref
-	-
Strategic budget - agreed additional income / savings	Ref
Transfer student support service to national function	(200)
Further efficiencies from Finance unification and business process review	(250)
Step Change - Corporate P2P Solution	(1)
Step Change - EBCR	(29)
	(480)
Other resource changes	Ref
Virement - DIY, photocopy, mailroom distribution	(7)
Virement - P2P	(2)
Virement - Finance Unification	3,166
Step Change - Management office	105
Corporate Support Services bought in	(2,611)
	651
TOTAL OTHER VARIATIONS IN RESOURCE	171

SERVICE DESCRIPTION

- Administering the cash management function for the authority, including investment of cash balances, investment of the Pensions Fund, management of the authority's debt portfolio, and ensuring adequate liquidity at all times.
- Administering the Council's local government pension scheme.
- Advising on treasury management, and the prudential regime.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Pensions and Gratuities	6			6	-
Pension and Treasury Management	(15)	2	(138)	(151)	907
Pension Administration Team	-			-	n/a
Teachers Pension Admin	77			77	-
TOTAL NET SPEND	68	2	(138)	(68)	(200)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN
	FTE STAFF	FTE STAFF	FTE STAFF
Pensions and Gratuities	-	-	-
Pension and Treasury Management	4.0	4.0	-
Pension Administration Team	16.8	16.8	-
Teachers Pension Admin	2.0	2.0	-
TOTAL FTE STAFF	22.8	22.8	-

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	1,218	2	(1)	1,219	0
	Premises related expenditure	-			-	n/a
	Supplies and Services	112			112	-
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	1			1	-
	Recharges from other services	-			-	n/a
	TOTAL EXPENDITURE	1,331	2	(1)	1,332	0
	Government Grants	-			-	n/a
	Area Based Grant	-			-	n/a
	Other Grants, reimbursements and contributions	-			-	n/a
	Fees and Charges	(885)		(1)	(886)	0
	Other Customer and Client Receipts	-			-	n/a
	Interest Receivable	-			-	n/a
	Recharges to other services	(166)		20	(146)	(12)
		-		19	(1,032)	(2)

	NET CONTROLLABLE COST	280	2	18	300	7
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	Capital Charges	-			-	n/a
	Deferred/Intangible Charges	2		(2)	-	(100)
	Corporate support services bought in	(214)		(154)	(368)	72
	TOTAL UNCONTROLLABLE COST	(212)	-	(156)	(368)	74

	NET COST OF SERVICE	68	2	(138)	(68)	(200)
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	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
	Financing of Capital Expenditure	-	-	-	-	n/a
	Provision for Repayment of External Loans	-	-	-	-	n/a
	Contribution to / (from) General Balances	-	-	-	-	n/a
	TOTAL APPROPRIATIONS	-	-	-	-	n/a

	TOTAL NET EXPENDITURE	68	2	(138)	(68)	(200)
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE

		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
-	Ref	-
		-
<u>Strategic budget - agreed additional income / savings</u>		
Step Change - EBCR	Ref	(3)
-		-
		(3)
<u>Other resource changes</u>		
Reduction of Treasury recharge to Pension fund	Ref	19
Other minor adjustments		2
Deferred/Intangible Charges		(2)
Corporate Support Services bought in		(154)
		(135)
TOTAL OTHER VARIATIONS IN RESOURCE		(138)

SERVICE DESCRIPTION

Divisional Overview of Services

The Customer Services Division provides front line access to services for the Council's customers through the multi-channel contact centre which includes the Council's customer call centre and Access Croydon services. Services are being transformed through the delivery of the Customer Access project which will move further services into the front office to wherever possible resolve matters for the customer at the first point of contact whilst driving efficiency for the organisation.

In addition, the Division is responsible for maintaining and developing its understanding of customer needs and priorities to enable its services to be continually developed to meet these needs and priorities, utilising customer insight and technology to improve performance. This includes the management of the corporate complaints service which is key to resolving customer issues and identifying service improvements.

The Division is responsible for defining and improving customer service standards across the whole Council and works closely with the departments to achieve this. We also work closely with partner agencies to improve service access for the public across organisational boundaries, as part of the community strategy.

As well as front facing services it delivers the revenues, benefits, exchequer, land charges, travel services and interpreting services, providing efficient and effective delivery whilst maximising income to the authority.

The Division has been set up to provide focus to ensure we meet our customers' expectations and needs, whilst maximising the income streams to the authority.

Much of the transformation to improve these services requires the development of new technology streams to improve efficient access to our services and to streamline and automate processes.

Initial projects are underway to measure and improve customer services, to provide greater access through technology and to provide efficiencies through shared services. We are confident our record of high performance will allow the effective management of such opportunities.

Division's Service Priorities

- Deliver the councils access strategy project to improve customer access and organisational efficiency;
- Increase customer satisfaction with quality of all local public services ;
- Develop an approach to using customer feedback, including complaints, to inform service planning and delivery across the council and its contractors;
- Answer 80% of personal visits in 15mins;
- Reduce abandoned calls to;
- 65% of enquiries completed in the customer contact centre;
- Increase self service options through redesign of service delivery to enable them to be delivered via the website;
- Maximise % of enquiries completed in the customer contact centre;
- Deliver IT solutions to improve service performance and efficiency – incl. payment channels, Direct Debit, BACS and on-line customer information.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET	% CHANGE
	2010/11	Inflation	Other	2011/12	
	(A)	(B)	(C)	(D)	(E)
	£000's	£000's	£000's	£000's	%
Revenues	1,808	(4)	(158)	1,646	(9)
Assessments	289	(10)	3,053	3,332	1,053
Home Visits	1,349	(4)	164	1,509	12
Exchequer	621	(3)	(248)	370	(40)
Customer Strategy & Development	427	(4)	(270)	153	(64)
Business Support & Fulfilment	2,752	28	85	2,865	4
Contact Centre	(229)	(25)	112	(142)	(38)
Land Charges	(166)	(21)	17	(170)	2
Housing Benefit (Finance)	(1,320)	-	-	(1,320)	-
TOTAL NET SPEND	5,531	(43)	2,755	8,243	49

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET	ORIGINAL BUDGET	CHANGE IN
	2010/11	2011/12	FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Revenues	48.0	45.8	(2.2)
Assessments	68.0	59.8	(8.2)
Home Visits	32.8	31.1	(1.8)
Exchequer	33.7	24.7	(9.0)
Customer Strategy & Development	16.0	16.0	-
Business Support & Fulfilment	44.3	42.3	(2.0)
Contact Centre	174.0	175.0	1.0
Land Charges	12.0	9.0	(3.0)
TOTAL FTE STAFF	428.8	403.6	(25.2)

RESOURCES & CUSTOMER SERVICES

CUSTOMER SERVICES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
13,938	Employees	13,789	(51)	(497)	13,241	(4)
5	Premises related expenditure	6	-	(1)	5	(17)
3,334	Supplies and Services	3,153	3	694	3,850	22
1,328	Third Party Payments	1,489	34	(403)	1,120	(25)
234,565	Transfer Payments	234,381	-	54,142	288,523	23
14	Transport related expenditure	43	-	(30)	13	(70)
8	Recharges from other services	7	-	79	86	1,129
253,192	TOTAL EXPENDITURE	252,868	(14)	53,984	306,838	21
(237,596)	Government Grants	(237,412)	-	(50,809)	(288,221)	21
-	Area Based Grant	-	-	-	-	n/a
(5,682)	Other Grants, reimbursements and contributions	(5,748)	-	(338)	(6,086)	6
(308)	Fees and Charges	(308)	(1)	(50)	(359)	17
(1,132)	Other Customer and Client Receipts	(883)	(28)	(167)	(1,078)	22
-	Interest Receivable	-	-	-	-	n/a
(763)	Recharges to other services	(776)	-	39	(737)	(5)
(245,481)	TOTAL INCOME	(245,127)	(29)	(51,325)	(296,481)	21
7,711	NET CONTROLLABLE COST	7,741	(43)	2,659	10,357	34
-	Capital Charges	-	-	10	10	n/a
96	Deferred/Intangible Charges	96	-	302	398	
(2,307)	Corporate support services bought in	(2,306)	-	(216)	(2,522)	9
(2,211)	TOTAL UNCONTROLLABLE COST	(2,210)	-	96	(2,114)	(4)
5,500	NET COST OF SERVICE	5,531	(43)	2,755	8,243	49
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
5,500	TOTAL NET EXPENDITURE	5,531	(43)	2,755	8,243	49

*** OTHER VARIATIONS IN LEVEL OF EXPENDITURE**

	£000's
<u>Strategic budget - agreed pressures / service demands</u>	Ref
Shortfall in Land Charges income following change in charging for personal searches	50
Access strategy Staff costs	370
	420
<u>Strategic budget - agreed additional income / savings</u>	Ref
Ending of Welcome Pack	(25)
Sell and/or extend selling of training services externally	(50)
Discontinue all cash activity across organisation	(50)
Further roll-out of voice activated phone services	(100)
Introduction of automated scanning and data extract systems for specific forms	(120)
Migration of complaints to CRM system	(34)
Restructure of technical team (Business Support)	(40)
Review costs associated with Northgate Software provision	(50)
Step Change - Corporate P2P Solution	(49)
Step Change - Access Strategy and Contact	(462)
Step Change - EBCR	(163)
	(1,143)
<u>Other resource changes</u>	Ref
Virement - DIY, photocopy, mailroom distribution	(106)
Virement - P2P	156
Virement - ICS Training budget	2
Specific Grants (Housing and Council Tax Benefit Subsidy Admin Grant)	3,333
Other minor adjustments	(4)
Capital Charges	10
Deferred/Intangible Charges	302
Corporate Support Services bought in	(215)
	3,478
TOTAL OTHER VARIATIONS IN RESOURCE	2,755

SERVICE DESCRIPTION

Freedom Pass Scheme
 The Freedom Pass scheme provides free travel at any time on public transport (Transport for London buses, tube, tram Docklands Light Railway and London Overground) within Greater London to borough residents who have either reached the female state retirement age, or who meet the qualifying criteria for the Disabled Freedom Pass. It also provides these pass holders with free travel in standard accommodation on most local national rail services (other than London Overground) between 9.30 am and 4.30 am the following morning, Monday to Friday, plus all day at weekends and on public holidays. There are a number of exceptions where free travel on trains is not available . Freedom Passes issued under the English National Concessionary Travel Scheme also allow free travel anywhere else in England on local buses between 9.30 am and 11 pm Monday to Friday, all day at weekends and on public holidays.
 The scheme is administered by London Councils with costs being recharged to individual London boroughs based mainly on usage of the scheme. This scheme was extended from 1.4.08 to all parts of Britain, however passes can only be used in the resident nation.

London Taxicard Scheme
 This scheme enables clients who are blind or who have severe mobility disabilities and who are not ordinarily able to use public transport, to make a number of journeys each year by licensed black cabs at a subsidised rate. The amount of the subsidy available and the number of subsidised trips permitted each year is currently under review.

Blue Badge Scheme
 The Blue Badge provides on-street parking concessions throughout the European Union to car users who have severely limited mobility, those who are regular drivers unable to use some or all types of parking meters because of a severe disability in both arms or those who qualify under other automatic criteria. In 2007 the scheme was extended to include to some severely disabled infants under the age of two years . The Department

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Freedom Pass Scheme	9,309	-	3,485	12,794	37
Taxicard Scheme	125	-	15	140	12
Blue Badge Scheme	(7)	-	-	(7)	-
TOTAL NET SPEND	9,427	0	3,500	12,927	37

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Freedom Pass	-	-	-
Taxicard Scheme	-	-	-
Blue Badge Scheme	-	-	-
TOTAL FTE STAFF	-	-	-

RESOURCES & CUSTOMER SERVICES
CONCESSIONARY FARES
SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-	-	-	-	n/a
-	Premises related expenditure	-	-	-	-	n/a
47	Supplies and Services	47	-	-	47	-
9,407	Third Party Payments	9,387	-	3,500	12,887	37
-	Transfer Payments	-	-	-	-	n/a
-	Transport related expenditure	-	-	-	-	n/a
-	Recharges from other services	-	-	-	-	n/a
9,454	TOTAL EXPENDITURE	9,434	-	3,500	12,934	37
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(9)	Fees and Charges	(7)	-	-	(7)	-
-	Other Customer and Client Receipts	-	-	-	-	n/a
-	Interest Receivable	-	-	-	-	n/a
-	Recharges to other services	-	-	-	-	n/a
(9)	-	(7)	-	-	(7)	-

9,445	NET CONTROLLABLE COST	9,427	-	3,500	12,927	37
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-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
-	Corporate support services bought in	-	-	-	-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a

9,445	NET COST OF SERVICE	9,427	-	3,500	12,927	37
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-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a

9,445	TOTAL NET EXPENDITURE	9,427	-	3,500	12,927	37
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* OTHER VARIATIONS IN LEVEL OF EXPENDITURE		£000's
<u>Strategic budget - agreed pressures / service demands</u>		
	Ref	
Freedom Passes		3,485
Administration charges for taxicard scheme		15
		3,500
<u>Strategic budget - agreed additional income / savings</u>		
	Ref	
		-
<u>Other resource changes</u>		
	Ref	
		-
TOTAL OTHER VARIATIONS IN RESOURCE		3,500

SERVICE DESCRIPTION

- Developing the overall governance arrangements ensuring they are sound, fit for purpose and represent best practice including delivering internal audit and anti-fraud service;
- Preparing and supporting the Borough response to catastrophic, major and minor incidents using and developing the principles detailed in Civil Protection Legislation;
- Coordinating Business Continuity Planning within the council, providing both monitoring and advice on business continuity issues.
- Preventing, detecting and deterring fraud and corruption including developing the Council as the London-wide anti-fraud strategic lead, in partnership with Deloitte's
- Developing and delivering the risk management framework throughout the council and supporting Members, the Corporate Management Team and service managers in managing and mitigating risk;
- Delivering the council's insurance services including leading and developing the London Authorities' Mutual Limited across London;
- Providing a Corporate Programme Management Office for the council to ensure programmes and projects are delivered and project managers are supported through the appropriate governance processes
- Leading and developing the council's performance management framework Assessment, ensuring that the process drives out service improvements across the council;
- Leading the council's efficiency challenge, including embedding an improved VFM culture across the council;
- Continuing to embed the Procurement category management approach, delivering savings and efficiencies through improved corporate procurement, contracts and purchasing
- Developing a "Category Management" approach to Procurement;
- Leading the Department's learning and development programme including supporting HR & OD in developing the council's Learning and Development Strategy;
- Leading the department's approach to Equalities and Diversity;
- Leading the department in strategic planning, service development & performance management;

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
		Audit and Fraud Prevention	(65)		
Central Finance Management	(21)		28	7	(133)
Directorate	83	(1)	(86)	(4)	(105)
Insurance and Risk Management	(88)	(2)	88	(2)	(98)
Procurement	(721)	(2)	9	(714)	(1)
Performance and Efficiency Team	(60)	(2)	200	138	(330)
Business Development	297	(1)	(100)	196	(34)
Emergency Management	285		(104)	181	(36)
TOTAL NET SPEND	(290)	20	(60)	(330)	14

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	CHANGE IN FTE
	FTE STAFF	FTE STAFF	FTE STAFF
Audit and Fraud Prevention	20.3	17.2	(3.1)
Directorate	1.0	1.0	-
Insurance and Risk Management	8.0	8.0	-
Procurement	13.4	13.4	-
Performance and Efficiency Team	13.0	7.0	(6.0)
Business Development	6.8	6.8	-
Emergency Management	3.0	3.0	-
TOTAL FTE STAFF	65.5	56.4	(9.1)

s/b

RESOURCES & CUSTOMER SERVICES

PERFORMANCE

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
3,410	Employees	3,655	(12)	(148)	3,495	(4)
0	Premises related expenditure	-	-	-	-	n/a
(109)	Supplies and Services	22	16	(494)	(456)	(2,173)
1,781	Third Party Payments	714	16	(28)	702	(2)
-	Transfer Payments	-	-	-	-	n/a
38	Transport related expenditure	20	-	(15)	5	(75)
20	Recharges from other services	20	-	-	20	-
5,140	TOTAL EXPENDITURE	4,431	20	(685)	3,766	(15)
-	Government Grants	-	-	-	-	n/a
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(1,367)	Fees and Charges	(400)	-	(44)	(444)	11
(22)	Other Customer and Client Receipts	(22)	-	-	(22)	-
(120)	Interest Receivable	(120)	-	-	(120)	-
-	Recharges to other services	-	-	-	-	n/a
(1,509)	TOTAL INCOME	(542)	-	(44)	(586)	8
3,631	NET CONTROLLABLE COST	3,889	20	(729)	3,180	(18)
-	Capital Charges	-	-	-	-	n/a
-	Deferred/Intangible Charges	-	-	-	-	n/a
(4,059)	Corporate support services bought in	(4,059)	-	669	(3,390)	(16)
(4,059)	TOTAL UNCONTROLLABLE COST	(4,059)	-	669	(3,390)	(16)
(428)	NET COST OF SERVICE	(170)	20	(60)	(210)	24
(120)	Contributions to / (from) Earmarked Reserves	(120)	-	-	(120)	-
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
(120)	TOTAL APPROPRIATIONS	(120)	-	-	(120)	-
(548)	TOTAL NET EXPENDITURE	(290)	20	(60)	(330)	14
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						Ref
Procurement Team						200
						-
						200
Strategic budget - agreed additional income / savings						Ref
Reduction in search and enquiry fees						(5)
Termination of emergency control vehicle						(6)
Reduction in Audit Commission fees						(75)
Civil contingencies (misc.)						(10)
Shared service income (Civil contingencies/Audit/Fraud)						(44)
Governance Support Assistant vs Apprenticeship						(14)
Reduction in Internal Audit work programme						(30)
Cash release from self insurance fund						(400)
Reduction in transcription capacity						(16)
Reduction in Performance & Efficiency team - end of CAA						(39)
Step Change - Corporate P2P Solution						(4)
Step Change - EBCR						(35)
						(678)
Other resource changes						Ref
Virement - DIY, photocopy, mailroom distribution						(5)
Virement - P2P						(2)
Virement - Finance Unification						(191)
Virement - ICS Training budget						(2)
Virement - Efficiency saving from CEO to RCS						(3)
Other minor adjustments						(48)
Corporate Support Services bought in						669
						418
TOTAL OTHER VARIATIONS IN RESOURCE						(60)

SERVICE DESCRIPTION

Service Transformation is the way in which the Council is seeking to create a step change in the quality and efficiency of how the Council undertakes its business and delivers public services to its residents - to deliver Council Services, better, faster and cheaper. The focus is on redesigning services around the needs of local customers, helping them access the services they need more quickly and easily, and in a way that is most convenient to them. This also includes a fundamental shift in how we operate as council in terms of technology and accommodation to maximise efficiency.

Service Transformation and Support Services deliver the following services:

Information Communication Technology (ICT)

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

Facilities Management

- * Managing the outsourced facilities management contract with Interserve, including the performance management of daily operations within the Civic Office accommodation. The team also covers the management of the Council's catering services.
- * Managing the Council's Corporate Accommodation and providing client input into the new Council Civic Hub as part of URV
- * The contract administration and contractual / risk compliance of the Council's major asset based PPP / PFI partnerships.
- * These include the FM partnership, the 'New for Old' elderly care homes PFI, the education PFI and a number of other PPP/PFI schemes coming on stream.

Transformation Programme Management

Responsible for leadership and the co-ordination of the business transformation projects, including adopting a proactive Programme Management office approach to ensure that the business transformation projects remains on target to achieve the required overall business outcomes

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation	Other		
		(B) £000's	(C) £000's		
Transformation Strategy & Innovation	(161)		161	-	(100)
Information Communication Technology	(164)	411	2,468	2,715	(1,755)
Facilities Management	1,181	709	(960)	930	(21)
Transformation Programme Management	(264)	(2)	652	386	(246)
-	-			-	
-	-			-	
-	-			-	
TOTAL NET SPEND	592	1,118	2,320	4,030	581

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Transformation Strategy & Innovation	7.0		(7.0)
Information Communication Technology	54.6	56.8	2.2
Facilities Management	27.2	21.0	(6.2)
Transformation Programme Management	4.0	4.0	-
-			-
-			-
-			-
TOTAL FTE STAFF	92.8	81.8	(11.0)

RESOURCES & CUSTOMER SERVICES

TRANSFORMATION & SUPPORT SERVICES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
4,693	Employees	4,826	(17)	(426)	4,383	(9)
7,668	Premises related expenditure	7,876	178	(789)	7,265	(8)
2,325	Supplies and Services	2,291	19	(269)	2,041	(11)
15,170	Third Party Payments	15,232	941	(790)	15,383	1
-	Transfer Payments	-	-	-	-	n/a
24	Transport related expenditure	30	-	(11)	19	(37)
-	Recharges from other services	-	-	-	-	n/a
29,880	TOTAL EXPENDITURE	30,255	1,121	(2,285)	29,091	(4)
(585)	Government Grants	(698)	-	585	(113)	(84)
-	Area Based Grant	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(632)	Fees and Charges	(633)	-	(9)	(642)	1
(164)	Other Customer and Client Receipts	(180)	(3)	100	(83)	(54)
-	Interest Receivable	-	-	-	-	n/a
(1,374)	Recharges to other services	(2,005)	-	631	(1,374)	(31)
(2,755)	TOTAL INCOME	(3,516)	(3)	1,307	(2,212)	(37)
27,125	NET CONTROLLABLE COST	26,739	1,118	(978)	26,879	1
1,982	Capital Charges	1,982	-	1,665	3,647	84
167	Deferred/Intangible Charges	167	-	814	981	487
(28,296)	Corporate support services bought in	(28,296)	-	819	(27,477)	(3)
(26,147)	TOTAL UNCONTROLLABLE COST	(26,147)	-	3,298	(22,849)	(13)
978	NET COST OF SERVICE	592	1,118	2,320	4,030	581
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital 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
978	TOTAL NET EXPENDITURE	592	1,118	2,320	4,030	581
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
ICT Maintenance Costs - EMS - One						38
ICT Swift Northgate Managed Service						197
Access Strategy ICT Maintenance and Support						295
Loss of PFI Credits in ICT Contracts						584
ICT Contract Procurement Costs						300
						1,414
<u>Strategic budget - agreed additional income / savings</u>						Ref
Reduction in FM Client Function						(200)
Reduction through combined programme management activities						(30)
CapGemini Contract - 2% glidepath reduction built into final year of contract						(270)
Reduced rate agreed with CapGemini of 12.74%						(380)
CapGemini Contract Extension						(400)
FM - Reduction in Cleaning of Civic Offices						(348)
ICT - Review all ICT Contracts (excluding CapGemini Contract)						(42)
ICT - Negotiate a savings on inflation in CapGemini Contract						(200)
FM - Reduction in Security Provision on remote site						(200)
FM - Reduction in Asset Maintenance for Corporate Property						(330)
Reduction in unitary charge through return of Laptop and Desktop						(150)
Restructure ICT Client function by expanding phase 3b						(241)
EBCR - Increments						(20)
EBCR - Overtime Rates						(4)
EBCR - Car Allowance						(10)
						(2,825)
<u>Other resource changes</u>						Ref
STSS Restructure transfer to Step Change						(109)
Realign DIY photocopy budgets						550
Capital Assets Charges						1,665
Intangible Assets charges back in						814
Corporate support services bought in						819
Other Adjustments						(8)
						3,731
TOTAL OTHER VARIATIONS IN RESOURCE						2,320

SERVICE DESCRIPTION

The Governments' Building Schools for the Future (BSF) programme will see every state secondary school in England - around 3,500 in total - rebuilt or remodelled over the lifetime of the programme.

Launched by the Department for Education & Skills in February 2004, BSF is the largest and most ambitious scheme of its kind anywhere in the world. It will transform education for some 3.3 million students aged 11-19.

The scale of BSF enables local authorities to move from "patch and mend" spending on schools to "rebuild and renew", with a more strategic approach to funding, design, procurement and management of buildings.

BSF is not just a building programme: The programme aims to create learning environments which inspire all young people to unlock hidden talents and reach their full potential; provide teachers with 21st century work places; and provide access to facilities which can be used by all members of the local community.

Croydon has teamed up with the Royal Borough of Kingston to deliver an innovative joint BSF programme. The first phase of capital funding for the joint programme has been awarded £100m. The BSF team has the responsibility for making sure that the money is invested effectively to ensure that the outcomes for young people are improved within each borough.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Transforming Schools for the Future	4,095	0	(4,095)	0	(100) n/a
TOTAL NET SPEND	4,095	-	(4,095)	-	(100)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Transforming Schools for the Future	-	-	-
TOTAL FTE STAFF	-	-	-

Note: Building Schools for the Future is pending transfer to PR&C

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
	Employees	-			-	n/a
	Premises related expenditure	-			-	n/a
	Supplies and Services	4,095	-	(4,095)	-	(100)
	Third Party Payments	-			-	n/a
	Transfer Payments	-			-	n/a
	Transport related expenditure	-			-	n/a
	Recharges from other services	-			-	n/a
	TOTAL EXPENDITURE	4,095	-	(4,095)	-	(100)
	Government Grants				-	n/a
	Area Based Grant				-	n/a
	Other Grants, reimbursements and contributions				-	n/a
	Fees and Charges				-	n/a
	Other Customer and Client Receipts				-	n/a
	Interest Receivable				-	n/a
	Recharges to other services				-	n/a
	TOTAL INCOME	-	-	-	-	n/a
	NET CONTROLLABLE COST	4,095	-	(4,095)	-	(100)
	Capital Charges		-		-	n/a
	Deferred/Intangible Charges		-		-	n/a
	Corporate support services bought in		-		-	n/a
	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
	NET COST OF SERVICE	4,095	-	(4,095)	-	(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
	TOTAL NET EXPENDITURE	4,095	-	(4,095)	-	(100)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Budget transferred to Planning, Regeneration and Conservation (page PRC 2.2)						(4,095)
						-
TOTAL OTHER VARIATIONS IN RESOURCE						(4,095)

HOUSING REVENUE ACCOUNT

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Communal services (now included in Neighbourhood Services)

HOUSING REVENUE ACCOUNT

DEPARTMENT OVERVIEW

KEY SERVICE TARGETS / PRIORITIES FOR 2011/12

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 meet the Decent Homes Standard for council housing
- 4) Promote better and fair access to housing services
- 5) Develop sustainable communities and support neighbourhood renewal

KEY VOLUME INDICATORS

DESCRIPTION	ACTUAL 2009/10	ORIGINAL 2010/11	FORECAST 2010/11	BUDGET 2011/12	% CHANGE
Total Housing stock (properties) April 1 including <u>Sheltered and Special Sheltered Housing</u>	14,021	14,054	14,036	14,094	0 n/a
Sheltered Housing for the Elderly (flats)	1,004	1,037	1,058	1,058	-
Special Sheltered Housing (flats)	259	259	241	241	-
Homes meeting the government's decent home standard	96%	100%	100%	100%	-
Average sick days per FTE					

FINANCIAL PERFORMANCE

DESCRIPTION	ACTUAL 2009/10 £000	ORIGINAL 2010/11 £000	FORECAST 2010/11 £000	BUDGET 2011/12 £000	% CHANGE
Employees	13,122	12,897	12,572	13,094	4
Capital Charges	14,505	11,148	15,461	17,810	15
Deferred/Intangible Charges	-	0	-	0	n/a
Premises related expenditure	23,005	27,268	22,303	21,772	(2)
Supplies and Services	2,469	2,972	2,911	2,948	1
Third Party Payments	27,352	16,005	16,144	16,237	1
Transfer Payments	136	116	117	123	5
Transport related expenditure	341	226	243	283	16
Corporate support services bought in	4,074	4,675	4,313	4,313	-
Recharges (to) / from other services	(1,713)	(1,257)	(650)	1,086	(267)
TOTAL EXPENDITURE	83,291	74,050	73,414	77,666	6
Government Grants	(10,932)	-	(159)	-	(100)
Area Based Grants	-	-	-	-	n/a
Other Grants, reimbursements and contributions	-	-	-	-	n/a
Fees and Charges	(7,745)	(9,578)	(7,389)	(10,904)	48
Other Customer and Client Receipts	(64,585)	(64,461)	(65,856)	(66,754)	1
Interest Receivable	(29)	(10)	(10)	(8)	(20)
TOTAL INCOME	(83,291)	(74,050)	(73,414)	(77,666)	6
NET EXPENDITURE	-	0	-	-	n/a
Contributions to / (from) Reserves	-	-	-	-	n/a
TOTAL VARIANCE FROM BUDGET- Over/(Under)	-				

TOP FINANCIAL RISKS 2011/12

- 1) Increased demand for responsive repairs (est. £500k)
- 2) Increased cost of Programmed Works (est. £500k)

The above risks will be closely monitored and managed to minimise impact.

HOUSING REVENUE ACCOUNT

SERVICE SUMMARY

CABINET MEMBER

Deputy Leader Councillor Dudley Mead	Cabinet Member for Housing, Finance and Asset Management
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DEPARTMENT MANAGEMENT TEAM

NAME	TITLE	TEL. EX.
Hannah Miller	Executive Director of Adult Services and Housing	65490
Peter Brown	Director - Needs and Renewals	65631
Dave Sutherland	Director - Housing Management Services	64957
Jane Doyle	Director - Strategy and Performance	65671
Paul Heynes	Director - Resources	65500

MOVEMENT IN SERVICE NET EXPENDITURE

FORECAST 2010/11 £000's	SERVICE	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	Other (C) £000's		
13,724	Repairs and Maintenance	13,410	-	(219)	13,191	(2)
13,523	Supervision and Management-General	13,745	-	1,784	15,529	13
8,176	Supervision and Management-Special	8,582	-	(238)	8,344	(3)
15,461	Capital Financing	15,494	-	2,316	17,810	15
(66,934)	Income	(67,165)	-	(3,881)	(71,046)	6
16,050	Notional H.R.A and Government Grant	15,934	-	238	16,172	1
-	TOTAL NET SPEND	-	-	-	-	n/a
-	Contributions to / (from) Reserves	-	-	-	-	n/a

STAFF ESTABLISHMENT NUMBERS

SERVICE	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
Repairs & Maintenance	13.0	14.0	1.0
Supervision and Management - General Expenses	241.8	249.3	7.5
Supervision and Management - Special Expenses	88.0	88.0	-
TOTAL FTE STAFF	342.8	351.3	8.5

HOUSING REVENUE ACCOUNT

SUBJECTIVE SUMMARY

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
12,572	Employees	12,897	-	197	13,094	2
22,303	Premises related expenditure	27,268	-	(5,496)	21,772	(20)
2,911	Supplies and Services	2,972	-	(24)	2,948	(1)
16,144	Third Party Payments	16,005	-	232	16,237	1
117	Transfer Payments	116	-	7	123	6
243	Transport related expenditure	226	-	57	283	25
4,065	Recharges from other services	2,801	-	1,496	4,297	53
58,355	TOTAL EXPENDITURE	62,285	-	(3,531)	58,754	(6)
(159)	Government Grants	-	-	-	-	n/a
	Area Based Grants	-	-	-	-	n/a
-	Other Grants, reimbursements and contributions	-	-	-	-	n/a
(7,389.0)	Fees and Charges	(9,579)	-	(1,325)	(10,904)	14
(65,856.0)	Other Customer and Client Receipts	(64,461)	-	(2,293)	(66,754)	4
(10.0)	Interest Receivable	(10)	-	2	(8)	(20)
(4,715.0)	Recharges to other services	(4,058)	-	847	(3,211)	(21)
(78,129)	TOTAL INCOME	(78,108)	-	(2,769)	(80,877)	4
(19,774)	NET CONTROLLABLE COST	(15,823)	-	(6,300)	(22,123)	39
15,461	Capital Charges	11,148	-	6,662	17,810	60
-	Deferred/Intangible Charges	0	-	-	0	-
4,313	Corporate support services bought in	4,675	-	(362)	4,313	(8)
19,774	TOTAL UNCONTROLLABLE COST	15,823	-	6,300	22,123	40
-	NET COST OF SERVICE	-	-	-	-	n/a
-	Contributions to / (from) Earmarked Reserves	-	-	-	-	n/a
-	Contributions to / (from) Capital Reserves:	-	-	-	-	n/a
-	Financing of Capital Expenditure	-	-	-	-	n/a
-	Provision for Repayment of External Loans	-	-	-	-	n/a
-	Contribution to / (from) General Balances	-	-	-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
-	TOTAL NET EXPENDITURE	-	-	-	-	n/a
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
Strategic budget - agreed pressures / service demands						-
Strategic budget - agreed additional income / savings						-
Other resource changes						-
TOTAL OTHER VARIATIONS IN RESOURCE						-

HOUSING REVENUE ACCOUNT

REPAIRS AND MAINTENANCE

SERVICE DESCRIPTION

This service provides responsive repairs and cyclical maintenance to the Council's housing stock. The service responds to around 61,000 repair requests on average each year and also includes all work to an average of about 1,250 void properties. The repairs service is delivered through two long term partnering contracts.

The total planned expenditure on revenue and capital repairs within the H.R.A. is £30.03m.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Responsive Repairs	12,590		(274)	12,316	(2)
Cyclical Works	820		55	875	7
TOTAL NET SPEND	13,410	-	(219)	13,191	(2)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
	13.0	14.0	1.0
TOTAL FTE STAFF	13.0	14.0	1.0

HOUSING REVENUE ACCOUNT

REPAIRS AND MAINTENANCE

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
395	Employees	441		341	782	77
12,795	Premises related expenditure	12,884		(933)	11,951	(7)
400	Supplies and Services	85		298	383	353
-	- Third Party Payments	-		-	-	n/a
-	- Transfer Payments	-		-	-	n/a
-	- Transport related expenditure	-		-	-	n/a
894	Recharges from other services	-		760	760	n/a
14,484	TOTAL EXPENDITURE	13,410	-	466	13,876	3
-	- Government Grants	-		-	-	n/a
-	- Area Based Grants	-		-	-	n/a
-	- Other Grants, reimbursements and contributions	-		-	-	n/a
-	- Fees and Charges	-		-	-	n/a
-	- Other Customer and Client Receipts	(355)		355	-	(100)
-	- Interest Receivable	-		-	-	n/a
(760)	Recharges to other services	-		(760)	(760)	n/a
(760)	TOTAL INCOME	(355)	-	(405)	(760)	114
13,724	NET CONTROLLABLE COST	13,055	-	61	13,116	0
-	- Capital Charges	-		-	-	n/a
-	- Deferred/Intangible Charges	-		-	-	n/a
-	- Corporate support services bought in	355		(280)	75	(79)
-	TOTAL UNCONTROLLABLE COST	355	-	(280)	75	(79)
13,724	NET COST OF SERVICE	13,410	-	(219)	13,191	(2)
-	- Contributions to / (from) Earmarked Reserves	-		-	-	n/a
-	- Contributions to / (from) Capital Reserves:	-		-	-	n/a
-	- Financing of Capital Expenditure	-		-	-	n/a
-	- Provision for Repayment of External Loans	-		-	-	n/a
-	- Contribution to / (from) General Balances	-		-	-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
13,724	TOTAL NET EXPENDITURE	13,410	-	(219)	13,191	(2)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Changes relate to realignment of budgets within Repairs & Maintenance and Supervision & Management reflecting accounting best practice						(219)
Although the total budget has reduced, due to the realignment of internal recharging within the HRA, the amount allocated for actual repairs and maintenance has increased by £1.1m.						
						(219)
TOTAL OTHER VARIATIONS IN RESOURCE						(219)

HOUSING REVENUE ACCOUNT

**SUPERVISION AND MANAGEMENT -
GENERAL EXPENSES**

SERVICE DESCRIPTION

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

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Supervision and management - General expenses	13,745		1,784	15,529	13
TOTAL NET SPEND	13,745	0	1,784	15,529	13

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Supervision and management - General expenses	241.8	249.3	7.5
TOTAL FTE STAFF	241.8	249.3	7.5

HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -
GENERAL EXPENSES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
9,423	Employees	9,692		(97)	9,595	(1)
1,248	Premises related expenditure	1,250		(302)	948	(24)
1,928	Supplies and Services	2,207		(254)	1,953	(12)
40	Third Party Payments	13		2	15	15
-	Transfer Payments	-		-	-	n/a
131	Transport related expenditure	126		43	169	34
985	Recharges from other services	598		829	1,427	139
13,755	TOTAL EXPENDITURE	13,886	-	221	14,107	2
(159)	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	(30)		30	-	(100)
(59)	Other Customer and Client Receipts	-		(28)	(28)	n/a
-	Interest Receivable	-			-	n/a
(3,846)	Recharges to other services	(3,949)		1,623	(2,326)	(41)
(4,064)	TOTAL INCOME	(3,979)	-	1,625	(2,354)	(41)
9,691	NET CONTROLLABLE COST	9,907	-	1,846	11,753	19
-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
3,832	Corporate support services bought in	3,838		(62)	3,776	(2)
3,832	TOTAL UNCONTROLLABLE COST	3,838	-	(62)	3,776	(2)
13,523	NET COST OF SERVICE	13,745	-	1,784	15,529	13
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
13,523	TOTAL NET EXPENDITURE	13,745	-	1,784	15,529	13
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Reductions in expenditure (Employees, Premises, Supplies & Services) are due to matching budgets to where actual recharges are made						(653)
Increase in car allowances						43
Increase in recharges from other services due to budget matching referred to above						829
This reduction in recharge income is due to charges being made direct to service areas.						1,623
Reduction in Corporate Recharges						(62)
Minor Adjustments						4
						1,784
TOTAL OTHER VARIATIONS IN RESOURCE						1,784

HOUSING REVENUE ACCOUNT

**SUPERVISION AND MANAGEMENT -
SPECIAL EXPENSES**

SERVICE DESCRIPTION

This part of the Housing Revenue Account includes any expenditure which relates only to specific estates rather than the general housing stock. This includes services such as Caretaking, Neighbourhood Wardens and grounds maintenance.

The income from the charges made for central heating is credited directly to income and the full cost of the standard space water heating provided will be recovered from tenants.

There is a service charge for the following services:-

Caretaking - £6.84
Grounds Maintenance - £1.77

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Utility charges	1,624		(112)	1,512	(7)
Horticultural Services	726		(41)	685	(6)
Sheltered Housing services	1,116			1,116	-
Neighbourhood Services	5,116		(85)	5,031	(2)
TOTAL NET SPEND	8,582	0	(238)	8,344	(3)

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
Neighbourhood Services	88.0	88.0	-
TOTAL FTE STAFF	88.0	88.0	-

HOUSING REVENUE ACCOUNT

SUPERVISION AND MANAGEMENT -
SPECIAL EXPENSES

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
2,754	Employees	2,764		(47)	2,717	(2)
7,160	Premises related expenditure	7,413		(6)	7,407	(0)
324	Supplies and Services	385		(34)	351	(9)
53	Third Party Payments	58		(8)	50	(14)
5	Transfer Payments	4			4	-
112	Transport related expenditure	100		14	114	14
2,185	Recharges from other services	2,204		(93)	2,111	(4)
12,593	TOTAL EXPENDITURE	12,928	-	(174)	12,754	(1)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(4,785)	Fees and Charges	(4,718)		(41)	(4,759)	1
(4)	Other Customer and Client Receipts	-		(3)	(3)	n/a
-	Interest Receivable	-			-	n/a
(109)	Recharges to other services	(109)			(109)	-
(4,898)	TOTAL INCOME	(4,827)	-	(44)	(4,871)	1
7,695	NET CONTROLLABLE COST	8,101	-	(218)	7,883	(3)
-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
481	Corporate support services bought in	481		(20)	461	(4)
481	TOTAL UNCONTROLLABLE COST	481	-	(20)	461	(4)
8,176	NET COST OF SERVICE	8,582	-	(238)	8,344	(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
8,176	TOTAL NET EXPENDITURE	8,582	-	(238)	8,344	(3)
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Minor reduction in Employee recharges						(47)
Minor reduction in Supplies and Services recharges						(34)
Reduction in recharges from other services						(93)
Increase in charges relating to water rates						(41)
Other minor adjustments						(23)
						(238)
TOTAL OTHER VARIATIONS IN RESOURCE						(238)

HOUSING REVENUE ACCOUNT

CAPITAL FINANCING

SERVICE DESCRIPTION

Capital Financing includes the interest charges for the payment of interest on loans taken out to acquire or refurbish Housing Revenue Account assets, such as council housing, and also includes a charge for debt management.

The Major Repairs Allowance is used to finance the improvements of the housing stock.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Major Repairs Allowance	11,380		662	12,042	6
Interest Charges	3,541		949	4,490	27
Debt Management Expenses	86		3	89	3
Premium	509		(99)	410	(19)
Discount	(21)			(21)	-
Financing of Capital Expenditure	-		800	800	n/a
TOTAL NET SPEND	15,495	-	2,315	17,810	15

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE STAFF
			-
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

CAPITAL FINANCING

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	4,346		(4,346)	-	(100)
-	Supplies and Services	-			-	n/a
-	Third Party Payments	-			-	n/a
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
-	TOTAL EXPENDITURE	4,346	-	(4,346)	-	(100)
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
-	Fees and Charges	-			-	n/a
-	Other Customer and Client Receipts	-			-	n/a
-	Interest Receivable	-			-	n/a
-	Recharges to other services	-			-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
-	NET CONTROLLABLE COST	4,346	-	(4,346)	-	(100)
15,461	Capital Charges	11,148		6,662	17,810	60
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
15,461	TOTAL UNCONTROLLABLE COST	11,148	-	6,662	17,810	60
15,461	NET COST OF SERVICE	15,494	-	2,316	17,810	15
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
15,461	TOTAL NET EXPENDITURE	15,494	-	2,316	17,810	15
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Increase in Major Repairs Allowance						662
Increase in capital charges						854
Revenue funding of Capital Expenditure						800
						2,316
TOTAL OTHER VARIATIONS IN RESOURCE						2,316

HOUSING REVENUE ACCOUNT

INCOME

SERVICE DESCRIPTION

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

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

Average Dwelling Rent (50 weeks)	Average Service Charge (Caretaking and Grounds Maintenance)	Mortgage Interest Rates
2009-10 £87.70	£2.99	01.04.09 4.81%
2010-11 £88.51	£2.99	01.04.10 4.81%
2011-12 £92.20	£5.05	

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Dwellings Rents and Service Charges	(63,484)		(4,177)	(67,661)	7
Doubtful Debt Provision	250			250	-
Garages	(1,248)		(88)	(1,336)	7
Heating and insurance	(530)		(6)	(536)	1
Interest	(10)		2	(8)	(20)
Service Charges - Leaseholders	(1,869)		390	(1,479)	(21)
Other Income	(274)		(2)	(276)	1
Contributions to / (from) Earmarked Reserves					n/a
TOTAL NET SPEND	(67,165)		(3,881)	(71,046)	6

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

INCOME

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
1,100	Premises related expenditure	1,375		91	1,466	7
259	Supplies and Services	295		(34)	261	(12)
1	Third Party Payments	-			-	n/a
112	Transfer Payments	112		7	119	6
-	Transport related expenditure	-			-	n/a
1	Recharges from other services	-			-	n/a
1,473	TOTAL EXPENDITURE	1,782	-	64	1,846	4
-	Government Grants	-			-	n/a
-	Area Based Grants	-			-	n/a
-	Other Grants, reimbursements and contributions	-			-	n/a
(2,604)	Fees and Charges	(4,831)		(1,314)	(6,145)	27
(65,793)	Other Customer and Client Receipts	(64,106)		(2,617)	(66,723)	4
(10)	Interest Receivable	(10)		2	(8)	(20)
-	Recharges to other services	-		(16)	(16)	n/a
(68,407)	TOTAL INCOME	(68,947)	-	(3,945)	(72,892)	6
(66,934)	NET CONTROLLABLE COST	(67,165)	-	(3,881)	(71,046)	6
-	Capital Charges	-			-	n/a
-	Deferred/Intangible Charges	-			-	n/a
-	Corporate support services bought in	-			-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
(66,934)	NET COST OF SERVICE	(67,165)	-	(3,881)	(71,046)	6
-	Contributions to / (from) Earmarked Reserves	-			-	n/a
-	Contributions to / (from) Capital Reserves:	-			-	n/a
-	Financing of Capital Expenditure	-			-	n/a
-	Provision for Repayment of External Loans	-			-	n/a
-	Contribution to / (from) General Balances	-			-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
(66,934)	TOTAL NET EXPENDITURE	(67,165)	-	(3,881)	(71,046)	6
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>				Ref		
						-
<u>Strategic budget - agreed additional income / savings</u>				Ref		
						-
<u>Other resource changes</u>				Ref		
Increase in premises cost due to transfer of insurance budget (£300k) from Supervision and Management (General Expenses), partly offset by reduced expenditure on voids.						91
Additional income reflecting increased charges and the unpooling of Service Charges						(1,314)
Additional income from dwelling rents						(2,617)
Other minor adjustments						(41)
(Rent and Service Charges increased in line with Government's Social Rent Restructuring Policy)						
						(3,881)
TOTAL OTHER VARIATIONS IN RESOURCE						(3,881)

HOUSING REVENUE ACCOUNT

NOTIONAL H.R.A AND GOVERNMENT GRANT

SERVICE DESCRIPTION

Housing Revenue Account Government Grant was introduced on 1st April 1990. It is based upon a Notional Housing Revenue Account. Since 1 April 2004 Rent Rebates have been accounted for in the General Fund and the surplus of £16,171m is repaid to the Government.

Notional account for the calculation of the payment to the Government is on the table below. The figures in brackets are the allowances due to the Council offset by the notional income shown as positives.

MOVEMENT IN NET EXPENDITURE

	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
		Inflation (B) £000's	Other (C) £000's		
Notional Management and Maintenance Allowances	(27,670)		(2,221)	(29,891)	8
Major Repairs Allowance	(11,379)		(663)	(12,042)	6
Capital asset charges	(4,913)		(280)	(5,193)	6
Admissible Allowance	-				n/a
Notional Guideline Rent	59,886		3,404	63,290	6
Interest on Rent to buy mortgages	10		(2)	8	(20)
Rental Constraint Allowance					n/a
TOTAL NET SPEND	15,934	-	238	16,172	1

STAFF ESTABLISHMENT NUMBERS

	ORIGINAL BUDGET 2010/11 FTE STAFF	ORIGINAL BUDGET 2011/12 FTE STAFF	CHANGE IN FTE FTE STAFF
TOTAL FTE STAFF	-	-	-

HOUSING REVENUE ACCOUNT

NOTIONAL H.R.A AND GOVERNMENT GRANT

SUBJECTIVE SUMMARY

FORECAST 2010/11 £000's	DESCRIPTION	ORIGINAL BUDGET 2010/11 (A) £000's	Variations in Level of Expenditure on (A)		ORIGINAL BUDGET 2011/12 (D) £000's	% CHANGE (E) %
			Inflation (B) £000's	* Other (C) £000's		
-	Employees	-			-	n/a
-	Premises related expenditure	-			-	n/a
-	Supplies and Services	-			-	n/a
16,050	Third Party Payments	15,934		238	16,172	1
-	Transfer Payments	-			-	n/a
-	Transport related expenditure	-			-	n/a
-	Recharges from other services	-			-	n/a
16,050	TOTAL EXPENDITURE	15,934	-	238	16,172	1
-	Government Grants				-	n/a
-	Area Based Grants				-	n/a
-	Other Grants, reimbursements and contributions				-	n/a
-	Fees and Charges				-	n/a
-	Other Customer and Client Receipts				-	n/a
-	Interest Receivable				-	n/a
-	Recharges to other services				-	n/a
-	TOTAL INCOME	-	-	-	-	n/a
16,050	NET CONTROLLABLE COST	15,934	-	238	16,172	1
-	Capital Charges				-	n/a
-	Deferred/Intangible Charges				-	n/a
-	Corporate support services bought in				-	n/a
-	TOTAL UNCONTROLLABLE COST	-	-	-	-	n/a
16,050	NET COST OF SERVICE	15,934	-	238	16,172	1
-	Contributions to / (from) Earmarked Reserves				-	n/a
-	Contributions to / (from) Capital Reserves:				-	n/a
-	Financing of Capital Expenditure				-	n/a
-	Provision for Repayment of External Loans				-	n/a
-	Contribution to / (from) General Balances				-	n/a
-	TOTAL APPROPRIATIONS	-	-	-	-	n/a
16,050	TOTAL NET EXPENDITURE	15,934	-	238	16,172	1
* OTHER VARIATIONS IN LEVEL OF EXPENDITURE						£000's
<u>Strategic budget - agreed pressures / service demands</u>						Ref
						-
<u>Strategic budget - agreed additional income / savings</u>						Ref
						-
<u>Other resource changes</u>						Ref
Change in subsidy payment reflecting increases in Management, Maintenance, Major Repairs Allowances and Guideline Rent.						238
						238
TOTAL OTHER VARIATIONS IN RESOURCE						238

CAPITAL PROGRAMME

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DETAILED PROGRAMME 2011/12	CP2

Capital Programme Resourcing 2011/12 to 2015/16

GENERAL FUND						
Description	2011/12 £'000s	2012/13 £'000s	2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	Total £'000s
Improving our Assets	69,052	75,120	27,422	21,579	21,859	215,032
Transforming our Place	42,058	28,361	28,737	31,251	31,856	162,263
Transforming our Services	18,723	7,909	12,860	3,150	3,150	45,792
RESOURCE REQUIREMENT (Including HRA)	129,833	111,390	69,019	55,980	56,865	423,087
General Fund						
Borrowing	40,000	40,000	40,000	40,000	40,000	200,000
Capital Grants and Contributions	11,650	13,350	1,450	550	650	27,650
Slipped Funding	12,725	0	0	0	0	12,725
S106	1,000	0	0	0	0	1,000
Communities and Local Government (CLG)	3,150	1,000	1,000	4,635	1,100	10,885
Department of Health (DoH)	1,009	0	0	0	0	1,009
Department for Education (DfE)	22,600	239	0	0	0	22,839
Transport For London (TfL)	4,449	3,613	7,162	3,786	3,786	22,796
Partnership for Schools (PFS)	16,830	24,077	250	0	0	41,157
	113,414	82,279	49,862	48,971	45,536	340,062
HRA						
HRA Receipts	900	0	0	0	0	900
Major Repairs Allowance	12,042	12,993	13,282	13,579	13,579	65,475
HRA Disposals	300	0	0	0	0	300
HRA Unsupported Borrowing	760	0	0	0	0	760
Recovered Grant	840	0	0	0	0	840
Slippage from 2010/11	500	0	0	0	0	500
HRA - Reserves	700	0	0	0	0	700
HRA - Revenue Contribution	800	0	0	0	0	800
	16,842	12,993	13,282	13,579	13,579	70,275
TOTAL ESTIMATED RESOURCES	130,256	95,272	63,144	62,550	59,115	410,337
(OVER) / UNDER FUNDING OF PROGRAMME	(423)	16,118	5,875	(6,570)	(2,250)	12,750

Capital Programme 2011/12 TO 2015/16

These pages show details of the proposed capital programme for 2011/12 and draft programme for 2015/16

Improving our Assets		2011/12	2012/13	2013/14	2014/15	2015/16	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
EXT - DfE	Primary Capital programme	12,000	0	0	0	0	12,000
EXT - DfE	Education Estate (Primary School Programme)	10,600	24,300	0	0	0	34,900
EXT - PFS	Academies - Harris Academy Purley	6,780	9,465	0	0	0	16,245
EXT - PFS	Coulsdon Academy	6,500	0	0	0	0	6,500
EXT - PFS	Academies - Croydon Brit School	3,000	1,112	0	0	0	4,112
EXT - PFS	Academies - Quest Academy - Selsdon High School	550	18,500	250	0	0	19,300
HRA	HIP Estate Major Repairs & Maintenance (HRA)	16,842	12,993	13,282	13,579	13,579	70,275
LBC / EXT - CLG	Disabled Facilities Grants	2,000	2,000	2,000	2,000	2,000	10,000
LBC / REPAYMENT OF GRANT	Private Sector renewal - Decent Homes Loans & Energy Efficiency Grants	1,000	900	800	750	750	4,200
LBC	Education Maintenance Programme	2,000	2,000	2,000	2,000	2,000	10,000
LBC - Slippage	Asset Management System	950	0	0	0	0	950
LBC - Slippage	Enhancement to Stubbs Mead depot	850	0	0	0	0	850
LBC	Town Hall Essential Works	1,200	800	0	0	0	2,000
LBC	Corporate Property Maintenance Programme	4,280	2,550	3,090	2,250	2,530	14,700
LBC	Regeneration (Acquisitions) Fund	500	500	6,000	1,000	1,000	9,000
		69,052	75,120	27,422	21,579	21,859	215,032

Transforming our Place		2011/12	2012/13	2013/14	2014/15	2015/16	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Highways Maintenance	7,500	7,500	7,500	3,500	3,500	29,500
LBC - Slippage	Waddon Waylands	6,000	0	0	0	0	6,000
LBC / EXT - HLF	Wandle Park	3,491	0	0	0	0	3,491
LBC	Fairfield Halls	500	750	750	10,000	15,000	27,000
LBC	Trams	1,200	0	0	0	0	1,200
LBC / EXT	Croydon Connected City (Public Realm in the Town Centre) and Mid Croydon	10,618	15,598	7,135	0	0	33,351
EXT - TFL	(LIP) Road Safety, Highways, Public Realm Improvements	3,974	3,163	2,712	3,336	3,336	16,521
LBC / EXT	East Croydon Station bridge	6,000	0	0	0	0	6,000
LBC	Children's Centre and Special Education Needs	1,000	0	9,800	10,000	9,200	30,000
LBC	Coulsdon Master Plan	200	0	0	0	0	200
LBC	Soakaway Maintenance and Replacement - Highways Drainage	350	350	350	350	350	1,750
LBC / EXT - TFL	Bridge Strengthening	525	500	490	480	470	2,465
LBC	Edgecombe Community Centre	200	0	0	0	0	200
LBC / EXT	District Energy (CMC)	500	500	0	3,585	0	4,585
		42,058	28,361	28,737	31,251	31,856	162,263

TRANSFORMING OUR SERVICES		2011/12	2012/13	2013/14	2014/15	2015/16	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Waddon Waylands - Leisure Centre	3,500	0	0	0	0	3,500
LBC	Food Waste	1,850	150	150	150	150	2,450
LBC - Slippage	ICH	3,000	0	0	0	0	3,000
LBC - Slippage	Waste and Recycling	500	0	0	0	0	500
LBC - Slippage	Parking pay and Display Machines	900	0	0	0	0	900
LBC - Slippage	Mercury Abatement	450	0	0	0	0	450
LBC	Transformational ICT Programme	4,000	3,000	3,000	3,000	3,000	16,000
LBC - Slippage	New Burial Ground	75	0	0	0	0	75
LBC	Transforming our Space - Step Change Project	2,938	4,759	9,710	0	0	17,407
EXT - DH	DH grant funded scheme	710	0	0	0	0	710
EXT - DH	Social Care Single Capital Pot	300	0	0	0	0	300
LBC	Feasibility Fund	500	0	0	0	0	500
		18,723	7,909	12,860	3,150	3,150	45,792

129,833	111,390	69,019	55,980	56,865	423,087
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LOAN TO DEVCO		2011/12	2012/13	2013/14	2014/15	2015/16	Total
Funding Source	Description	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LBC	Loan to Devco	64,000	28,000	5,000	0	0	97,000
Repayment of Loan to Devco	Repayment of Loan	-64,000	-28,000	-5,000	0	0	-97,000
		0	0	0	0	0	0